

## EXHIBIT B

### Temporary Housing Proposal Draft – 9.13.22 Presented to the CoC Shelter Committee

Intro: The Mayor's Office requested input from the Continuum of Care (CoC) Shelter Committee in its proposed Temporary Housing Plan presented to Metro Council in RS2022-1698, which outlines a \$9-million funding request.

Level of Community Input: The following community organizations were present to provide input in the discussion on multiple meeting dates (Sept. 1 and Sept. 13, 2022): The Contributor, Community Care Fellowship, Launch Pad, Mayor's Office (through representation from its consultant), Metro Homeless Impact Division, Metro Social Services, MNPS's HERO program, City Road Chapel, Park Center, Open Table Nashville, People Loving Nashville, Room In The Inn, Safe Haven Family Shelter, Shower the People, The Salvation Army, Mental Health Coop, Neighborhood Health, The Mary Parrish Center, Nashville VA Medical Center, and Step Up. Others present who provided input: Reclaim Brookmeade, Steve Reiter, Tackett Consulting LLC, Chris Scott Feisleman, Bradley Seigle (lived experience) Sheila Decker (CAB) Thom Druffel (Metro Council).

In addition, starting in August 2022, the CoC Shelter Committee held weekly community meetings to develop an Outdoor Homelessness Response Plan for Nashville-Davidson County as part of HUD's Special NOFO application on outdoor homelessness. Over 6 people with lived experience attended those meetings weekly. While discussions were kept separate, input from those meetings were taken into consideration.

#### **CoC Shelter Committee Temporary Housing Proposal:**

The CoC Shelter Committee voted on and presented the following Temporary Housing Proposal to the Homelessness Planning Council on 9.14.22.

**Purpose:** Utilize \$9 million in ARP investment efficiently and effectively to create temporary housing opportunities for people living outdoors to reduce outdoor homelessness significantly over the next two years.

#### **Specific Goals:**

- Develop a two-year program that will immediately start increasing temporary housing options to offer up to 1,000 temporary beds by fall of 2023.
- Utilize the community's coordinated entry (CE) process and prioritize access to the temporary housing beds based on unhealthy and dangerous situations (which we recognize will likely focus on larger encampments first).
- Ensure that the CE process does not overlook extremely vulnerable people who are not living in the encampments that Metro will be prioritizing for temporary housing due to the urgent health and safety issue for people living/perishing in those select encampments.

- Implement a framework for outdoor homelessness to ensure people have some choices including large congregate setting, small congregate setting, and individual units (see Appendix A).
- Utilize the community's HMIS to measure outcomes and community impact.

**Current Reality (Why are Temporary Housing beds needed):**

- 1,900 people counted in Nashville as experiencing literal homelessness on January 27, 2022. Of those, about 650 were living in outdoors (sleeping in encampments, on the streets, in doorways, and in other places not meant for human habitation).
- 1,700 people were served by street outreach programs in July 2022, according to HMIS data.
- 2,300 individuals were entered into street outreach programs in HMIS since August 2021.

Currently, Nashville Rescue Mission reports to have an approximate capacity for 800 individuals (single men and women) and 16 families (women with minor children). Access: first come, first served. For the first time in years, NRM reports that they are at capacity to serving women with minor children.

Two Mobile Housing Navigation Centers (MHNCs) operated in church spaces currently offer 29 temporary beds. Access: CE referral.

The Salvation Army offers 16 transitional beds for men and 16 beds for women at any given time and serve an average of 14 families at any given time. Access: CE referral.

Safe Haven Family Shelter offers shelter to about 30 families at any given time. Access: CE referral.

**ARP Proposal: \$9 million for two years**

Temporary housing is only effective if there are permanent supportive housing opportunities that people can move into quickly. Nashville's current goal is to create a temporary housing system that allows people to move to permanent housing within 120 days.

- Mobile Housing Navigation Centers
- Single Room Temporary Housing Program (former motel)
- Flexible Funding for Additional Opportunities
- Quick Access to Temporary Housing in Preparation of Encampment Closure

- Mobile Housing Navigation Centers

Increase capacity of Mobile Housing Navigation Centers (MHNC) from currently 2 locations (capacity: 29 beds) to 7 locations (estimated total capacity: 120 beds).

