

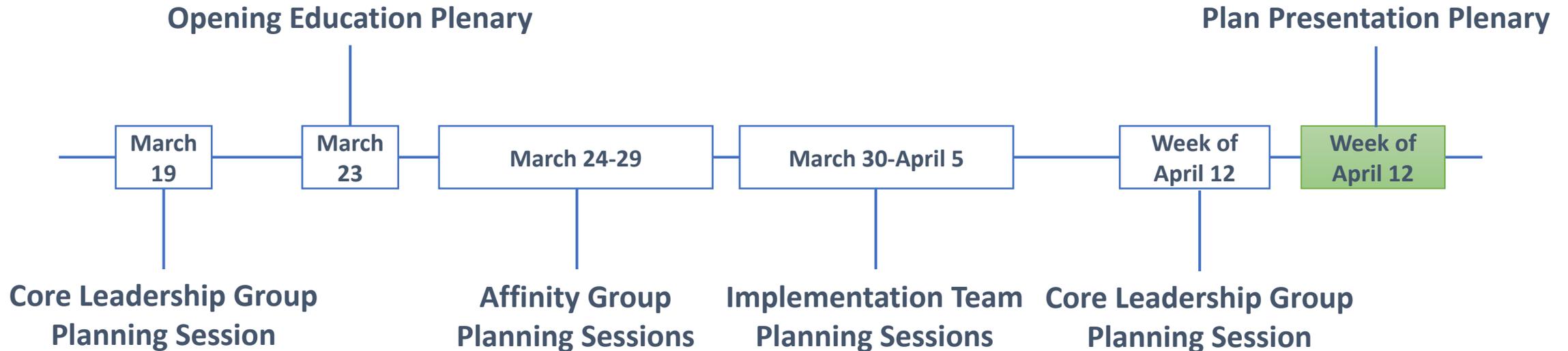
# Summit to Address Unsheltered Homelessness in Austin

## Summit Goal

Develop an implementation strategy to effectively and significantly reduce unsheltered homelessness in Austin

## Summit Objectives

1. Unified vision for equitably addressing unsheltered homelessness
2. Investment plan for addressing unsheltered homelessness
3. Aligned implementation plans and timelines
4. Equitable implementation and oversight structures



