

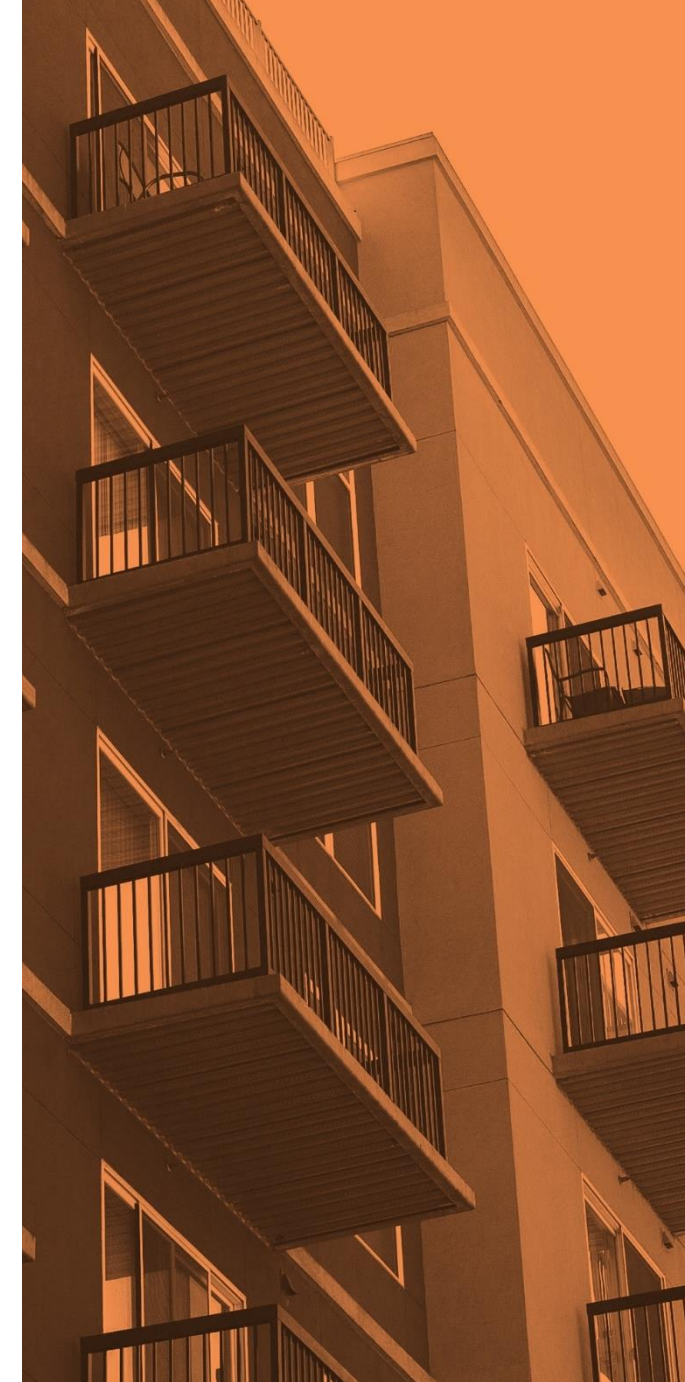
# Direct to Housing Encampment Response

Heather Muller  
Tammy McGhee



# Session Objectives

1. Understand the Direct to Housing Encampment Response model
2. Explore the challenges and lessons learned throughout planning and implementation of the model
3. Assess readiness for initiative planning and implementation



# Encampment Rehousing Model



# Direct to Housing Encampment Response

Typically **3-4 week cycle** per encampment area – size and housing availability will dictate timeline

## PLANNING & ENGAGEMENT

### Identify Encampment

- Assess Site (map, size, response team)
- Engage Residents
- CES Assessments
- Collect Documents
- Finalize BNL

### Identify Housing

- Engage Landlords
- Identify Units
- Secure and Inspect Units to Qualify for Subsidies

