

City of Nashville & Davidson County

OUTDOOR HOMELESSNESS STRATEGY

A housing-focused approach to persons experiencing unsheltered homelessness.

INTRODUCTION

Homelessness is a complex social problem requiring a strategic response of crisis services, housing stabilization options, and coordination across multiple public systems and service provider agencies. Unsheltered homelessness can be even more challenging to address because those living outdoors and in places not meant for human habitation experience debilitating trauma and co-occurring disabilities at greater rates than their sheltered peers, and too often the necessary services and housing designed for persons experiencing homelessness are not accessible to those who are unsheltered.

Developing the trust of all parties begins with clear and consistent communication and is paramount. We must embrace the inherent challenges presented in closing encampments and build upon previous experiences to work together as a city to strive towards dignity and excellence.

Under the strategic leadership of the Metropolitan Government of Nashville and Davidson County Mayor's office, the Metropolitan Council of Nashville and Davidson County, the Metro Office of Homeless Services (OHS), the Continuum of Care Shelter, Weather, Outreach and Prevention (SWOP) Committee, and the Nashville-Davidson County Homelessness Planning Council all will adopt, oversee and continually adapt a community strategy of engagement and housing. They will work to be as transparent as possible and center the voices of people with lived experience. The strategy should strive to be:

- Driven by data
- Backed by evidence
- Centered on people/trauma informed
- Continually evaluated and revised
- Aimed at effective and sustainable housing outcomes

This Outdoor Homelessness Strategy documents the existing practices that have led to successful interim or permanent housing placements for unsheltered persons, lessons learned from past experiences and provides a framework for encampment response and ongoing work in this area.

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PURPOSE STATEMENT

Ending outdoor homelessness in Nashville will only be possible when there are enough units of permanent, supportive, low-barrier, and affordable housing to offer everyone who is unhoused. While we work for the day when there is enough appropriate housing that encampments will not need to exist, we recognize national best practices and guidance from the US Department of Housing and Urban Development (HUD) Technical Assistance (TA) advisors to have a housing-focused outdoor homelessness strategy in place to reduce the number of people living in unsafe conditions. This document details such a strategy and asks that our city leaders pair this strategy with a concerted effort to increase the number of low-income, low-barrier housing units and work towards policies that prevent evictions and homelessness. This strategy does not have the ability to eliminate homelessness on its own. Instead, this document serves as a guide on how, to

the best of our current knowledge and ability, to provide much needed housing relief to our unsheltered population.

THE GOAL

By pairing targeted and intensive outreach with housing solutions to the most vulnerable encampments in Nashville, we will provide interim housing options that lead to permanent housing solutions.

INTENTIONS

1. Accelerate Nashville's response to eliminate encampment and street level homelessness.
2. Swiftly integrate those who are currently unsheltered back into the housing system.
3. Secure additional resources to maximize funds and improve outcomes.
4. Shift community practices to trauma-informed, person-centered best practices.
5. Strive to increase creative, efficient, swift, and sustainable solutions.

HISTORY

In October 2020, an unprecedented amount of funds for homelessness response were provided to Nashville, including the COVID CARES Act funds and a \$10 million Emergency Solutions Grant, including funds for outreach efforts. In 2021, ICF, Nashville's HUD TA advisor, discovered Nashville did not have a strategy to address encampments or our growing unsheltered population. ICF encouraged Nashville to explore developing a community plan for addressing outdoor homelessness and shared plans from other cities.

In May of 2022, national homelessness experts Stacy Horn Koch, Greg Shinn, Andreanecia Morris, and Sam Tsemberis presented the Nashville Performance Study of Homelessness and Affordable Housing to the Metropolitan Council detailing their findings of homelessness in Nashville. Their report outlined strengths, areas for improvement, and recommendations, with the first recommendation being to target chronic homelessness by a) funding the mayor's \$50,000,000 Housing First plan, and b) prioritizing a by-name list (BNL) of those experiencing chronic homelessness. The Interim Director for the Metro Homeless Impact Division collaborated with the CoC Shelter Committee and mayoral advisor Stacey Horn Koch to develop the original Outdoor Homelessness Strategy and submit their recommendations to the HPC and Metropolitan Council of Nashville and Davidson County.