How they work: MHNCs are run by Community Care Fellowship in existing spaces at local churches. Individuals are offered a bed that is accessible to them 24/7 and offers privacy including a locker to keep their personal belongings. Each MHNC is set up for 15-20 beds. The program includes a staffing model including a case manager/housing navigator, a house monitor (person with lived experience who is paid for this job), and security. The expansion model includes the hiring of a mental health specialist and a program supervisor.

MHNC Budget:

Per Location:	Year 1: 5 locations (80 beds)	Year 2: 7 locations (120 beds)	Total Two-Year Budget:	Estimated # of people served (based on 120 days to permanent housing)
\$367,000	\$1,835,000	\$2,569,000	\$4,400,000*	500-600 people

*\*since locations are not all up and running at the same time, we expect the budget to last into year 3 and continue to serve additional people.*

\*Budgets are not finalized. Final budgets will be determined in Metro Contract to go before council.

**B. Single Room Temporary Housing Program (former motel)**

Utilize a former motel that has been repurposed to running temporary, single-room housing units by The Salvation Army (TSA). The budget includes an initial increase in security, a fence, and revamping of the existing model to meet TSA case management and housing navigation standards.

Single Room Temporary Housing Budget:

24/7 Security incl. fencing and program staff & hard costs	Year 1: 50 rooms	Year 2: 85 Rooms	Total Two-Year Budget:	Estimated # of people served (based on 120 days to permanent housing)
\$2,585,000	\$598,000	\$1,017,000	\$4,200,000	400 people

\*Budgets are not finalized. Final budgets will be determined in Metro Contract to go before council.

The Mobile Housing Navigation Centers and Single Room Temporary Housing Program would fill a gap in temporary housing within our current outdoor framework. In addition, they will provide people with options. Mobile Housing Navigation Centers would include one location for families with children and one location for youth/young adults ages 18-24 with a focus on young people with LGBTQ+ experiences. The Single Room Temporary Housing Program would include offering units for people with pets.

#### Flexible Funding for Additional Opportunities: \$400,000

With the \$400,000 left over (of the \$9 million in ARP funds), we propose the following:

- Explore the potential need to expand/enter into existing master lease programs to quickly assist moving people out of encampments, allowing for additional, options as this temporary housing plan is being implemented (see Section D below).
- Create opportunities and capacity for choice in emergency housing for LGBTQI populations to live an authentic life free of harassment and violence.
- Fill the current need in the 18-24 population with services unique to this population. (60 individuals at Nashville Rescue Mission as of September 2022).
- Fill the current need in family homelessness. We identified that our current shelter system lacks emergency space for approximately 7 families per month. Our plan is to expand the Mobile Housing Navigation Center and include one family-specific location. It may not be able to fill the existing needs.
- 16% of people living outdoors who participated in a survey on January 27, 2022 (PIT count) reported having a pet. If the Single Room Temporary Housing program is unable to accommodate the need, our community will have to find additional locations for temporary housing with people with pets.
- **After discussing and evaluating the pilot micro community proposal as outlined in RS2022-1698 and additional documents, our community recommends to NOT invest in this program as originally presented in August 2022. Besides being cost-prohibitive, it does not offer added value that this current plan does include. However, we recommend Metro continue exploring the use of small microhome communities attached to Mobile Housing Navigation sites, evaluating cost/benefit, to economically extend more temporary housing choices to unsheltered individuals. In addition, we urge Metro to create a staff position in the Metro Housing Division that constantly searches for opportunities to purchase property that can be turned in to mixed-use, low-income housing opportunity (with 40% of units set aside for PSH programs). Such buildings could include motels, old nursing homes, schools buildings, etc.**

#### C. Encampment closure

The following plan outlines the temporary housing options available for people living in encampments prioritized for closure and housing. Metro will need to carefully calculate when housing options are available. Any temporary bed that will come newly on board will

take a little bit of time to become available. In addition, we recommend clear communication with the people living in the encampment.