## HOUSING

### Place in Housing

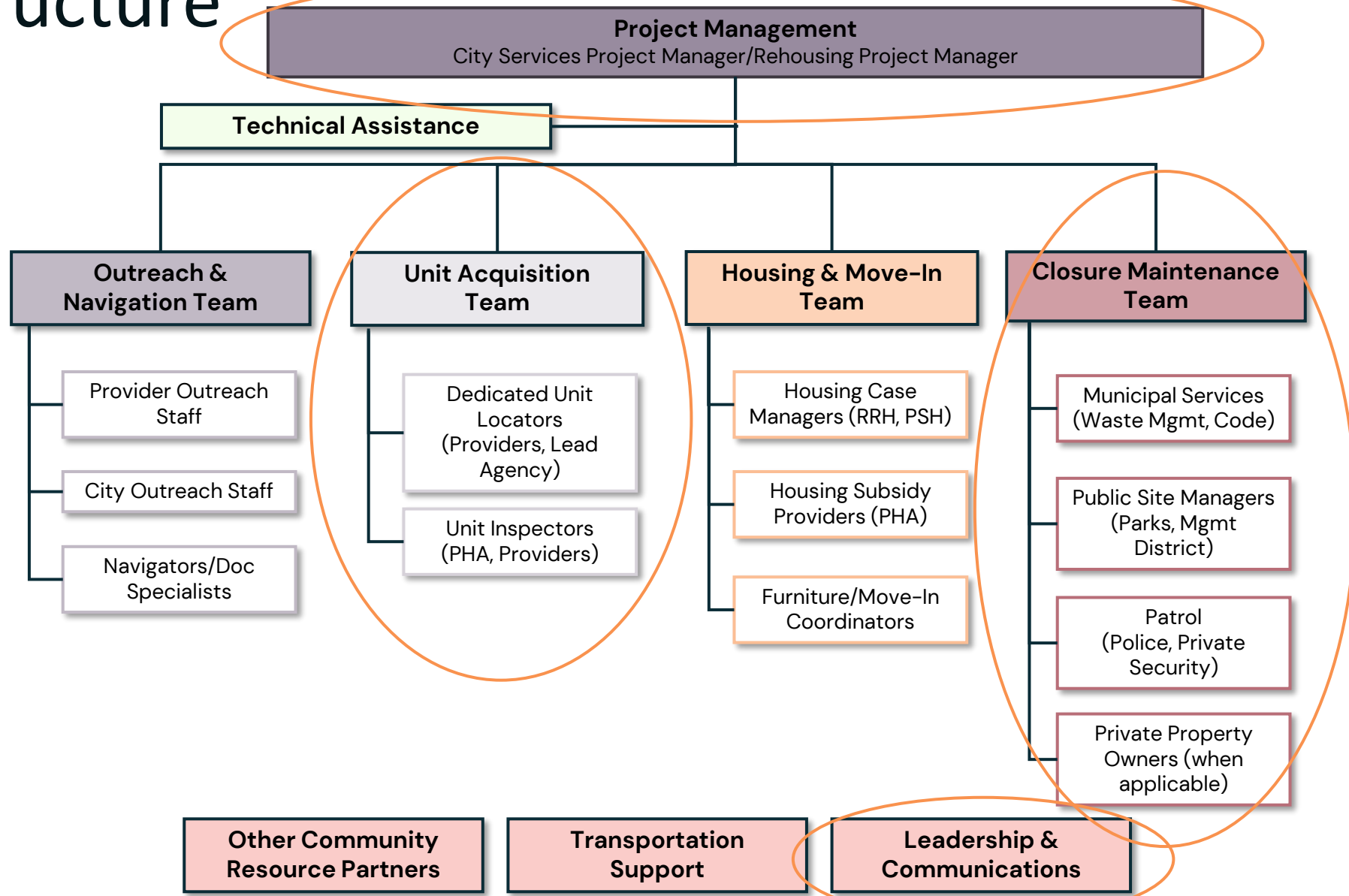
- Enroll in Program
- Apply for Units
- Apply for Vouchers
- Move in Residents
- Weekly – Monthly Case Management
- 12 month Transition Plan

## MAINTENANCE

### Close Encampment

- Post Notices
- Clean Up and Secure Site
- Daily Drive Throughs
- Law Enforcement Patrols (when applicable)

# Team Structure



# Dedicated Project Manager is Critical to a Successful Implementation

## Project Management

City Services Project Manager/Rehousing Project Manager

### Critical Daily Duties

- Daily coordination of the teams and managing interdependencies
- Clearing the path for the teams to do their work
- Elevating needs and challenges to leadership