Appendix C lists the original Shelter Committee members and their affiliated organizations, as well as key stakeholders invited to collaborate on the project. The Shelter Committee was composed of local service providers and people with lived experience who have relevant experience with street outreach, encampment response work, and housing. The group met over the course of several weeks to document effective practices, define roles and responsibilities among community partners engaged in the work, and establish standards and protocols for ongoing outreach and encampment response strategies.

The Shelter Committee and Metro Homeless Impact Division's work culminated in the first version of the Outdoor Homelessness Strategy, which was approved by the Homelessness Planning Council in August 2022.

In 2024, after the closure of four encampments, identified using the Outdoor Homelessness Strategy, representatives from the Shelter Committee expressed a desire to review and improve Nashville's strategy. Representatives from the Shelter Committee (now referred to as the SWOP Committee) met with people with lived experience, OHS, non-profit service providers, and funders from local, private, charitable foundations to solicit feedback on the Outdoor Homelessness Strategy. Based on the input collected, the SWOP Committee and OHS worked to update and improve the strategy.

This second version of the Outdoor Homelessness Strategy was developed to address key challenges identified, such as community discord, resource limitations, transparency, communication, collaboration, and coordination.

DEFINITIONS

Encampment

To help Nashville public officials, homelessness assistance providers, and communities impacted by outdoor homelessness to understand 1) the nature of encampments, 2) strategies for responding to encampments, and 3) the ongoing scalability of those approaches, this report organizes encampments into three distinct typologies: large, small, and hot spots. This report primarily focuses on large encampments; but the strategies, service approaches, housing interventions and community response are largely consistent across all three typologies. The following assessment was developed to prioritize resources expeditiously based on health and safety with a goal of preserving life of those living outside while acknowledging prioritizing one person or group over another is inherently unfair. Prioritization becomes necessary due to insufficient resources, is essential to address racial equity, and is mandated by HUD and national best practices.

1. Large Encampments
 - a. Concentration of 10 or more persons in a definable location
 - b. Use of structures for sustained habitation (cardboard boxes, tarps, tents, non-permanent structures)
 - c. Evidence of sustained presence - trash piles, shopping carts
2. Small Encampments
 - a. Concentration of 3-9 persons in a definable location
 - b. Use of structures of sustained habitation (cardboard boxes, tarps, tents, non-permanent structures)
 - c. Evidence of sustained presence, although degree/visibility may be less than large encampments
3. Hot Spots
 - a. 1-3 people in a definable location.
 - b. Evidence of bedding down but not sustained presence in the same location for periods of time greater than one week.

Prioritization Team

The Prioritization Team is a diverse group of stakeholders who assess and prioritize encampments for the Outdoor Homelessness Strategy. The Prioritization team is made up of at least five individuals and may include representatives from (OHS), the CoC SWOP Committee, street outreach organizations, healthcare providers, and people with lived experience. The CoC SWOP Committee Chair and the OHS will work together to identify individuals to invite to join the Prioritization Team. Team members shall remain static and if a team member can no longer serve, their spot will be filled. The Office of Homeless Services shall have no more than three voting members on the prioritization team. Current members of the Prioritization Team are listed in Appendix B.

The Prioritization Team elects a team liaison who is responsible for team communication, scheduling meetings, coordinating encampment assessments, facilitating team meetings, and compiling findings. The Prioritization Team is tasked with identifying and assessing at least three encampments every quarter. Based on encampment assessments, the Prioritization team will make an official recommendation of a priority encampment every quarter.

Interim Housing

Interim housing is a housing option intended to help stabilize and support those exiting encampments and prepare them for permanent housing. Nashville currently utilizes scattered site Mobile Housing Navigation Centers to provide interim housing to support this Outdoor Homelessness Strategy.

OUTDOOR HOMELESSNESS STRATEGY

Assessment & Prioritization

1. Identify Encampments

On an ongoing basis, the Prioritization Team will work in coordination with OHS and other outreach organizations to identify encampments of concern.

Community members can reach out to OHS and/or a Prioritization Team member to share information about potential encampments (e.g. location, number of people, safety concerns). To protect the safety and privacy of those experiencing unsheltered homelessness, community members should refrain from sharing information about encampments in public forums.

Based on information collected and shared about each encampment, the Prioritization Team will reach an agreement as to which camps will be formally assessed each quarter.