# Key overarching message for opening plenary session

The solution to homelessness is supported return to safe, decent housing



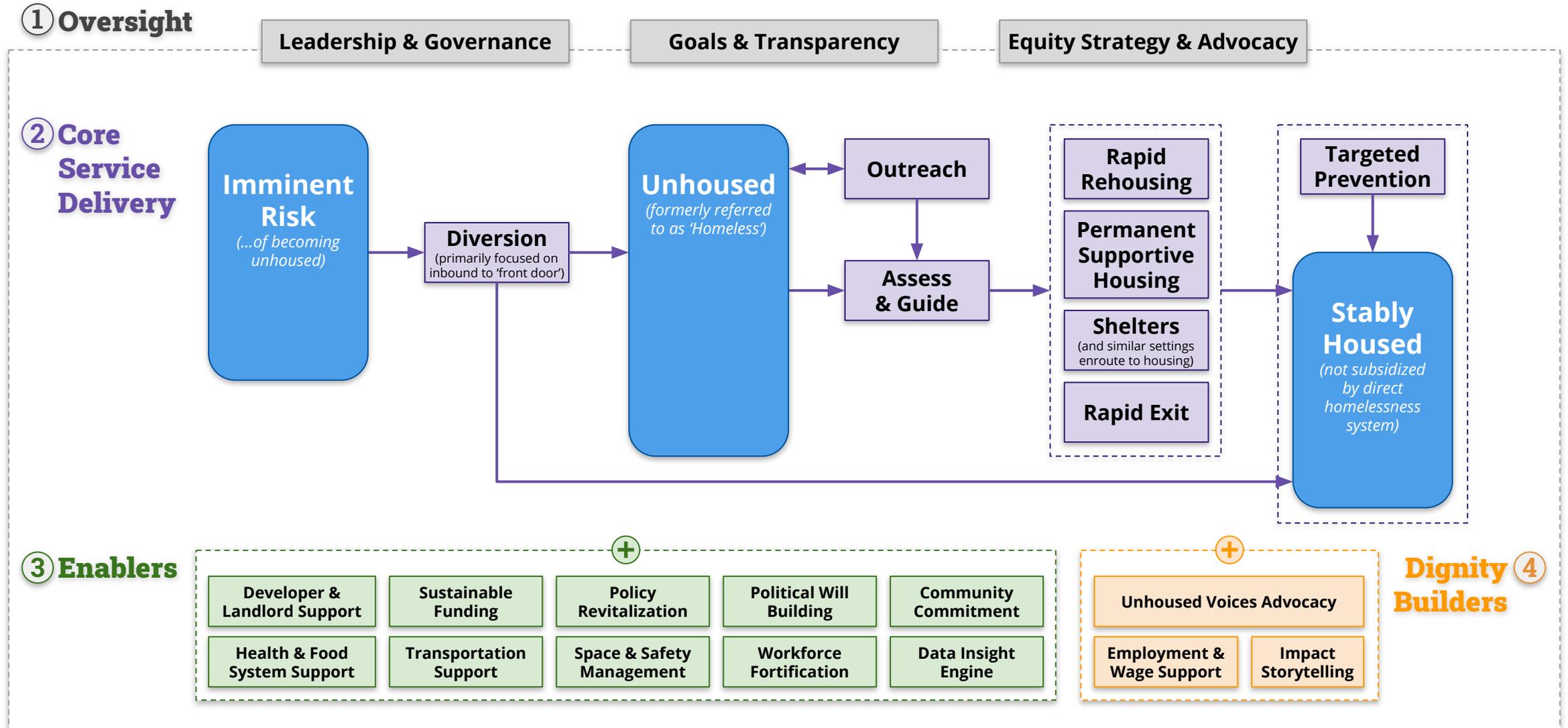
We must systematically build and scale our homelessness response system to become a rehousing system that can offer safe, decent housing to anyone who becomes homeless and support their return

# Emerging Big Vision

Effectively end homelessness and advance toward a more equitable Austin by achieving equilibrium, where the homelessness response system has a **REHOUSING** intervention within 30 days for all those experiencing homelessness.

# REHOUSING

## Austin's Homelessness Response System Vision



# Rehouse 3,000 in 3 Years and Set a Course to Reach Equilibrium

## Our overarching, initial implementation goals

1

### Unlock 3,000+ Homes in 3 Years

- **Secure 2,300 rental units** in the market using landlord incentives (hold fees and risk mitigation fund)
- **Develop 1,000 units** of PSH (234 units in pipeline)

2

### Fortify Provider Capacity

- **Add 200 staff** (case managers / outreach / housing navigators)
- **Add new culturally-reflective providers**