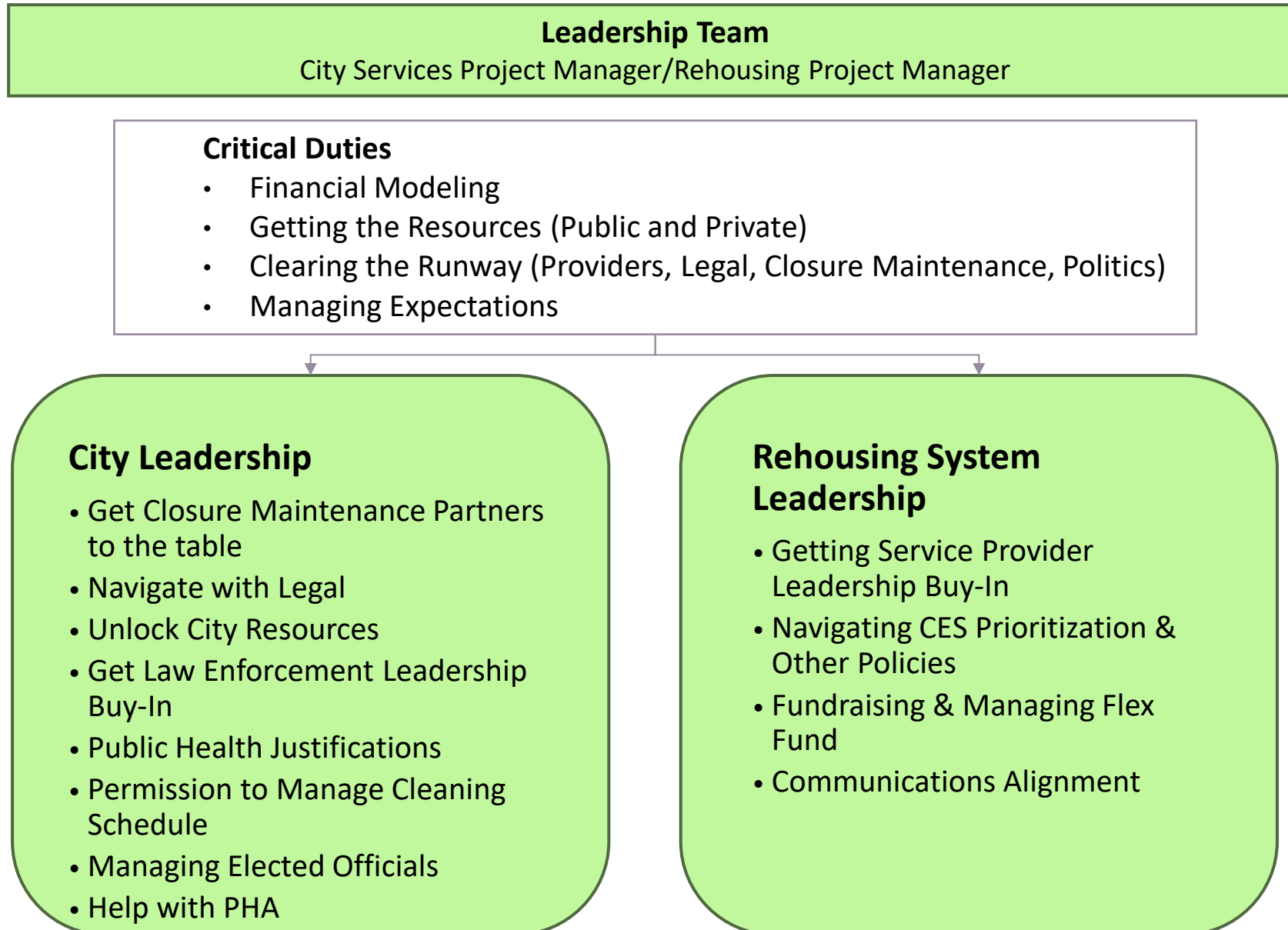
### City Lead

- Leading Closure Maintenance Planning
- Overseeing closure day and any time closure maintenance team is onsite
- Posting/providing notices
- Taping off areas
- Verbal permission to dispose of personal belongings
- Engaging with Law enforcement

### Rehousing System Lead

- Coordination of outreach teams
- Coordination of rehousing services and subsidies
- Adding or removing people from BNL
- Coordination of community resources partners
- Coordination of transportation services