2. Encampment Prioritization Protocol

The Prioritization Team is responsible for formally assessing the narrowed list of identified encampments. Each quarter, the Prioritization Team is expected to come to a consensus for their prioritization of three (3) encampments that are of highest level of concern and vulnerability within the community.

The Prioritization Team will utilize site assessment protocol to evaluate the vulnerability of the encampment residents, location characteristics, and considering environmental health issues. The Prioritization Team will go out within the same week to walk the encampment and conduct an on-site assessment. The following conditions are to be assessed:

Vulnerability of Population

- Older Adults (over 45)
- Young Adults (18 - 24)
- Children (under 18)
- Minorities (BIPOC, LGBTQ+)
- Physical and Behavioral Health Concerns
- Physical Disabilities Impacting Activities of Daily Life
- Intellectual and Developmental Disabilities, Mental Health, and Brain Injuries

- Interpersonal Violence

Location Characteristics

- Population Size
- Frequency of Use
- Proximity to Safety Risks
- Community Pressure
- Number of EMS calls
- Detailed reports from MNPd

Environmental Health

- Rats
- Biowaste
- Loose Sharps
- Garbage
- Pollution in Waterways
- Detailed reports from Metro Public Health Department

Once three (3) camps are selected as potentially vulnerable, the team will follow these steps:

- a. Assessment will take place in the same week by the prioritization team to keep as much consistency as possible. The team will also use the same tool as assessment.
- b. After the data is collected, a second meeting will be held to review the data, and the team will be tasked with coming to a consensus as to which encampment should be prioritized. If there is no consensus by the team, the team will utilize the detailed data reports from EMS and Metro Health Department and turn to a majority vote amongst the prioritization team. The prioritization team then should consider revising the assessment and obtain permission from the SWOP committee for the proposed changes.

The Outdoor Homelessness Strategy will be implemented until there are no encampments identified. Once the strategy gets to this stage, the resources allocated towards encampment engagement will continue to be requested to strengthen the allocation for the BNL.

Planning & Preparation

1. Encampment Engagement

Outreach organizations participating in the Outdoor Homelessness Strategy will conduct ongoing, consecutive days of engagement in the prioritized encampment(s). Organizations providing outreach in encampments will work towards getting residents ready for housing. Encampments should be canvassed and engaged with frequently to ensure the By Name List is accurate and residents are provided appropriate supportive services. These activities can include gathering documents (birth certificate, ID, social security card), applying for mainstream benefits and housing vouchers, navigating housing options, and other services to help stabilize and prepare residents for housing.

2. Creation of a Coordinated Entry By- Name List

To ensure every encampment resident is included in the closure, a By Name List (BNL) will be produced of those who are currently residing in the camp. This list should be collected over the span of the engagement with outreach workers. It should be noted the exact dates when the By Name List is gathered. There should be consideration of people who are incarcerated, hospitalized or otherwise not there during the time of collecting the BNL. Clear boundaries will be set to define the exact location of the camp. The Office of Homeless Services will host weekly Encampment Care Coordination calls to maintain consistent communication with service providers and regularly update the BNL. Care Coordination calls promote communication and coordination among various organizations providing support in the identified encampment. The By Name Lists should be updated regularly from the time encampment engagement begins until shortly after an encampment is noticed for closure.

3. Identifying Housing and Creating Unit List

The Office of Homeless Services will work with community stakeholders to assess the capacity of interim housing, permanent housing, and case management personnel. The capacity of stakeholders should reflect the needs of the camps being engaged. The Office of Homeless Services will coordinate and verify that sufficient housing solutions are available to offer camp residents, including options that keep households together. The Office of Homeless Services contracts with community partners to develop and maintain low barrier housing solutions for those exiting encampments through this strategy. Options include:

- a. Interim Housing

- b. Bridge Housing
- c. Coordinated Entry (SRO Units, Metro ARPA funded units)
- d. Shared Housing
- e. Low Barrier Housing Collective Units
- f. Recovery Programs
- g. Reunification with Family or Friends
- h. Medical Respite
- i. Emergency Shelter Options

Coordination & Collaboration

The Office of Homeless Services will schedule the following regular meetings and engagement opportunities to coordinate services for the identified encampment:

1. Engagement with Case Managers (Ongoing)
2. Outreach in the Prioritized Encampment (Daily)
3. Interim Gap Housing Coordination Calls (Twice Weekly)
4. Encampment Care Coordination Calls (Weekly)
5. City-wide Outreach Meetings (Weekly)
6. Logistics Planning Meetings with Metro Departments and Property Owner(s) (Weekly)

Outreach Assessment

The Office of Homeless Services (OHS) will assess the capacity of community partners to address the needs of the camp. Once the capacity of partner organizations is assessed, OHS will coordinate with various stakeholders to develop a minimum 30 - 45 day plan for engagement in the encampment. The Office of Homeless Services and other partners will communicate about and with people identified for the camp engagement in a trauma-informed, client-centered manner.

