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

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**Opening Education Plenary**
March 19

**Core Leadership Group Planning Session**
March 23

**Affinity Group Planning Sessions**
March 24-29

**Implementation Team Planning Sessions**
March 30-April 5

**Core Leadership Group Planning Session**
Week of April 12

**Plan Presentation Plenary**
Week of April 12
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.
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.
Austin’s Homelessness Response System Vision

1. Oversight
   - Leadership & Governance
   - Goals & Transparency
   - Equity Strategy & Advocacy

2. Core Service Delivery
   - Imminent Risk
     - ...of becoming unhoused
   - Diversion
     - (primarily focused on inbound to front door)
   - Unhoused
     - (formerly referred to as ‘Homeless’)
   - Outreach
   - Assess & Guide
   - Rapid Rehousing
   - Permanent Supportive Housing
   - Shelters
     - (and similar settings enroute to housing)
   - Rapid Exit
   - Targeted Prevention
   - Stably Housed
     - (not subsidized by direct homelessness system)

3. Enablers
   - Developer & Landlord Support
   - Sustainable Funding
   - Policy Revitalization
   - Political Will Building
   - Community Commitment
   - Health & Food System Support
   - Transportation Support
   - Space & Safety Management
   - Workforce Fortification
   - Data Insight Engine

4. Dignity Builders
   - Unhoused Voices Advocacy
   - Employment & Wage Support
   - Impact Storytelling

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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 Activations steered by committee of equity and lived-experience advocates

*Summit to Address Unsheltered Homelessness in Austin – Working Document as presented April 15, 2021*
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)

1. **Oversight**
   - Leadership & Governance
   - Goals & Transparency
   - Equity Strategy & Advocacy

2. **Core Service Delivery**
   - **Imminent Risk**
     - (…of becoming unhoused)
     - Diversion (primarily focused on inbound to ‘front door’)
   - **Unhoused**
     - (formerly referred to as ‘Homeless’)
     - Outreach
     - Assess & Guide
       - **Rapid Rehousing**
       - **Permanent Supportive Housing**
       - Shelters
         (and similar settings enroute to housing)
       - Rapid Exit
     - Stably Housed
       (not subsidized by direct homelessness system)

3. **Enablers**
   - Developer & Landlord Support
   - Sustainable Funding
   - Policy Revitalization
   - Political Will Building
   - Community Commitment
   - Data Insight Engine
   - Transportation Support
   - Space & Safety Management
   - Workforce Fortification

4. **Dignity Builders**
   - Unhoused Voices Advocacy
   - Employment & Wage Support
   - Impact Storytelling

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System Illustration #2: Our goal to ‘Fortify Provider Capacity’

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

Core Service Delivery

Imminent Risk
(formerly referred to as ‘Homeless’)

Outreach
Assess & Guide
Stably Housed
(not subsidized by direct homelessness system)

Oversight

Leadership & Governance
Goals & Transparency
Equity Strategy & Advocacy

Enablers

Developer & Landlord Support
Sustainable Funding
Policy Revitalization
Political Will Building
Community Commitment
Unhoused Voices Advocacy

Sustainable Funding
Transportation Support
Space & Safety Management
Workforce Fortification
Data Insight Engine
Impact Storytelling

Impact Storytelling
Unhoused Voices Advocacy
Health & Food System Support
Transportation Support
Space & Safety Management
Workforce Fortification
Data Insight Engine

Dignity Builders

Developer & Landlord Support
Sustainable Funding
Policy Revitalization
Political Will Building
Community Commitment
Unhoused Voices Advocacy

Employment & Wage Support

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System Illustration #3: Our goal to ‘Rehouse Encampments Equitably’

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

1. **Oversight**
   - Leadership & Governance
   - Goals & Transparency
   - Equity Strategy & Advocacy

2. **Core Service Delivery**
   - Imminent Risk (formerly referred to as ‘Homeless’)
   - Diversion (primarily focused on inbound to ‘front door’)
   - Outreach
   - Assess & Guide

3. **Enablers**
   - Developer & Landlord Support
   - Sustainable Funding
   - Policy Revitalization
   - Political Will Building
   - Community Commitment
   - Health & Food System Support
   - Transportation Support
   - Space & Safety Management
   - Workforce Fortification
   - Data Insight Engine

4. **Dignity Builders**
   - Unhoused Voices Advocacy
   - Employment & Wage Support
   - Impact Storytelling

**Stably Housed**
- (not subsidized by direct homelessness system)

**Rapid Exit**
- (and similar settings enroute to housing)

**Permanent Supportive Housing**

**Shelters**

**Rapid Rehousing**

**Targeted Prevention**

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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

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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

Fully Rehouse End-to-End via Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) + Stabilize Housing via Prevention, Rapid Exit and Diversion + Revamp Our System via Housing Navigators, Landlord Incentives, Move-In Kits, and all the Enablers + Dignity Builders + Oversight we need to succeed = Total

~$160M opex (~$26k/person/yr x 4,000) + ~$20M opex (~$6k/person x 3,500) + ~$60M opex (~$8k/person x 7,500 + significant residual impact for years to come) + ~$240M opex (~$32k/person x 7,500) = ~$275M (or $14M/yr bond) capex (~1,400 units to use for 20+ years)

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 ¹)

¹ 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.

Committed and Anticipated Funds
via HACA vouchers, emergency solutions grants, hotel conversion funds, scattered site vouchers, Pay for Success, Medicaid reimbursement, general obligation bonds, TDHCA, Federal Home Loan Bank

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)

~$240M
opex
(~$32k/person x 7,500)

~$275M or $14M/yr bond
capex
(~1,400 units to use for 20+ years)

~$72M
opex

+ ~$150M
capex

~$168M
opex

= Gap

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

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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

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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.

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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...

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

In fact, there are at least seven types of governance models:
- Operational
- Collective
- Management
- Traditional
- Results Based
- Advisory Board
- Policy Board

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)

Date:
- June 2021
- Aug 2021
- Dec 2021
- Oct 2022
- April 2024

Target:
- 100
- 200
- 400
- 1,200
- 3,000

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