# Leadership Team Makes Implementation Possible



# Sample Site Schedule

Outreach Team

Unit Team

Housing Team

Closure Maintenance Team

|        | Monday  | Tuesday      | Wednesday                | Thursday     | Friday  |
|--------|---|--------------|--------------------------|--------------|---|
| Week 1 | Light Engagement  |              |                          |              | Finalize BNL<br>Initial Unit List   |
| Week 2 | CES Assessments & Doc Collection                              |              |                          |              |   |
|        | Unit Team Secures & Pre-Inspects Units                        |              |                          |              |   |
|        | Voucher Applications & Service Program Enrollments            |              |                          |              |   |
|        | Closure Maintenance Team Meets to Begin Planning/Signage Prep |              |                          |              |   |
| Week 3 | Engagement & Doc Collection Continues                         |              |                          |              | 7 Day Notice  |
|        | Unit Team Secures & Inspects Units                            |              |                          |              |   |
|        | Unit Applications   |              |                          |              |   |
| Week 4 |   | 3 Day Notice |                          | 24 Hr Notice | Closure Day<br>Enforcement Notices Posted – Cleaning and Maintenance Begins |
|        | Doc Collection  |              |                          |              |   |
|        | RFTA/HAP Completed  |              |                          |              |   |
|        |   |              | Lease Signing & Move-Ins |              |   |



# Encampment Rehousing Project Culture

- ❖ Our objective is to permanently close the encampment site with every encampment resident saying, **“yes” to permanent housing**
- ❖ We embrace an **action oriented**, “yes culture”, **we problem solve our way to “yes”** on almost everything
- ❖ We have to work as a **single team and communicate with residents as a single unit**, as consistently as possible
- ❖ We have to operate with **integrity**; we say what we do and do what we say. We don’t over promise and under deliver for residents or leadership
- ❖ We have to remain **flexible to accommodate residents and landlords**, the priority for all partners must be residents and landlords

# KEYS TO SUCCESS

## **Intensive Focus on a Targeted Location/s**

Focus on a single location and group of people intensely for an extended period with a single objective of rehousing.

## **Bringing the Rehousing Services to the Site**

Bringing all staff, procedures, and paperwork into the field resulted in higher rates of completion and faster processing time.

## **Dedicated Unit Team**

The centralized landlord engagement team model offers an opportunity to engage and broker access to larger portfolios of prenegotiated units and a team dedicated to partnering with LLs

## **Legal Notices**

Legal notices are provided to residents 7 days, 3 days, and 24 hours prior to closure and are effective in notifying both residents and visitors of the site. Residents reference notices in conversations about details and timelines.