Mobilization

1. Delivery of Written Notices to Encampment Residents

The Office of Homeless Services will hand deliver trauma-informed written notices to inform encampment residents that their encampment has been identified for closure. Notices will provide clear information including the date the encampment will close (**a minimum of 30 days after the notices are delivered**), encampment engagement efforts, and housing options available to those on the encampment's BNL.

2. Notification of Community Partners

A basic overview of the strategy including dates, locations of housing options, processes of storing private property, transportation plans, roles of organizations, onboarding of the programs offered, and any other important information will be shared with outreach organizations that are a part of the process. This information should be considered confidential and only be discussed with affected parties (encampment residents and affiliated organizations).

3. Schedule of Outreach & Engagement

Community partners will notify the OHS Outreach Manager of their schedule for engagement at the encampment to ensure there is appropriate coordination across outreach workers. The Office of Homeless Services will work to schedule daily engagement of at least three hours per day.

4. Coordinate with Property Owners to Secure the Site

OHS will coordinate with property owners and city officials to secure the site of the encampment.

5. Support Camp Residents in Decision-making and Housing Relocation

After the initial engagement, community stakeholders will work together to mobilize individuals into the best housing options available of the resident's choice if available. Clear communication and coordination are paramount in this step to address the challenges and barriers as they arise. Utilizing a person-centered approach, there should be transparency regarding the limited housing options available. A dedicated Encampment Care Coordination meeting will occur on a weekly basis to coordinate referral options for encampment residents utilizing Coordinated Entry.

6. Storage and Preparation to Move Belongings

The Office of Homeless Services will provide encampment residents with totes and bins for proper packing and storing of their personal items. Those moving into temporary housing options will be provided storage for items that they may not be able to take with them until they move into permanent housing. It should be highly considered to have heavy duty bins with wheels to accommodate the amount of personal items.

7. Prepare Welcome Home Kits

Each Interim and permanent housing solution (if available) should be working very closely with the outreach organizations and OHS to plan, assemble and supply welcome home kits with essentials to for each member of the community moving into their new housing opportunity.

8. Coordinate Move-In Dates

Each Interim and permanent housing solution (if available) should be working very closely with the outreach organizations and OHS to plan for and communicate move-in dates.

9. Upward Communication

It must be noted that the SWOP Committee can be a sounding board of any matters in regard to the camp engagement in real time. Any member of partner organizations, OHS, effected neighborhoods, or other involved entities are welcome to write to the SWOP Committee for potential support on matters concerning the execution of the plan.

10. Mobile Housing Navigation Center (MHNC) Referral Process

Referral requests are submitted on Tuesdays and Thursdays the week prior to Care Coordination Meetings, specifying location, gender, and unit type. During the OHS-hosted meetings, MHNC receives and confirms referral details.

Upon confirmation, MHNC staff attempt to contact the referral within two business days, making at least three attempts. Updates on contact attempts are provided at the next meeting if no response is received.

Once contact is established, MHNC schedules a move-in date and arranges transportation as needed. Move-in preparation includes stocking groceries, preparing welcome bags, and ensuring shared meals are provided twice weekly. On move-in day, guests dry their clothing and complete intake, which includes signing the guest handbook, entering information into HMIS, and filling out an intake questionnaire.

After intake, guests are given a tour of their assigned room and common areas, introduced to support meetings like N/A, and encouraged to participate in relevant activities. They are then given time to rest while navigators set up follow-up meetings to begin support services (e.g., addiction recovery, mental health appointments, employment planning).

All resources that are listed to the outreach section are encouraged to be engaged with even in MHNC.

If there are any community members that are not able to take advantage of the available interim housing, MHNC should be communicating with OHS and partner agencies to share resources to do their best to ensure no community member from the encampment is not referred or offered additional resources.