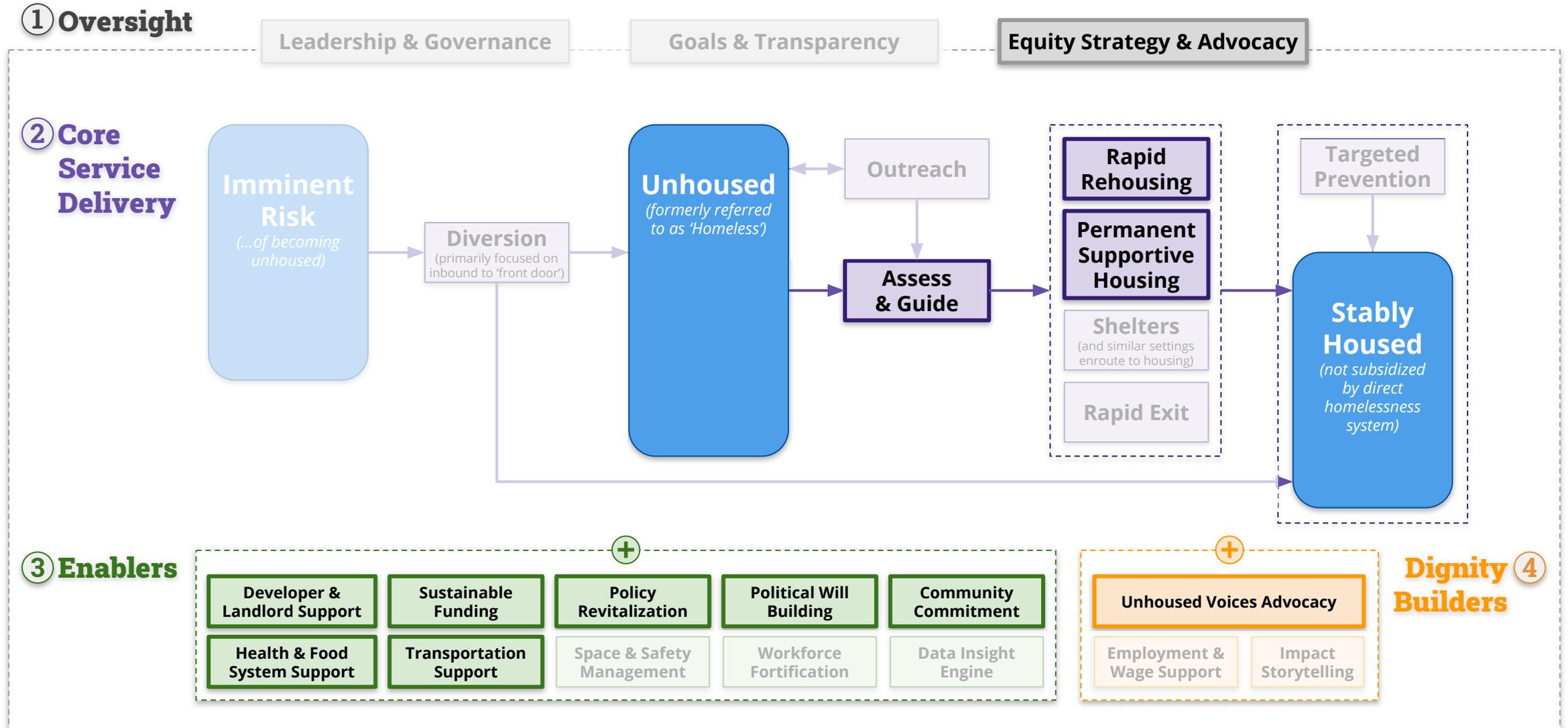
3

### Rehouse Encampments Equitably

- **Repurpose, expand and retrain outreach teams**
- **Initiate Encampment Rehousing Activiations** steered by committee of equity and lived-experience advocates

