NEW ORLEANS

# HOME FOR GOOD

# HOME FOR GOOD NEW ORLEANS:

*Sustaining an End to Unsheltered Homelessness*

# A Path Forward: Real Solutions for Addressing Homelessness in New Orleans

Our unhoused community in New Orleans is not a monolith. Each individual has a unique story, and many have found themselves without stable housing due to circumstances beyond their control—whether that be job loss, health crises, succession issues forcing them out of family homes, or skyrocketing housing costs. These are our neighbors, people who have fallen on hard times, and they deserve solutions rooted in dignity, compassion, and evidence-based strategies.

No one should have to sleep on the streets. A nationwide crisis and an ongoing challenge for New Orleans, unsheltered homelessness worsens serious health conditions and shortens lives for those living outside, while posing significant public health and safety risks to individuals and the broader community. At the same time, it strains City resources and weakens economic vitality by limiting business growth and neighborhood stability.

New Orleans' skyrocketing street homelessness rates—a 51.9% increase between 2022 and 2023—led our community toward decisive action to address homelessness in a coordinated, urgent, and sustainable way. In 2023, we launched the Home For Good New Orleans initiative—a comprehensive City-led response prioritizing evidence-based solutions, high-level leadership, and financial investment. The City has stepped in to lead functions necessary to get meaningful results, reflecting a deep commitment to solving this crisis with urgency and focus.

In just 20 months, entirely new teams of City workers and local service providers transitioned 1,133 individuals off the streets and into supportive housing and closed eight major encampments. These efforts improved lives, made public spaces safer, reduced emergency calls for service, and restored sidewalks and parks for surrounding neighborhoods.

For many, it can be difficult to understand the struggles of those experiencing homelessness. Seeing someone unhoused, exhausted, and often unwell can create misconceptions about their ability to care for themselves. But as we know in New Orleans, crisis does not define character. When provided with safe, stable housing and supportive services, most people can recover, rebuild, and regain control of their lives. A small percentage, around 3%, require access to higher levels of psychiatric or health care.

The yearly cost to house an individual through Home For Good is roughly $21,844—a substantial savings compared to an average of $51,000 to jail someone or up to $55,000 in emergency room and rehousing costs.

2

# A Call For Action

We are calling on the community and the State of Louisiana to partner with us to expand the Home For Good program and invest in proven, sustainable, and cost-effective solutions. To house the remaining individuals from our 1,500-person goal by the end of 2025, and to sustain that progress, we need an additional $8.2 million in State general funds, less than half the cost of the State-sponsored temporary shelter erected in January, to provide stable housing and case management for 375 people. Additionally, we require $2 million for critical public and shelter improvements to ensure short-term shelter options and closure maintenance of former encampments can continue.

Addressing homelessness requires a coordinated, committed system of public, private, and nonprofit partners—and a variety of evidence-based solutions rather than a "one size fits all" approach. Home For Good, rooted in Housing First principles, addresses the public health and safety dangers of encampment living quickly and humanely, while providing long-term, cost-effective permanent solutions.

The results speak for themselves. New Orleans is leading the way, and we invite all partners in Louisiana to join us in sustaining and expanding this successful model.

*Councilmember Lesli Harris, District B*

*Dr. Jennifer Avegno, MD, Director of the New Orleans Health Department*

# Executive Summary

The City of New Orleans is committed to achieving an effective end to unsheltered homelessness. Through the Home For Good initiative, the city has already made significant progress—reducing unsheltered homelessness, closing encampments, and housing people who were living outside. The Sustainability Plan builds on this momentum, providing a long-term, cost-effective framework for New Orleans to sustain low-to-no-unsheltered homelessness.

This plan envisions a future where all encampments have been eliminated, individuals sleeping on the streets are swiftly connected to shelter or other appropriate care settings, and shelters can transition people out of homelessness within an average of 90 days. The results include a healthier city, and one with its public spaces open for everyone's use.