To prepare for long-term support, MHNC assists with procuring essential documents such as ID and Social Security cards. Navigators meet weekly with each guest for progress monitoring, and the Housing Director helps set housing goals and complete housing applications. Once approved, MHNC arranges for lease signing, schedules the final move-in, and coordinates furniture delivery.

An exit interview is conducted to assess guest readiness and collect feedback on the program. After guests transition to permanent housing, MHNC maintains weekly contact until wraparound services take over. If an individual voluntarily or involuntarily exits the program pre-maturely, the MHNC provider will make an effort to connect them to alternative services. If contact with the individual is lost, the MHNC will notify outreach workers to look out for the individual.

Evaluation

a. Ongoing Data Collection

All data collected from camp engagements will be captured and stored in Nashville's Homeless Management Information System (HMIS). Reports will be pulled from this database as needed.

b. Ongoing Process Improvement

Encampment Care Coordination and other coordination meetings are opportunities to regularly debrief encampment concerns and engagement processes. As issues are identified, relevant organizations will work together to improve processes to best meet the needs of encampment residents.

c. After Action Report

The Office of Homeless Services will provide regular updates to Metro Council, Metro Council Health and Safety Committee, the HPC, and the CoC SWOP Committee.

Once the camp is closed, OHS will conduct a final walk through of the site. The Office of Homeless Services will present updates on outcomes for those engaged in encampment closures to the Metro Council and HPC monthly.

A full debriefing will be held at the following SWOP committee meeting after the camp closure. Those contributing to the report should consist of all organizations involved and at least 2 individuals who were served during the encampment closure. The debrief and report should focus on answering the following questions:

- What worked well with the plan?
- What was hard in the process?
- What opportunities should be considered moving forward?
- What are potential external threats that should be considered?

Those answers along with demographics and outcomes data from the encampment closure will be presented to the entire SWOP committee for discussion. Once discussed, a final recommendation will be made to plan improvements as well as celebrations of what worked. There should be a goal of at least one improvement per camp engagement.

GUIDING PRINCIPLES

The Shelter, Weather, Outreach, and Prevention Committee established a set of guiding principles to inform the outdoor response practice standards outlined in this report.

Guiding principles include the following core elements:

1. Nashville-Davidson County does not encourage sanctioned encampments as a response to unsheltered homelessness.
2. Forcibly relocating individuals to designated camps is not an effective strategy.
3. All people can be housed, with the right housing model and service supports.

4. To the greatest extent practicable, individual choices about where and how to live should be honored.
5. Addressing encampments requires housing-focused collaboration from multiple sectors and systems; no single entity can or should have exclusive responsibility.
6. Non-punitive, engagement-focused approaches are imperative, rather than enforcement, clearance, and criminalization. Nashville will strategically provide housing alternatives to address broader community health and safety to avoid unnecessary enforcement efforts.
7. Housing-focused intensive and repetitive outreach and engagement is the key to building relationships (and ultimately trust) with neighbors living in encampments.
8. Neighbors in encampments respond best when there are clear, low-barrier pathways to permanent housing, consistency and follow-through.
9. Permanent housing placements must be consistently paired with a full range of support services to ensure individuals are successful in maintaining their housing.
10. Peer mentors and advocates should be considered the backbone of the outdoor response practice.
11. Housing-focused, clear, simple, direct, and consistent communication is the goal.

CORE PRACTICE STANDARDS

The practice of coordinating and delivering housing-focused outreach services to unsheltered persons is a critical aspect of Nashville's encampment strategy.

Housing-focused Outreach, as a system-wide strategy for identifying unsheltered persons, engaging persons in services, and facilitating successful housing placements, functions most successfully when all outreach teams and staff adhere to a set of core practice standards. These practice standards describe the most effective engagement strategies and service delivery modalities. The core practice standards outlined in this section, while not requirements, are generally understood by outreach staff and service delivery agencies as effective and necessary components of outreach to unsheltered persons.

Housing-focused Outreach practice standards are organized according to the following eight key attributes, described below.

Systemic

1. Outreach is part of a **system-wide strategy** rather than a stand-alone program of a single agency and outreach organizations attend the virtual Outreach Coordination meetings led by OHS.
2. Outreach is connected to **Coordinated Entry**
 - a. Outreach staff use standardized assessment protocols to document client needs and prioritize housing and service response.