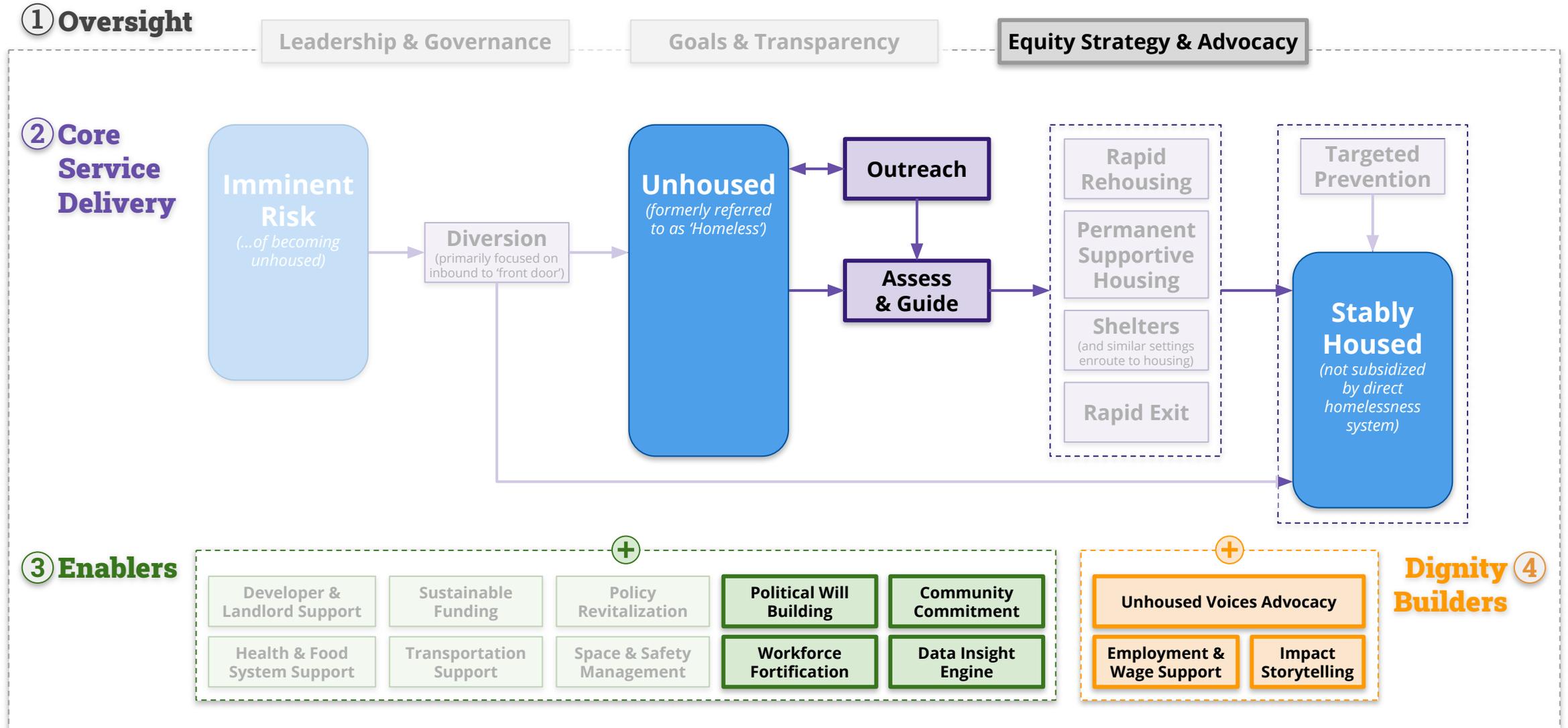
# System Illustration #1: Our goal to 'Unlock 3,000+ Homes in 3 Years'

Secure 2300 rental units in the market using landlord incentives (hold fees and risk mitigation fund)  
 Develop 1,000 units of PSH (234 units in pipeline)