Led by Clutch Consulting Group, the sustainability planning process engaged service providers, key funders, and partner systems to refine, standardize, and scale operational models. Clutch's system modeling analysis set aggressive yet attainable targets for New Orleans' homelessness response system over the next decade, with specific focus on single adults as they are the drivers of unsheltered homelessness in New Orleans.

## System Design Priorities to Achieve and Sustain Low to No Unsheltered Homelessness for Single Adults:

- **Stopping and Preventing Street Sleeping** – Close remaining encampments and establish coordinated outreach and neighborhood management practices to prevent street homelessness.

- **Effective Shelter Flow** – Maximize existing shelter capacity through rapid exits to housing, avoiding the need for costly, slow investments in additional shelter facilities.

- **Stabilization and Recovery** – Strengthen supportive service delivery to promote individuals' long-term stability, recovery, and access to higher levels of behavioral healthcare as needed.

- **Operational, Funding, and Policy Improvements** – Remove key barriers that can hinder progress, ensuring the system is well-funded, efficient, and responsive to evolving needs.

The plan outlines a phased strategy: immediate priorities in 2025, key structural improvements through 2026 to enhance command and performance of operations and service delivery, and a long-term roadmap through 2034 to create a system capable of resolving homelessness within 90 days of entry.

**Each year, approximately 4,300 single adults become homeless in New Orleans.** This plan provides a path to scaling and sustaining a system that can meet that demand. Matching the system's capacity with estimated inflow of individuals experiencing homelessness ensures that the system's offerings—such as shelter beds or diversion interventions—are readily available to individuals, preventing the need to sleep on the streets.

The City's current system is managed by the local Continuum of Care, led by UNITY of Greater New Orleans. As the lead agency, UNITY has the responsibility to coordinate the CoC's application for federal funding and, once funded, act as the primary administrator of CoC activities.

Our system modeling calculated a projection for baseline funding for the New Orleans' single adult response system of approximately $76 million per year. A majority of that funding is committed to paying ongoing rents; nearly two-thirds or around $48 million, provides ongoing housing subsidies and intensive case management for 1,800 individuals and one-third, around $28 million, serves those who are new to homelessness.

While this funding and Unity's services largely focus on the City of New Orleans, the Continuum of Care also includes Jefferson Parish and Kenner. This sustainability plan is specific to the City of New Orleans only.

Analysis indicates that an additional $21.9 million in the first year is necessary to fully meet annual inflow in and eliminate unsheltered homelessness in New Orleans, with ongoing long-term investments of approximately $25 million per year (adjusted for inflation) required to maintain progress and stabilize vulnerable individuals.

New Orleans has reached a pivotal moment in its fight against unsheltered homelessness. By making strategic investments now, the City can prevent the reemergence of visible homelessness in a sustainable, cost-effective way, transforming its response for the long term.

# Summary of Current Efforts to Achieve No to Low Unsheltered Homelessness

Dramatically reducing street homelessness until it is rare or nonexistent is New Orleans' first priority. To accomplish this, the City of New Orleans launched a coordinated, urgent response to unsheltered homelessness. This initiative is focused on three targeted rehousing pathways with an ambitious **goal of rehousing 1,500 individuals by the end of 2025:**

- Eliminate all inner-core encampments by the end of 2024 via encampment decommissioning.
- Engage all remaining unsheltered individuals in a rehousing process by the end of 2025.
- Accelerate shelter exits, ensuring that new individuals entering homelessness have immediate access to shelter and services, making street sleeping unnecessary.