Comprehensive

3. **Geography.** The entire Nashville/Davidson County geographic area is included. Include all hot spots, HUB reports, coordinate assignments and service assignments.
4. **Outreach activity.** All Outreach contacts, engagements, CE vulnerability scores, housing referrals, and placements are documented in HMIS. Housing-focused begins with connecting the individual to basic elements needed for housing, by using the current CE Assessment tool and assisting with retrieving vital documents.
5. **Data.** Full data history of client used to support housing strategy. Use of data sharing agreements to build comprehensive data sets of client history and needs.
 - a. Leverage technology/apps to coordinate mapping and tracking, and service delivery/outreach.

Coordinated

6. **Direct service partners.** Services are coordinated across all service partners regardless of funding, catchment area, target population.
7. **Public and private systems.** Coordination occurs across the broader network of systems and supports – community engagement officers, first responders, healthcare centers, behavioral health providers, child welfare, business development districts, faith-based organizations, community service organizations, peer support/mentors.
8. **Community Training** conducted for multi-disciplinary Outreach team(s), together, so that approach is coordinated and consistent. Ongoing with HUD TA.

Housing-Focused

9. Outreach is paired/coordinated with **camp engagement events**, when available.
10. Goal is **permanent housing**. 'Interim housing' is available but not required on the pathway to permanent housing.
 - a. Options include Diversion, family reunification, RRH, PSH, Interim housing, or other safe housing options.
11. **No preconditions** for interim housing. Referrals are made to available housing regardless of sobriety, income, criminal records, treatment engagement, and/or service engagement.

Person-Centered

12. Residents have the **option to refuse** housing and service offers.
13. Residents will be provided choice:
 - a. People have the choice to live alone or with others of their choosing (including pets).
 - b. People have some choice over where to live based on the housing options available (neighborhood, housing unit, program vs. private landlord). These choices are fluid and can be modified or adjusted. Clear descriptions with even photos of the locations will promote our person-centered approach.
 - c. People's personal goals are the basis for service provision.
14. Outreach providers employ staff with **lived experience**. **Peer mentors are imperative.**
15. Outreach staff offer **warm handoffs** to other service providers and resource connections.
16. Outreach staff employ **strengths-based problem-solving techniques** to identify housing solutions most aligned with client goals.
17. Residents are provided a 30–45-day notice of a **camp engagement**.

Trauma-Informed

18. Assumes persons residing in encampments are more likely than not to have a history of trauma

19. Street outreach staff receive regular training in evidence-based practices.

Culturally Responsible

20. Street outreach efforts are respectful and responsive to the beliefs and practices, sexual orientations, disability statuses, age, gender identities and expression, cultural preferences, and linguistic needs of all individuals.

21. Use data to analyze inequities and disparities among persons of color and historically disenfranchised backgrounds.

Safety-Focused

22. Safety of clients and staff is prioritized throughout all planning, direct service, camp engagement events.

23. Protocols must be in place to assess for safety risks of staff and clients.

24. Use harm reduction principles and non-coercive service provision.

25. Ensure mental health supports are present.

ROLES & RESPONSIBILITIES

Project Lead

OFFICE OF HOMELESS SERVICES

1. Implement system policies on unsheltered homelessness, encampment response, and public space management for persons experiencing unsheltered homelessness. Act as the intermediary among public officials, development districts, community and neighborhood groups, homelessness assistance providers and persons experiencing unsheltered homelessness.
2. Define and implement the unique plan per encampment
 1. Coordinate communication and tasks among all project partners.
 2. Maintain cross-system collaboration protocols, including MOUs, partnership agreements, outreach standards, and protocols for camp engagement events.

3. Define the encampment targeted response schedule and work with the **Prioritization Team** to determine the prioritization of encampments on a quarterly basis.
4. Lead camp engagement events and outreach efforts leading up to and during encampment closures.

Conduct efficient debriefing meetings with the **HPC and/or SWOP Committee** to identify successes and challenges and implement continuous improvement strategies.

2. Identify ongoing funding opportunities to fill identified housing and services gaps

Encampment Assessment and Prioritization Team

1. Provide on a quarterly basis the most vulnerable camps in our community by:
 1. Agreeing on 2 camps to be assessed quarterly.
 2. Assessing these camps in the same week as a team using the assessment tool.
 3. Collect data, meet and agree on the prioritization.
 4. Enter people into HMIS, CE, and conduct vulnerability index scoring.