# System Illustration #2: Our goal to 'Fortify Provider Capacity'

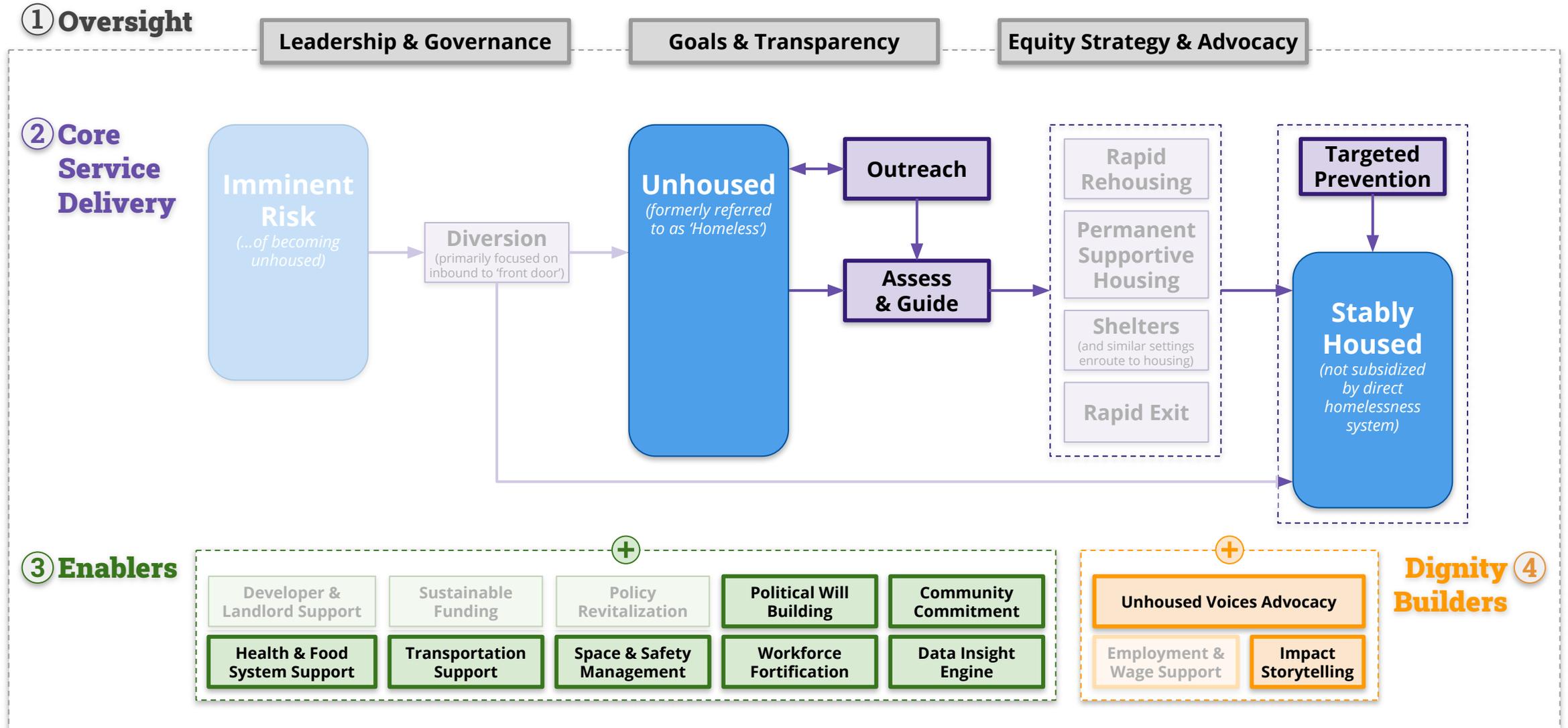
Add 200 staff (case managers / outreach / housing navigators)  
Add new culturally-reflective providers



# System Illustration #3: Our goal to 'Rehouse Encampments Equitably'

Repurpose, expand and retrain outreach teams

Initiate Encampment Rehousing Activiations steered by committee of equity and lived-experience advocates



# Combining these goals, we can do more than simply house 3,000

## Fully Rehouse End-to-End

via Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH)



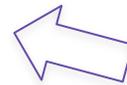
## Stabilize Housing

via Prevention, Rapid Exit and Diversion

## Accountable Target

We must achieve this despite the hurdles we face

**3,000**



*Just over the number of people on the streets and in shelters today, **this is the number our community cares about most!** (and will be touted to gain community commitment)*

## System Design Targets

Investing upfront to get us on a true path to equilibrium

~4,000

(unlocking housing units is very difficult, thus we must invest as if to overshoot our goal and set a course for equilibrium)