# Operational Improvements

In early 2023, the City of New Orleans made a significant commitment to providing the high-level leadership, expertise, and financial resources necessary to tackle the growing unsheltered homelessness crisis.

| City Leadership | Expertise | Funding | Local Partnerships |
|---|---|---|---|
| Mayor and City Council create Office of Homeless Services and Strategy and hire Nate Fields as Director | City hires Clutch Consulting Group with expertise in system transformation and unsheltered homeless response | Community harnesses $15M of federal resources | Home For Good initiative created, organizing service provider partners to support encampment response |

# Home For Good Initiative & Encampment Decommissioning

These investments fueled the Home For Good Initiative, which launched in March 2024 **with the goal of ending street homelessness by the end of 2025**. A major feature of the Home For Good plan is a **targeted, multi-week encampment decommissioning** process that rapidly connects people living in specific sites to housing and closes those encampments permanently.

| Accelerating Exits from Encampments to Recovery and Stability | Closure Maintenance & Space Management |
|---|---|
| **Site Identification:** Encampments are identified and prioritized by assessed health and safety issues | **Site Decommissioning and Closure:** The City of New Orleans cleans the site and marks it as closed to sleeping |
| **Engagement:** Teams comprised of outreach workers, street medicine practitioners, and addiction and recovery specialists identify and engage regular sleepers at a site | **Long-term Closure Maintenance:** Partnerships between City homeless services, sanitation, and parks offices; local management districts; businesses; law enforcement and private security partners; neighborhood groups; and Council districts mean a collaborative approach to monitoring the site and ensuring long-term closure |
| **Transition to Housing with Services:** Individuals are supported by interdisciplinary teams to move into housing with supportive services | **Activated Spaces:** In some cases, partners and neighborhoods are positioned to activate and beautify the site for broad public use |
| | **Preventing Street Sleeping:** Individuals attempting to sleep at the location are immediately engaged and assisted to relocate |

7

# Results as of May 31, 2025

**1,133 Total Individuals Housed—representing 75.5% of the goal to house 1500**

**300 Housed from Encampments**

**469 Housed through Coordinated Housing Navigation to All Other Unsheltered Persons**

**365 Housed Through Amplified & Accelerated Exits from Shelter to Housing**

**8 Inner Core Encampments Closed**



**Before Encampment Decommissioning**



**After Encampment Decommissioning**

*Activated space with plantings by Louisiana Department of Transportation and Development and private partners*

# Home For Good: Sustainability Plan 2025-2034

## Crossing the Finish Line: Final Steps Towards Low to No Unsheltered Homelessness

Building on the early successes of Home For Good New Orleans, the first phase of this plan focuses on two immediate priorities: **ending street sleeping downtown** and **optimizing shelter flow** to prevent future unsheltered homelessness. These targeted actions will solidify recent progress and create a stronger foundation for long-term solutions.

## 1: End Street Sleeping in the Inner Core For Good

### Close Any Existing Encampments

The City of New Orleans and partners have made progress to identify and close encampments in the City via the decommissioning process, with 8 currently closed and rehousing activities complete at 6 additional sites. Disruptions in pace occurred when the State of Louisiana created a temporary shelter in January 2025 displacing individuals that were already on housing placement lists. In 2025, the City and its teams will continue their collaborative work to close any remaining inner core encampments.

At the same time, the City is advancing a large-scale closure maintenance plan for the downtown inner core, coordinating efforts with partners including NOPD, Harbor Police, Louisiana State Police, Tulane Police, City Outreach teams, Metropolitan Human Services District, and the New Orleans Mobile Crisis Intervention Unit. This collaborative approach focuses on both responding to and preventing street sleeping and the formation of new encampments by connecting unhoused individuals with available services including shelters and behavioral healthcare.

9

## Establish Rapid Response Street Outreach Teams to Prevent and Quickly Resolve Street Sleeping

Home For Good New Orleans will shift toward a proactive approach to prevent new instances of street sleeping, including in areas beyond the inner core. Thanks to an increased budget for staff, the City will lead the formation of Rapid Response Street Outreach Teams, working in coordination with service providers and key partners to cover the entire City.

These teams will proactively identify and respond to reports of individuals sleeping unsheltered; engage individuals and transport them to shelter or appropriate services; and activate crisis response for those with acute or complex needs, ensuring immediate access to appropriate care environments.