Encampment Outreach Organizations

1. Work to promote housing-focused, person-centered, trauma-informed engagement with camp residents.
2. Enter people into HMIS, CE, and conduct vulnerability index scoring.
3. Provide navigation and connection to important resources including documentation support, mainstream resources, physical and mental health resources, victim safety resources, and substance use resources.
4. Locate substantial barriers as well as unique opportunities (diversion, arrears, etc.) that arise with each resident and present
5. them in case conferencing.
6. Communicate to camp residents their choices presented in the plan and answer questions the residents may have.
7. Facilitate crisis resolution by facilitating access to emergency services, health care and when possible permanent housing placements via Diversion.
8. Mainstream Benefits (SNAP, Lifeline/ACP, Healthcare.gov/TennCare, TANF/Families First, Child Support, Unemployment, Workers Compensation)
9. Mental health supports and SSI/SSDI
10. Facilitate Connections to mental health and physical health providers

11. Facilitate connections with substance use providers
12. Verification of disability for purposes of eligibility for PSH
13. Vital Documents (ID, Social Security Card, Birth Certificate/Proof of Citizenship, Proofs of Income, and DD- 214, if applicable)
14. Facilitate connections to Victim Service Providers.
15. Assist with obtaining and moving persons belongings to storage if temporary housing does not afford the space. Storage will be a locked commercial storage facility secured by Metro Office of Homeless Services and persons belongings will be tagged.
16. Communicate with other organizations and OHS through weekly case conferencing.
17. Participate in camp engagement events when capacity permits.

Interim Housing / Housing Navigation / Permanent Housing Providers

1. Provide appropriate housing solutions to those identified in camp engagement.
2. Work to promote person centered, trauma informed engagement with residents
3. Provide navigation to important resources to include documentation support, mainstream resources, physical and mental health resources and substance use resources, legal support etc.
4. Conduct intensive, housing-focused solutions to persons residing in interim housing
5. Facilitate crisis resolution by facilitating access to emergency services, health care placement, and permanent housing placements.
6. Assist with the following:
7. Mainstream Benefits (SNAP, Lifeline/ACP, Healthcare.gov/TennCare, TANF/Families First, Child Support, Unemployment, Workers Compensation)
8. Mental health supports and SSI/SSDI
9. Facilitate Connections to mental health and physical health providers
10. Facilitate connections with substance use providers
11. Verification of disability for purposes of eligibility for PSH
12. Vital Documents (ID, Social Security Card, Birth Certificate/Proof of Citizenship, Proofs of Income, and DD- 214, if applicable)
13. Facilitate connections with Victim Service Providers.
14. Best Foot Forward (Arrears/evictions, credit restoration, criminal background mitigation)
15. Application for voucher and subsidies (Section 8, PBV/SRO, HUD-VASH, Public Housing)
16. Housing search, application, and move-in transition support
17. Assist with lease signing and throughout the client move-in process to ensure the client's transition from encampment to housing is as smooth and supportive as possible
18. Communicate through weekly case conferencing.

19. Options for couples, those with disabilities, and people with pets/service animals must be located and provided for those residing in the camp identified for housing.

Landlord Engagement

Conduct ongoing outreach to area rental property owners and managers to secure units for camp engagement events.

1. Process Landlord Incentive Fees to secure rental properties for use in camp engagement events
2. Maintain detailed status of each property – location, tenant selection criteria, unit inspection status
3. Participate in camp engagement events by assisting with housing applications, navigation, and transitions among camp engagement participants
4. Act as primary point of contact with all property owners/managers to facilitate clear, timely and supportive communication

Community Liaison

Metro Office of Homeless Services

Coordinate debriefing, updates and information sharing to ensure public officials, elected officials, community members, media and Encampment Response Team members are updated on status of ongoing encampment response efforts.