Current estimated population at larger encampments 45-50 people.

We estimate we can make 55-60 beds/units available within 45 days once the ARP funding is appropriated.

Temporary Housing Options offered through the plan listed in Sections A-C:

- Mobile Housing Navigation Centers – 20 beds.
- Single Room Temporary Housing Program – 35 units.
- If needed: Master Lease program with Urban Housing Solutions (to supplement as needed and as units become available.) A master lease will allow an organization to reserve a unit as the landlord will not lose the rent. – 5 up to 20 units.

**The quicker our homelessness system is able to produce additional permanent supportive housing (PSH) units, the faster people will move through the temporary housing programs. This could significantly increase the number of people served without adding any cost to the temporary housing plan. Agility and flexibility are key to these programs. Occupancy can be expanded and reduced rapidly, reducing costs. Outcomes will be measured. The flexibility to move funds to another type of program, that is both cost effective and performance effective, is retained in this funding request.**

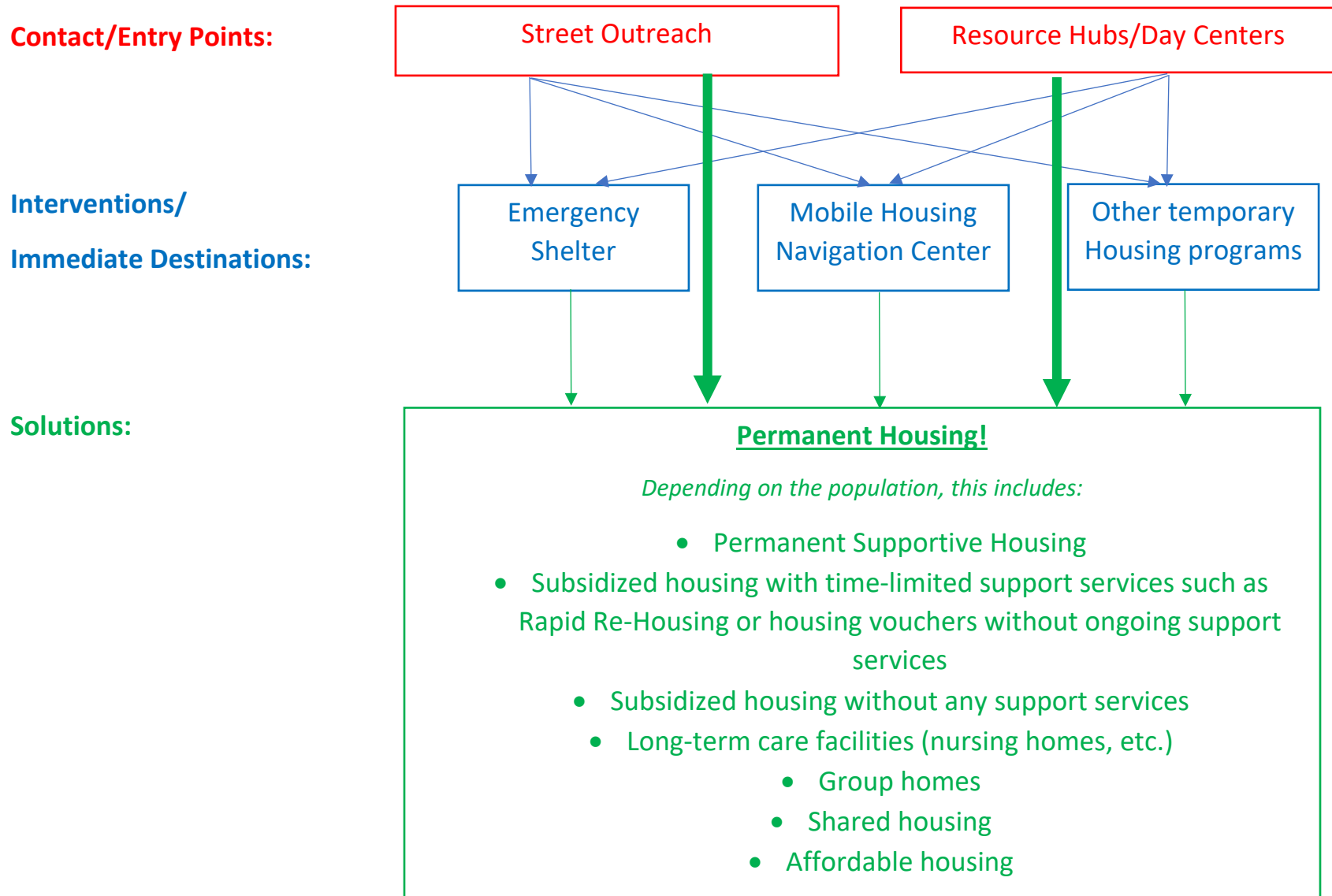
#### **Request to the Homeless Planning Council from the CoC Shelter Committee:**