The Rapid Response Street Outreach Teams will build on New Orleans' existing on-demand responses and ongoing monitoring of former encampment sites. Their role is not only to address current needs but to prevent a return to large-scale street homelessness, ensuring that those at risk receive swift support and intervention.

# 2: Optimize Shelter Flow to Prevent Future Unsheltered Homelessness

A successful response to unsheltered homelessness must ensure that shelter stays are brief, targeted, and effective, transitioning individuals as quickly as possible into housing solutions. This plan establishes a rapid response system that maximizes existing shelter capacity, integrates rehousing solutions, and is scaled to meet the annual demand of single adults entering homelessness in New Orleans.

While shelter can serve as an essential first step, it is not a comprehensive solution.

- Emergency shelters are designed for temporary, short-term relief, not long-term stability.
- Large communal shelter settings can feel unsafe, overwhelming, and even retraumatizing for individuals who have experienced significant hardship.
- Without clear exit pathways, shelters risk becoming bottlenecks, failing to provide the stability and security needed for recovery.

The most cost-effective and sustainable approach to preventing unsheltered homelessness is not simply expanding shelter capacity but rather optimizing shelter flow—ensuring that existing beds are continuously available by accelerating both prevention efforts and shelter exits.
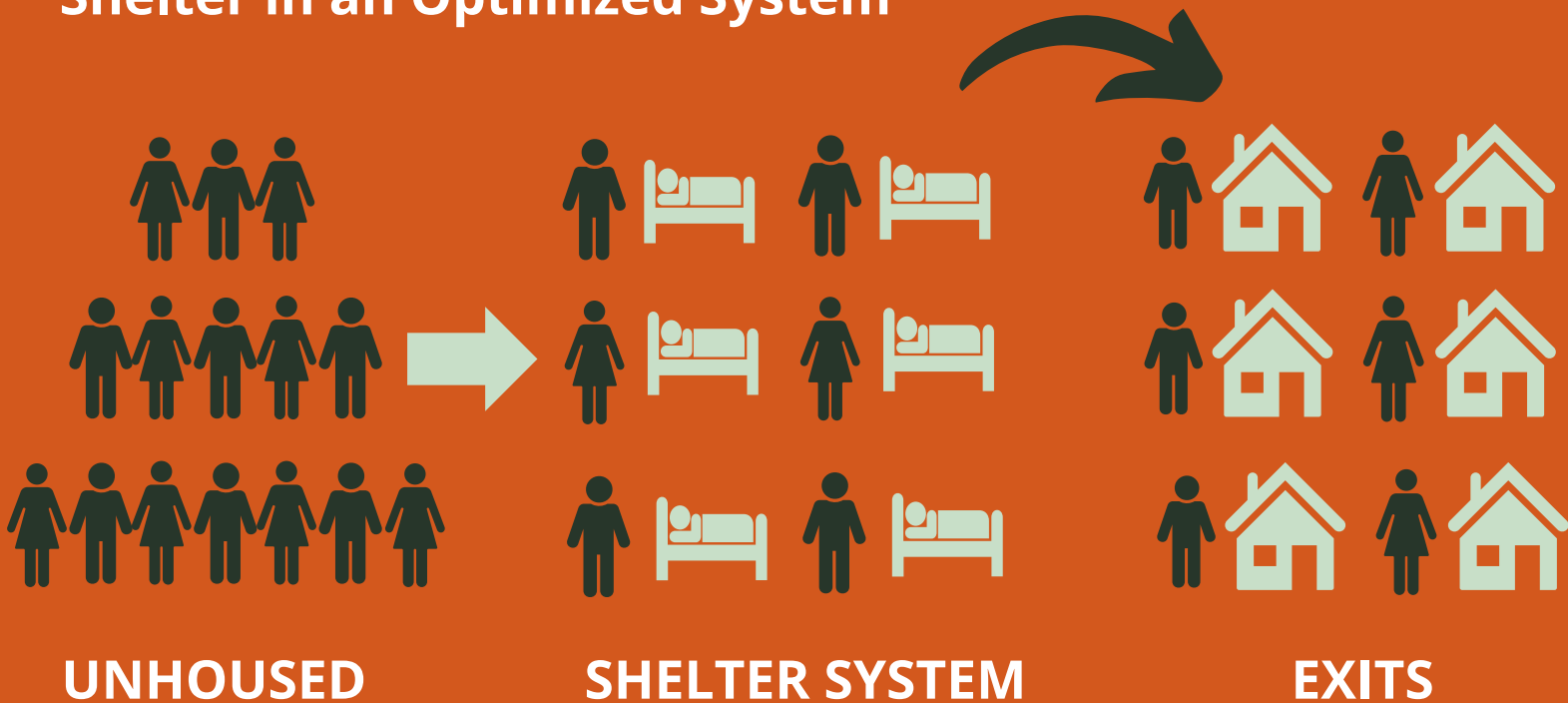
This plan equips the existing shelter system to both prevent homelessness and move individuals into housing faster, rather than simply increasing the community's stock of shelter beds. It also begins the practice of exiting long stayers from shelter using new rapid rehousing funds to make more shelter beds available to people currently on the streets. By improving efficiency, throughput, and access to housing resources, New Orleans can ensure that shelters serve more people annually without requiring costly expansion.