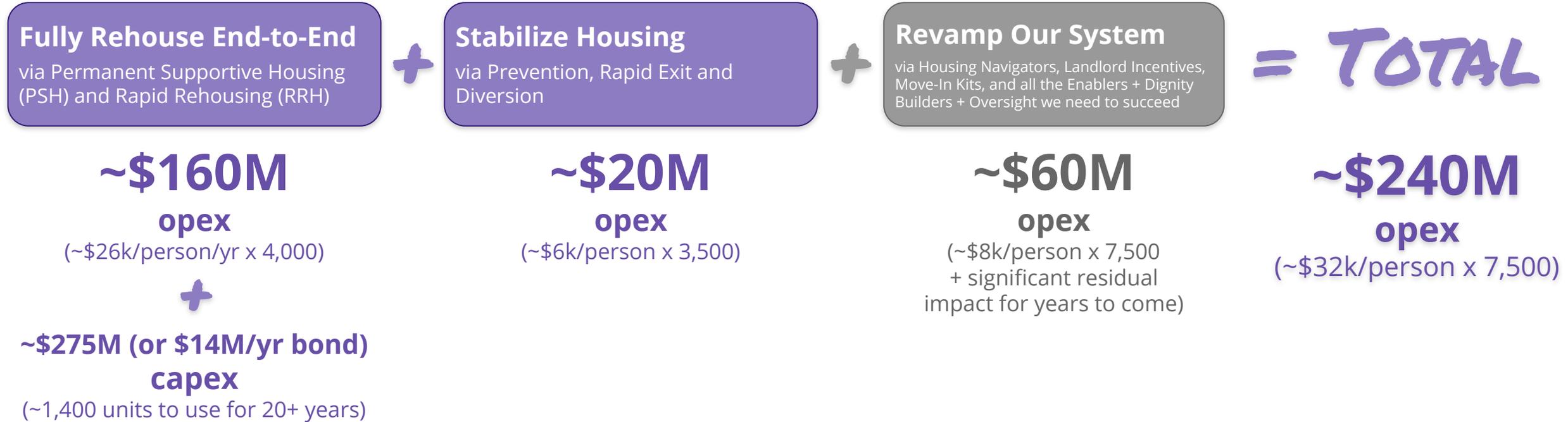
~3,500

(to avoid new entrants and those falling back into homelessness making our hurdles higher)

**We face challenges Austin hasn't solved for decades. 3,000 more housed in 3 years is ambitious. But this plan can set a course to serve ~7,500 and aim for equilibrium**

# To achieve this momentous outcome, we need to invest

*Note: All investment figures are approximate and subject to change as details of the strategy are still being worked out*



## TO PUT THIS INTO CONTEXT

*Average rent for a 1-bedroom in Austin for 1 year...*

**~\$18,000**  
(\$1,500/mth)

*Cost to expand emergency shelter 3,000 people for 3 years...*

**~\$300M**  
(~\$99k/person x 3,000)

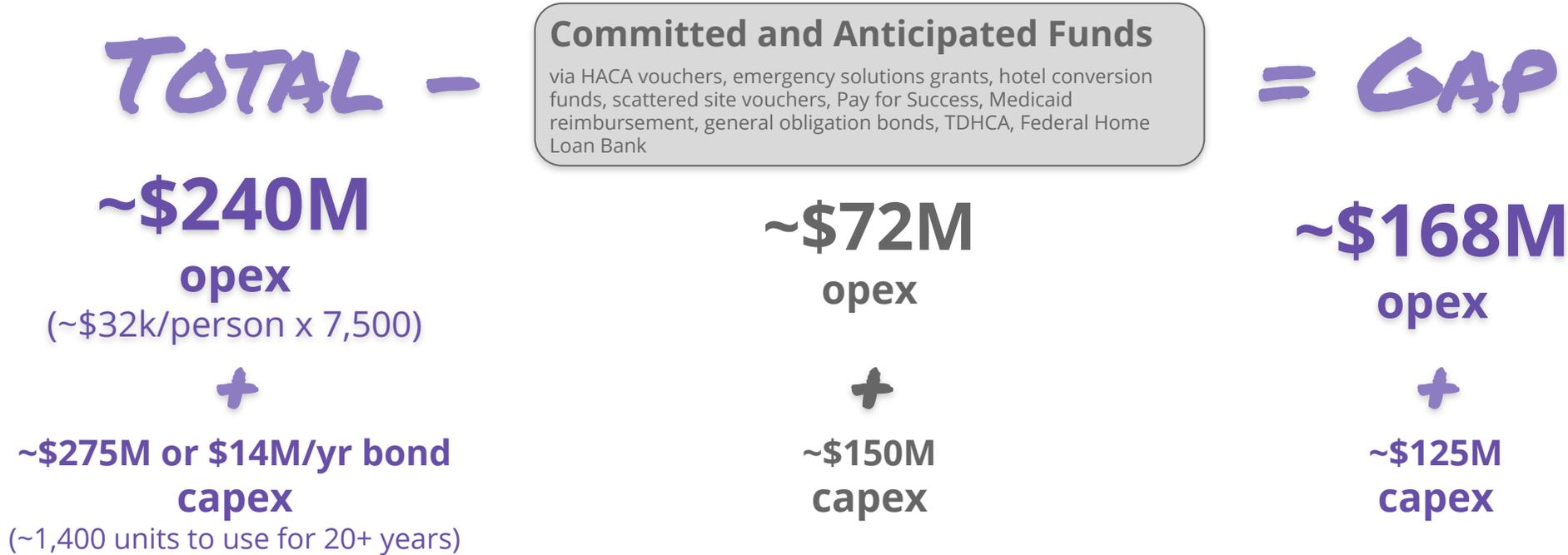
*Houston's cost per person served ANNUALLY...*