The Nashville community recognizes the critical need to address outdoor homelessness with temporary housing options and believes that a two-year program will be insufficient. The reality is that a Housing First approach, as adopted by Mayor John Cooper, requires a significant investment in creating new housing units that offer permanent supportive housing to people experiencing chronic homelessness. This takes time.

Therefore, the CoC's Shelter Committee urges the Homelessness Planning Council to make an official request that Metro government include temporary housing options in their next Metro budget (FY24) as this proposal will not suffice to offer all people who are living in encampments now indoor options.

# Appendix A: Outdoor Homelessness Framework

Developed by Ryan LaSuer, Community Care Fellowship, and Judith Tackett, Tackett Consulting LLC. in November 2021 to outline how MHNCs fit into the overall system



# Homelessness Collaboration Accountability Framework

*The following organizations and outlines is not a comprehensive framework but highlights programs that are in different planning and implementation stages that would supplement the existing Housing Crisis Resolution System in Nashville and create cross-sector accountability.*

## **Faith Community Coordination** – nonprofits as lead organizations

- Room In The Inn: Comprehensive services: Day Center, support services, education, Guest Room, permanent supportive housing
- Nashville Rescue Mission: 24/7 shelter operations
- NEW programs by Community Care Fellowship
  - Resource Hubs
  - Mobile Housing Navigation Centers
  - Mentorship program (Knoxville)
- Affordable Housing Consortium - church leaders building – conceptual phase

## **Local/Regional Nonprofit Leadership**

- Landlord Engagement – public-private partnership – MHID-United Way already in place
- Funding landscape and strategizing with Community/CoC to prioritize funding outside of HUD requirements and include those funding sources in an overall planning process for the community to fill gaps in funding and services
- Regional approach
- Business engagement

## **Local Metro Government/MHID**

- HUD funding and requirements
- HMIS lead
- Coordinated Entry process
- Performance review/reports

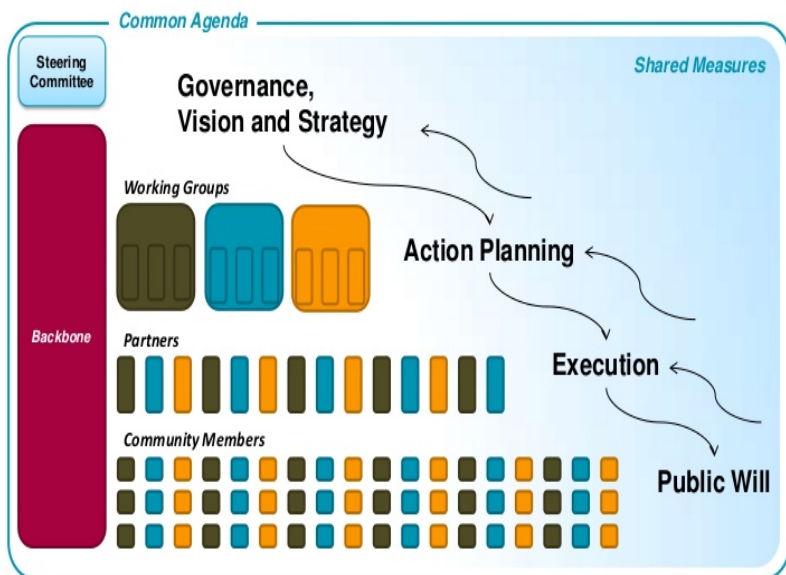
- City outreach efforts in coordination with nonprofits and city departments

The role of a backbone organization is to ensure the focus remains on a collaborative community effort including nonprofit, for-profit and government sectors providers with a special focus to actively seek input from people with lived experiences.