10

# Shelter in an Unbalanced System

**UNHOUSED**

**SHELTER SYSTEM**
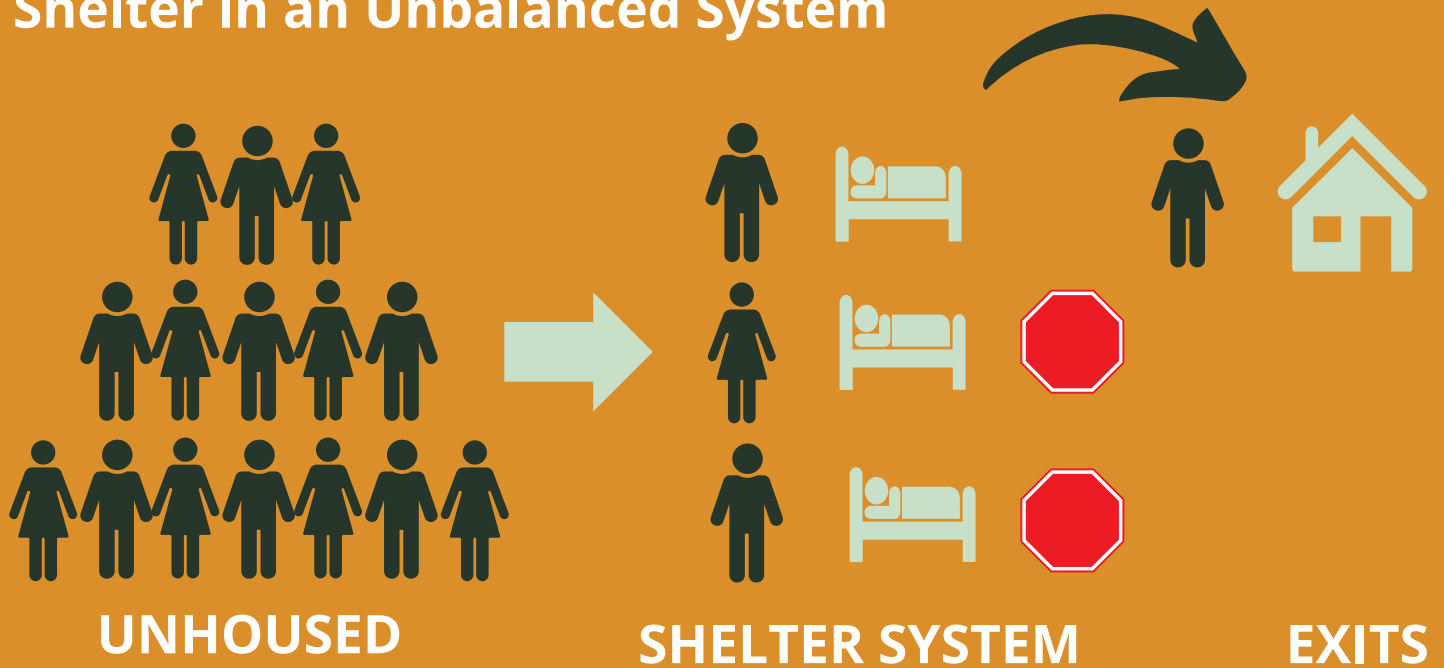
**EXITS**

**Without the right investments in exits, individuals get stuck in shelter beds—reducing the total number of people the system can serve**

# Shelter in an Optimized System

**UNHOUSED**

**SHELTER SYSTEM**

**EXITS**

**With exit interventions available at shelters, people move out of homelessness faster, so existing beds can turn over more times. This expands the capacity of the existing shelter system, enabling people to move off the street into safety faster than they otherwise would.**

11

# Achieving a Data-Driven Approach to Shelter Optimization

Clutch Consulting Group conducted a comprehensive analysis of the current New Orleans homelessness response system to inform optimization efforts, guided by the goals to fully maximize existing assets, minimize reliance on temporary solutions, and enhance shelter flow so that every available bed serves the maximum number of individuals per year.

## Tailored Shelter Response Pathways

A successful rapid response system recognizes that different individuals require different solutions. To ensure the right intervention for each person, the system is structured into two primary response pathways:

| Annual Inflow 4,300 Single Adults | | |
|---|---|---|
| 10% | **Return to Family or Other Safe Housing** | Identify and pursue opportunities for individuals to avoid shelter entry by **reconnecting with family, friends, or other safe housing options.** |
| 70% | **Self-Resolve or Exit with One Time Assistance** | **Provide targeted, immediate support like rental assistance and employment services to** quickly help individuals return to safe housing options. |
| 20% | **Housing Subsidy + Stabilization Services** | Provide immediate access to shelter and assessment for deeper interventions, including **higher levels of institutional care, and long-term or temporary subsidy and services.** |