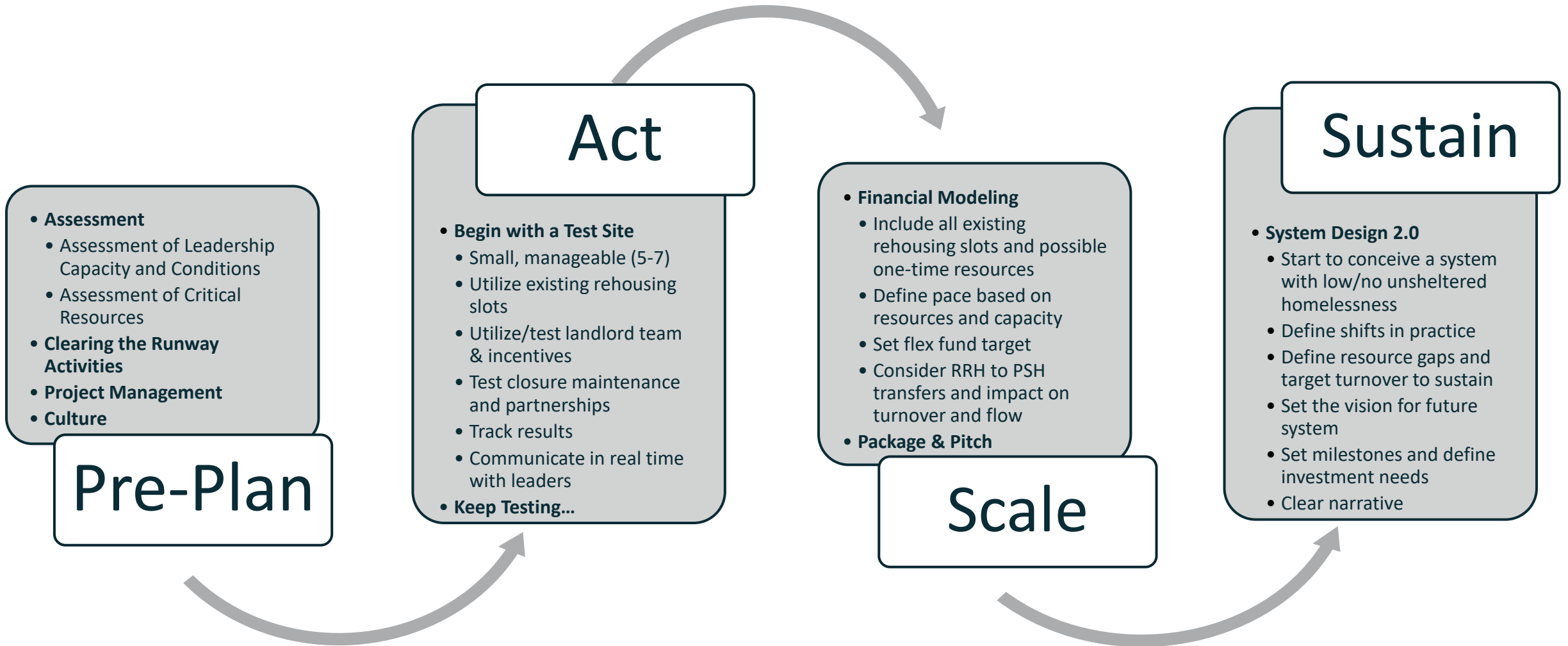
## **Closure Maintenance**

New partnerships with the City departments required for closure maintenance need to be established during this process. Both newly established and existing partnerships will allow for faster communication and alignment.

# WHAT'S DIFFERENT ABOUT THIS APPROACH?

- Incident Command Structure
- Dedicated unit team
- Dedicated PM
- Leadership Team
- Focused and faster housing process
- Lower barrier
- More supportive; literally walk side by side in the field
- Maintain public health & safety after site response
- Housing stabilization focus to prevent returns to homelessness

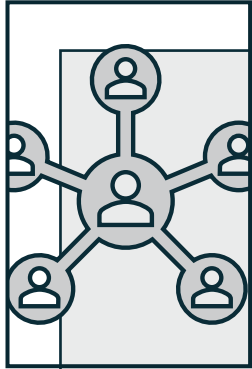
# Encampment Decommissioning Roll Out



# Pre-Planning



# Critical “Clearing the Runway” Activities



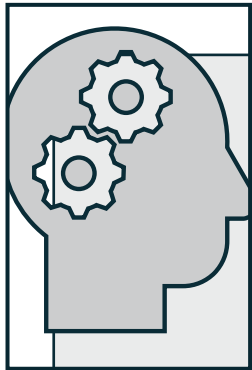
## Identify and Wrangle Key Stakeholders

- Clarify Roles – bring soft & hard power together – everyone has a stake in this initiative
  - CoC lead agency
  - PHA
  - City
  - Private/business
- Facilitate negotiations and manage partnerships

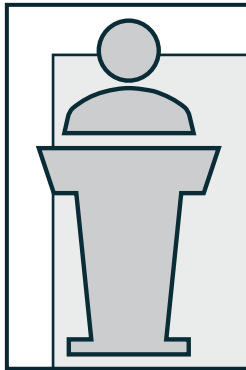


## Get Concrete About Resources

- Take the lead to unlock and braid resources
- Create transparency and visibility
- Infuse confidence in partners playing their role – alleviate the “yes buts”



## Set Expectations to Work Differently Now and Forever



## Insulate the Team from the Politics

# Pre- Planning Challenges and Lessons Learned

Provider buy-in

Reducing barriers/  
requirements

Providers trusting  
city/county to  
lead a direct  
housing effort

Identifying staff  
ready to begin  
right away

Building a flex  
fund

**Clutch**

Consulting  
Group

# Action





# Action Challenges and Lessons Learned



## Focus Groups

- Getting access to things people need after move-in is challenging
- More unit selection
- More support on tenancy issues and managing LL interactions post lease up (prepare cheat sheet for move in)
- Outreach being in the field everyday made them trust the process again



## After Action

- Bringing all staff, procedures, and paperwork associated with the document collection and housing process into the field works
- We need more streamlined access to government issued IDs
- Having units available is a game changer
- So many rounds of updated paperwork in the beginning is frustrating
- Need to help people pack and mentally prepare for housing in the first week



## Leadership

- It takes 2-4 rounds of closure before processes are streamlined and the team is through the learning curve
- Managing the constant political demands and staying the course
- Management of a list of sites and process for site selection
- Contracts have to be executed or executed close to the completion of test sites to ensure momentum is maintained