## Leadership Structure



### Coordination Happens Through Cascading Levels of Linked Collaboration



Source: Channeling Change: Making Collective Impact Work, 2012; FSG Interviews 9 ©2012 FSG

#### Governance/Oversight:

- CoC Homelessness Planning Council

#### Action Planning/Stakeholders:

- CoC committees
- Metro government:
  - Mayor's Office
  - Metro Council
  - Interdepartmental Council

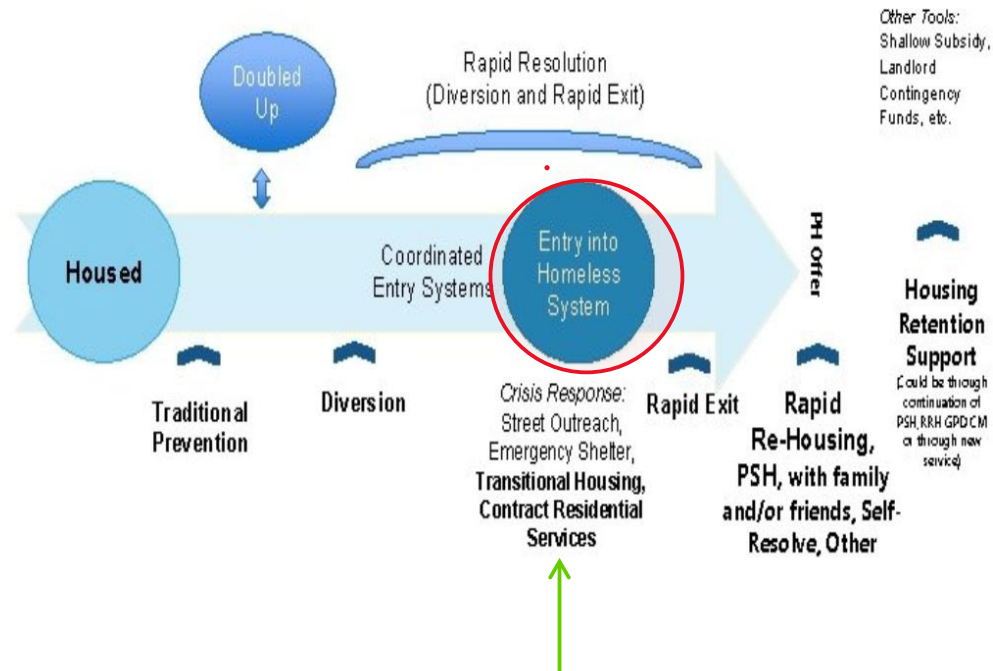
#### Backbone(s):

- MHID – HMIS lead agency
- MDHA – Collaborative Applicant
- Potential co-leaders with a backbone in certain programs/approaches (to increase accountability):
  - A faith leadership council (?): Faith leaders who do not actively engage within the CoC or government, but have resources to invest
  - An umbrella nonprofit that ensures other organizations are engaged who do not actively participate in CoC meetings

Accountability results from a governance structure that is supported by backbone organizations across community sectors. At this point, government, nonprofit and faith sectors have a vested interest in a collaborative effort that ends homelessness. The business sector needs to be brought into the accountability mix. All sectors need to have strong representation on the CoC Governance Board, which is the Homelessness Planning Council.



# Housing Crisis Resolution System



The Outdoor Homelessness Framework as presented in this document, starts in the overall Housing Crisis Resolution System with the Crisis Response (see red circle and green arrow).

Effective solutions include street outreach, emergency shelter, transitional/interim housing options for some populations, residential services – all of which are aimed to utilize the coordinated entry process to prioritize people for available resources that lead to housing and individualized supports.

**Housing & Services & Income & Community Building are the ingredients that are needed to END HOMELESSNESS.**