*__**3%__  of this population will need to access facilities that offer higher levels of care such as medical respite, rehabilitative treatment, or skilled nursing facilities. A small percentage will need to remain there, while the majority will be able to transition to housing with intensive wrap-around services to support recovery and stabilization.*

# Core Elements of Step 2: Optimizing Shelter Flow

| Integrated diversion, rapid exit, and housing navigation practices | Enhanced Landlord Engagement Practices | Delivery standards for Housing Stabilization Case Management | Higher Level of Care Pathways |
|---|---|---|---|
| Prevents people that can be served by light-touch interventions from entering shelters | Facilitates system-wide access to quality rental units to accelerate rehousing | Ensures system participants receive the supportive services needed to recover and stabilize | Provides referral pathways for higher level of care needed by 3% of system participants |

## Why This Approach Works

- Prevents shelter overcrowding by prioritizing rapid exits and targeted interventions.
- Reduces reliance on temporary fixes, focusing instead on permanent housing solutions.
- Ensures that shelter beds remain available for those in immediate need.
- Creates a sustainable, long-term system rather than a revolving door of homelessness.

# Financial, Operational, and Policy Needs to Achieve and Sustain No to Low Unsheltered Homelessness ———

## Financial: Securing Long-Term Sustainable Funding

To ensure sustained success, New Orleans must secure dedicated, sustainable funding to maintain efficient shelter flow, and guarantee immediate access to shelter beds for those in crisis. Without consistent investment, shelters will become bottlenecked, leading to longer stays, fewer available beds, and increased street homelessness.