ACCOUNTABILITY

The Office of Homeless Services, the SWOP Committee and the HPC will provide support and encouragement of the camp engagement plan. It should be expected to have increased attention during a camp closure. The mechanism of real time tracking and reporting can consist of the following:

1. Review of lessons learned at last camp engagement.
2. Number of people currently residing in camp (prior to camp notice and at closure)
3. Number of interim housing opportunities prior to camp notice

4. Number of people that have transitioned from interim to permanent housing (This should come from the interim housing locations on a weekly basis)

APPENDIX A - Shelter Committee Members

Ryan Lampa	PLN
HG Stovall	Launchpad
Meredith Jaulin	Shower the People
Jaha Martin	VA
Amanda Jones	RITI
Jesse Call	Village at Glenclyff
Ryan LaSuer	CCF
Giovanni Achoe	MSS
Mary Katherine Rand	Mary Parish

Jessica Rivers	Safe Haven
Catherine Knowles	MNPS
Joy Flores	NRM
Terri Lawson	Step Up

APPENDIX B - Prioritization Team

VOTING

- ❖ Ryan Lampa, People Loving Nashville
- ❖ Jesse Call, Villages at Glenclyff
- ❖ Lisa Wysocky, Colby's Army
- ❖ Meredith McCloud, Shower the People
- ❖ Aiza Herrera, Park Center
- ❖ Julie Bendler, Operation Stand Down
- ❖ Kelsea Comb, OHS Voting Member
- ❖ Joseph Parker, OHS Voting Member
- ❖ Lakisha Davenport, OHS Voting Member

NON-VOTING

- ❖ James Clay, OHS Outreach
- ❖ Dr. Monte Talley, OHS Coordinated Entry

- ❖ Dr. Marvin Trotter, OHS Assistant Director of Programs
- ❖ Madelyn Moncrief, OHS Outreach

APPENDIX C - Encampment Metrics & Data

APPENDIX D - SWOT Analysis

APPENDIX E - National Resources & Best Practices

- Hud Coc priority focus
- USICH - 19 Strategies for Addressing Encampments
- Built for Zero
- National Alliance to End Homelessness (NAEH)
- Clutch Consulting

APPENDIX C

Shelter, Weather, Outreach, and Prevention Committee Meeting

Outdoor Homelessness Plan Feedback and Recommendations

September 12, 2024

Background

Over the past 3 months, we met with people with lived experience, Metro's Office of Homeless Services, nonprofit service providers, and funders from local, private charitable foundations to solicit feedback about the current and edited versions of the Outdoor Homelessness Plan. The goal is to receive and use the input to help examine the effectiveness and efficiency of the Outdoor Homelessness Plan and contribute to an updated, edited and improved plan.

Strengths

1. Community that cares
2. Standalone Metro department dedicated to homeless services

3. Increase in resources
 - a. CoC, ARPA, and CARES funding
 - b. Increase in units through LBHC, private developers, nonprofits, etc.
4. Outreach
 - a. Basic needs met through food, tents, sleeping bags, etc.
 - b. Rich relationships with outreach workers

Challenges and Development Opportunities

1. Discord within the community
2. Adequate resources
 - a. Funding
 1. COVID funding ending
 2. Diversified funding
 - b. Housing of all types
 - c. Staffing
 - d. Peer Support
 - e. Follow-up services
3. Transparency
 - a. Encampment closure prioritization
4. Communication
 - a. Between OHS and nonprofit service providers
 - b. Among service providers
 - c. Among OHS, nonprofit service providers and encampment residents
 - d. Between OHS and nonprofit leaders and funders
5. Collaboration
 - a. Between OHS and nonprofit service providers
 - b. Among service providers
6. Coordination
 - a. Between OHS and nonprofit service providers
 - b. Among service providers
 - c. Among OHS, nonprofit service providers and encampment residents

Recommendations

1. Outdoor Homelessness Plan to go back to OHS for comments and suggested edits (edited and current versions)
 1. Deadline/Timeline
2. Develop and incorporate a Communications and Coordination Plan

1. Determine who is tasked with plan development (task force, outreach committee, ad hoc committee, etc)
2. Include plan for outreach workers *and* people living outdoors
3. Deadline/Timeline
3. Plan for ongoing improvement and review
 1. Ownership
 2. Frequency
4. Ongoing training around best practices, including trauma-informed care; working with special populations; person-centered skills, techniques and interventions.

Things to consider when developing, editing and planning for improvement:

1. Role and responsibilities need to be clearly defined for all parties
2. Plans should be approved by all necessary parties before implementation (task force, OHS, HPC, etc.)
3. Development of a follow-up plan for unsuccessful placements
4. Representation of individuals with lived experience on the task force should be prioritized
5. Motivations