## Providers

- Integrating staff into the Incident command structure
- Why does the process need to be so fast?
- Sharing the system outcomes as the provider's outcomes is new
- Providers are trying to manage a new level of collaboration, problem solving, and productivity

# Scaling



Focus on  
What We Want  
to Create  
&  
Find Common  
Ground



|                                |   |
|--------------------------------|---|
| <b>Existing Strategic Plan</b> | <b>Examples</b><br>Reduce unsheltered homelessness by 50%.<br>End chronic homelessness. |
|--------------------------------|---|

|                        |  |
|------------------------|--|
| <b>Follow the Data</b> | <b>Examples</b><br>30% increase in unsheltered homelessness.<br>60% of unsheltered chronically homeless. |
|------------------------|--|

|                              |  |
|------------------------------|--|
| <b>Define the Proofpoint</b> | <b>Examples</b><br>Homelessness decreasing but not visually changing.<br>Show how rehousing can produce visible changes. |
|------------------------------|--|

|                               |   |
|-------------------------------|---|
| <b>Create a Release Valve</b> | <b>Examples</b><br>Tension over streets is distracting and unhealthy.<br>Show you can respond and provide healthy relief. |
|-------------------------------|---|

# MANAGING EXPECTATIONS

## Communications Infrastructure

- Daily Huddle
- Weekly Leadership Briefings
- Quarterly Performance Presentations
- Media Plan

**Engage Neighborhoods and Elected Offices early and when we are working their encampments**

## Managed and Tailored Communications

- Communications Work Group
- Talking Points

## Lead with Performance Data

- Quantitative and qualitative – share what we are learning and the adjustments we are making
- After action debrief post each site to modify – share those results
- Focus groups with participants

# Scaling- Challenges and Lessons Learned

Contracting  
challenges

Pauses in  
work/delays

Staff turnover

Managing staff  
burnout

Competing priorities  
for funding

Managing political  
demands and  
timelines- community  
events, etc.

# Sustaining



# Sustaining- Challenges and Lessons Learned

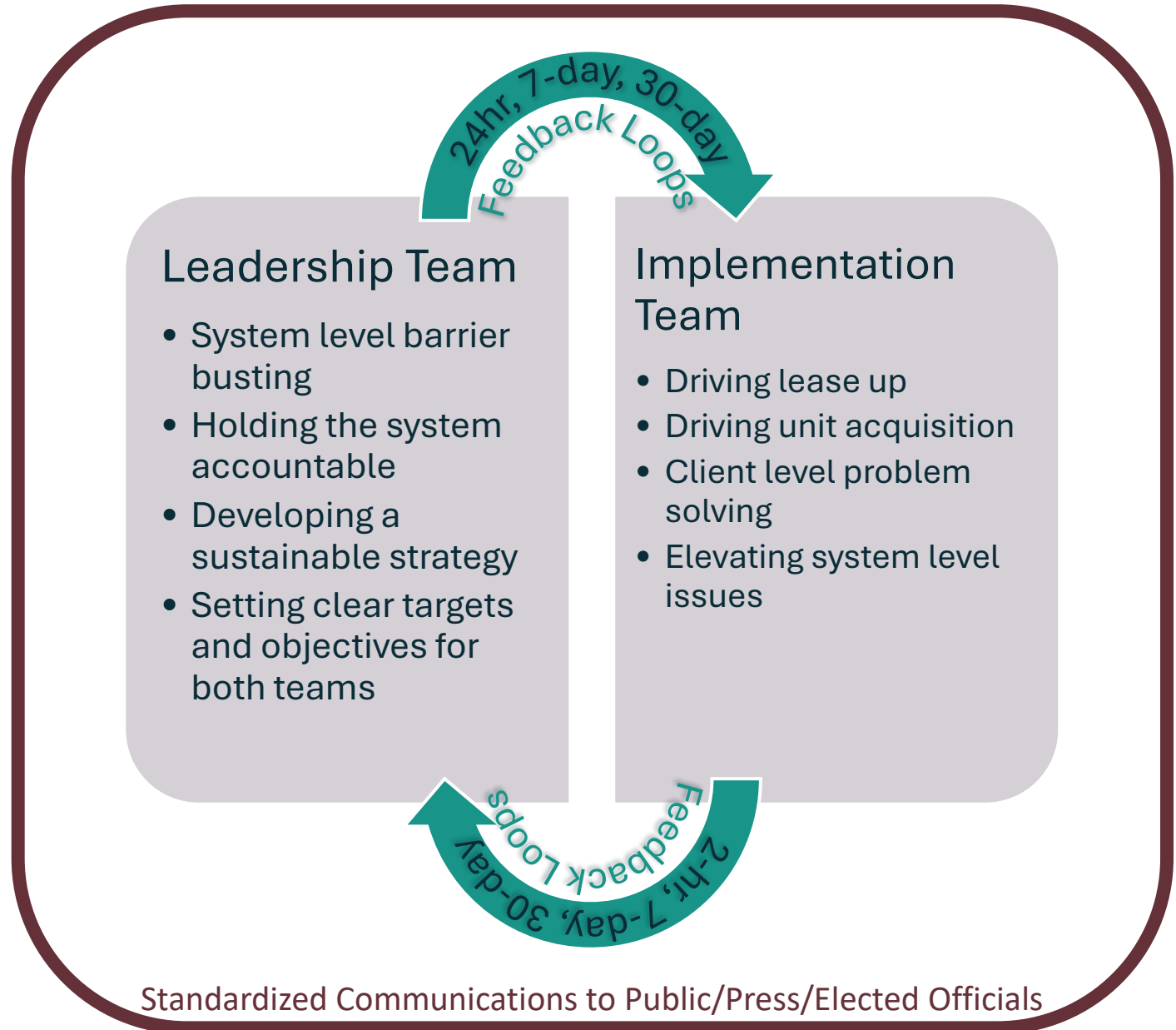
Culture Shift from  
Initiative to This is the  
work