Efficient and effective homelessness response systems require predictable financial support to sustain shelter operations and optimize flow—ensuring beds remain available for those who need them; expand rapid rehousing programs to accelerate exits from shelter into stable housing; and fund supportive services to prevent returns to homelessness.

**Key Funding Components**
- **Federal HUD Funding** – Annual funding adjustments indexed to inflation and rising housing costs to maintain purchasing power.
- **Sustainable Local Revenue** – A stable funding stream through a combination of City and State appropriations, or a new dedicated tax revenue source to close funding gaps.
- **State & Federal Matching Funds** – Ensuring Louisiana and federal partners match local investments to scale up effective solutions.
- **Private & Philanthropy** – Tapping local and regional philanthropy to contribute to the initiative

# Achieving a Data-Driven Approach to Shelter Optimization

| | Current Funding (Primarily HUD) | Annual Gap |
|---|---|---|
| **Diversion & One-Time Rapid Exit Assistance** | $0 Million | $2.4 Million |
| **Enhanced Shelter Operations** | $17.8 Million | $0.6 Million |
| **Temporary Subsidies + Services** | $5.5 Million | $17.2 Million |
| **Long-term Subsidies + Services** | $53.2 Million | $4.8 Million |
| **TOTAL** | **$76.5 Million** | **$25 Million** |

Without sustained investment, New Orleans risks reversing its progress. A funding shortfall would lead to longer shelter stays, increased encampments, and a resurgence of unsheltered homelessness. A long-term, predictable funding model ensures that homelessness remains rare, brief, and non-recurring.

# Operational: Establishing a Central Command Structure to Lead and Manage the Rapid Response System

The primary funding source for homelessness response in New Orleans has been federal resources under HUD's Continuum of Care (CoC) program. Currently, UNITY of Greater New Orleans serves as the lead agency and collaborative applicant for these funds, as designated by the local CoC governing board. UNITY also administers all CoC funds, acting as the direct grant recipient and overseeing resource allocation.

While this structure has facilitated significant progress, it has also created limitations in aligning CoC funding with State and City priorities, especially since the Greater New Orleans CoC also includes Jefferson Parish and Kenner. Furthermore, a recent audit by the Louisiana Legislative Auditor noted a need for "increased collaboration, communication, and data sharing," between system partners.[1]

To effectively braid City, State, and federal resources and establish a coordinated system that drives long-term results, the City of New Orleans must implement a Central Command Structure to lead and manage the City's homelessness response system.

A **Central Command Structure** provides a clear chain of command, accountability, and coordination—ensuring that all funding sources, services, and agencies work toward shared goals. This model is inspired by emergency management frameworks, which use a centralized leadership approach to manage complex, multi-agency responses effectively.

## The model is structured into five core functional areas

### Central Command Structure: City of New Orleans Office of Homeless Services & Strategy Director

*OHSS , Public Health, City of New Orleans, UNITY, United Way*

**Leadership:** Defines objectives, strategies, and priorities for homelessness response.

**Operations:** Directly oversees and executes service delivery, encampment closures, and outreach.

**Planning:** Tracks funding, resources, and data analytics to guide strategic decisions.

**Logistics:** Ensures that housing shelters, outreach, and supportive services have necessary resources.

**Finance & Administration:** Monitors budget allocation, grant management, and cost controls.

A cohesive and structured leadership approach eliminates funding silos, improves coordination, and ensures that City, State, and federal resources work together efficiently to meet local priorities.