**~\$17,000**  
(after a decade of massive system investments, lower housing costs, and ~20% lower all-in living costs<sup>1</sup>)

<sup>1</sup> bestplaces.net, Apr, 2021

# Given the massive rescue plan, now is the time to invest for impact

*Note: All investment figures are approximate and subject to change as details of the strategy are still being worked out*



Possible sources...

- American Rescue Plan Act (CoA, Travis)



- Subsidies and Services Funding (CoA, Travis)
- Affordable Housing Development Funds (State, Local)
- Medicaid for Services
- Philanthropy
- Private Donors

## TO PUT THIS INTO CONTEXT

*From the American Rescue Plan, the City of Austin is receiving...*

**~\$229M**

(Local Fiscal Assistance: \$195.8M  
Emergency Rental Assistance: \$22.0M  
Homelessness Prevention & Assistance: \$11.0M)

*From the American Rescue Plan, Travis County is receiving...*

**~\$255M**

(Local Fiscal Assistance: \$247.1M  
Emergency Rental Assistance: \$8.1M)

*Bridging the full opex gap with these funds would account for...*

**35% of the total**

(opex only)

# Once we have a pool of housing, equitable access will be key

## Objective

Ensure our unsheltered neighbors as well as those in emergency shelter have access to our new rehousing opportunities

## Approach

**Solidify “No Wrong Door”  
access to rehousing system**

Fortify coordinated entry & assessment to drive equitable housing placements



**Bring rehousing system  
directly to encampments**

Outreach in a culturally-proficient, equitable way to those unsheltered

## Actions

- 1) Secure and prepare a sizeable pool of housing unit options
- 2) Engage those sleeping unsheltered in targeted higher-risk areas as well as those assessed as highest-risk on housing waitlist (regardless of location)
- 3) Offer access to housing solution options as well as temporary shelter while desired unit is being prepped
- 4) Support each individual in moving to (and staying in) their desired location

# Key Next Step #1: Strategize ‘Encampment Rehousing Activations’

We know how critical safety in and around encampments is to our community. We also know how tense this topic is. We need to devise a humane, equitable, efficient approach we truly believe in.

**We propose 24 activations in the first 18 months after adequate planning, with these preliminary (to be validated, improved and expanded) principles to our approach...**

1

Target activations to a single encampment/area with the goals of building trust and support, then rehousing everyone initially present within the activation time frame

2

*[Once reliable rehousing infrastructure is in place]* Operate on 2-4 week cycles depending on the needs of those in each camp, while continuing outreach post activation

3

Expand teams to include outreach, behavioral health, storage, transportation, sanitation, peer support specialists and rehousing case managers (with no law enforcement)

4

Design primary rehousing pathway to be direct-from-encampment but do offer non-congregate shelter option for individuals, at their discretion, while their unit is prepared