On-going funding  
strategy

Integration into  
General Unsheltered/  
Coordinated Outreach  
Operations

Strategy to apply  
Encampment  
Rehousing system  
improvements to  
larger rehousing  
system

# Active System Management



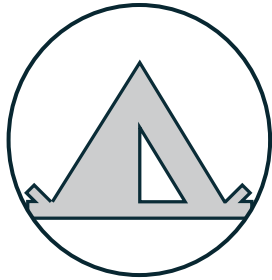
Standardized Communications to Public/Press/Elected Officials



# Assessments



# Assess Leadership Capacity & Conditions



**What is the current unsheltered response?**

- Outreach
- Cleaning
- Closing
  - Displace
  - Shelter/Motel
  - Direct to Housing



**For unsheltered activities, what role does City/Govt play?**

- Initiative Lead
- Partner
- Cleaning/clearing
- None



**For unsheltered activities, what role does homeless system play?**

- Initiative Lead
- Normal Outreach to Housing
- Other



**Any existing direct to housing encampment resolution efforts?**

- Direct to Shelter
- Direct to Housing
- None



**What is the source of local tension?**

- Govt not responding
- Govt not committed to housing first or only to sheltering/containment
- Providers reluctant to work with govt
- Providers reluctant to close encampments after housing
- System reluctant to prioritize encampments
- Other

# Assess Availability of Critical Resources



## Accessible 12-Month Subsidies

- RRH
- PSH
- Vouchers



## CES Prioritization

- Unsheltered/ Encampments Prioritized
- Easy to Adjust Prioritization
- Difficult to Adjust Prioritization
- Targeted Housing Resources/ New Priority Possible



## Landlord Engagement

- Case Managers
- Provider Dedicated Unit Locator
- Dedicated Providers Workgroup
- System-Wide Unit Team



## Landlord Incentives

- Extra Security Deposits
- Damage Fund
- Leasing Bonuses
- Hold Fees

# Getting to a Test Site Exercise

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Site Location (city owned, easy closure maintenance, visible)

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Size (ideally 3-10 individuals)

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Can you find {Insert Encampment Size} 12-Month RRH or PSH Packages (Subsidies & Stabilization Services) for this test?

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Can you find a dedicated landlord person for this test?

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Can you find up to \$35,000 for a flex fund?

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Formula = {size of encampment} x (\$1500 incentives + \$1800 move in kits)

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Can you get the city leadership to compel city departments and legal to participate?

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Can you find an outreach team to try this with?

# OPTIONS FOR FOLLOW UP:

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I am new to the Encampment Rehousing Model but have questions after seeing today's information...

## Community Solutions Post Conference Q&A Call

TBD

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I have started to assess and plan to begin Encampment Rehousing in my community but have questions...

## Office Hours Sign Up

Thursday, November 14, 2024