# Key Next Step #2: Establish a High-Efficacy Governance Model

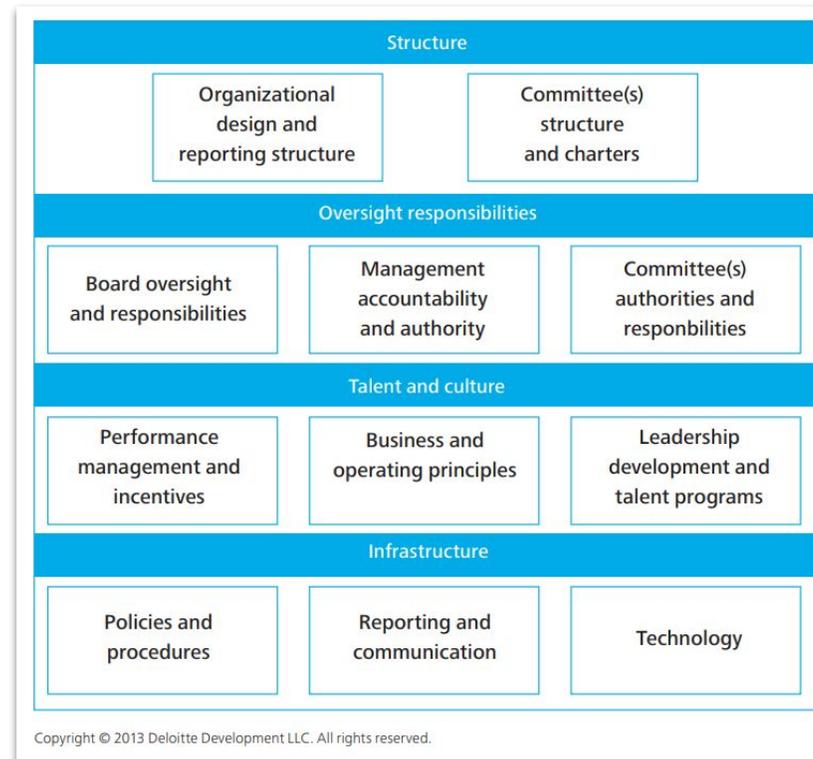
This is a big system change with a lot of critical stakeholders. We need a governance model that we have confidence will produce reliable: (1) accountability, (2) authority, and (3) decision-making

**There is no one-size-fits-all approach to governance...**

In fact, there are at least seven types of governance models

- Operational
- Collective
- Management
- Traditional
- Results Based
- Advisory Board
- Policy Board

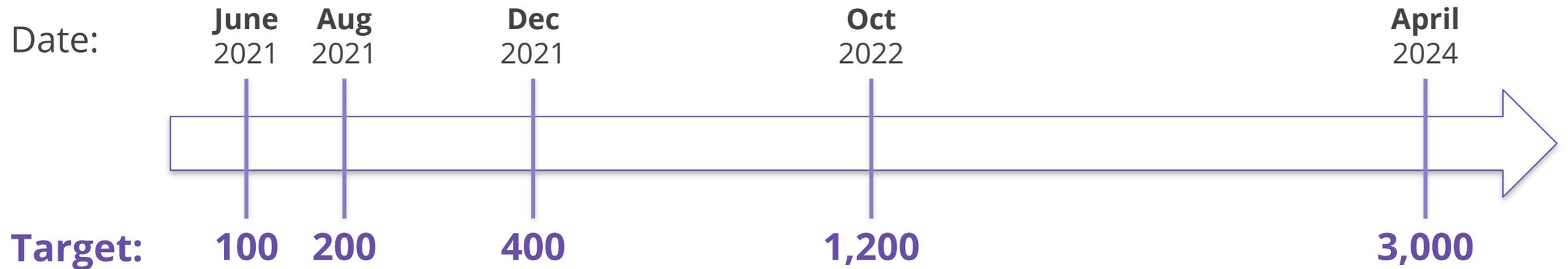
**...and there are a lot of components to figure out**



**We ask that you invest your patience as we invest our time to build a model that will empower our system to success rather than leave us all feeling lost**

# Tracking our impact: Illustrative rehousing milestone tracker

**Rehousing 3,000 people in 3 years** (in addition to our current capacity)



**WE WILL NEED YOUR  
SUPPORT...ARE YOU READY  
FOR THIS JOURNEY?**