# Key Advantages of a Centralized Command Model

## Funding Alignment & Shared Performance Metrics

| | |
|---|---|
| Aligned Funding Management | Ensures City, State, and federal resources are braided for maximum impact. |
| Data Transparency & Dashboard | Creates a single source for real-time performance tracking for accountability. |
| Enhanced Data Management | Improves decision-making through centralized reporting and analysis. |

## Active Management of Service Delivery

| | |
|---|---|
| Standardization of Programs, Contracts, and Funding Models | Ensures equity, efficiency, and effectiveness across service providers |
| Active Workgroup Structure | Supports real-time planning and coordination between agencies. |
| Training & Continuous Improvement | Provides ongoing workforce development and best-practice implementation. |

## Centralized Services to Reduce Administrative Burden on Providers

| | |
|---|---|
| Centralized Rent & Flexible Funding Administration | Streamlines financial support processes. |
| Citywide System for Housing Placement | Reduces inefficiencies in unit location and leasing processes. |

**Why This Approach Works**

- Ensures funding is fully aligned with community priorities rather than siloed in separate agencies.
- Establishes an emergency-management style response to unsheltered homelessness, creating rapid, coordinated interventions.
- Improves transparency and accountability through real-time data tracking and performance dashboards.
- Reduces bureaucracy for service providers, allowing them to spend more time serving people and less time navigating funding complexities.

By implementing a Central Command Structure, New Orleans will fundamentally transform its homelessness response system—ensuring that all funding, programs, and services operate under a single, aligned strategy.

# Policy: Making Rehousing Progress as the City Tackles Affordable Housing Supply

Access to affordable rental housing is essential to the long-term reduction of homelessness, but solving the affordability crisis is a distinct challenge from responding to homelessness we see on the street today. Increasing affordable housing supply is critical, but the immediate priority of a homelessness response system is to scale interventions that enable people to access housing now—using subsidies to bridge the affordability gap. A highly effective homelessness response system does not wait for affordability challenges to be resolved. Instead, it acts as an immediate safety net by:

- Buying access into the existing housing market using rental subsidies and flexible funding.
- Providing targeted financial assistance to quickly rehouse individuals before homelessness becomes prolonged.
- Ensuring shelter stays remain short by maintaining rapid rehousing programs that secure housing placements despite affordability constraints.

## Bridging the Gap: Subsidizing Housing Until Affordability is Addressed

As long-term affordability strategies like the Housing Trust Fund investments come online, the City must "buy its way into the market" through rental subsidies, incentives, and partnerships with landlords to secure units. This plan recognizes that rental subsidies are a necessary tool to bridge the gap between homelessness response and long-term affordability solutions. These types of expenditures are often ineligible under federal grants, underscoring the need for State and philanthropic investment.

18

# Key Strategies to Maintain Housing Access While Affordability Improves:

| Short- and Long-Term Rental Subsidies | Master Leasing & Incentive Programs | Flexible Funding for Rapid Rehousing |
|---|---|---|
| Ensuring housing remains accessible despite rising costs. | Encouraging private landlords to participate in homelessness response efforts. | Allowing case managers to access the private rental market on behalf of their clients. |

# The Risk of Waiting for Affordability Fixes:

If the City does not scale homelessness response independently of affordability efforts, New Orleans' unhoused population will continue to grow. Without sufficient subsidies, shelter stays will lengthen due to a lack of move-out options; more individuals will be pushed into chronic homelessness; and emergency services will be overwhelmed, leading to higher public costs.

Without Home For Good's continued interventions, rising homelessness will outpace future affordability gains. New Orleans must approach homelessness response as an urgent, market-driven intervention—one that buys housing access in the short term while affordability policies take shape.

# Policy: Addressing the Needs of Individuals Who Require Higher Levels of Care

While most people experiencing homelessness can transition into stable housing with the right support, a small but significant portion of the population requires higher levels of medical and behavioral healthcare beyond what the homelessness response system can provide.

The failure of mainstream healthcare systems to adequately support these individuals results in frequent discharges from hospitals, psychiatric care, and detox programs with no long-term plan, leading individuals to cycle between acute care, jail, and homelessness, without receiving the structured treatment they need. Many people languish on the streets untreated, worsening their health conditions and increasing their vulnerability.

**Local analysis indicates that approximately 3% of individuals entering homelessness each year require some specialized care before they can transition to stable housing. This includes:**

- Medical respite care – Short-term recovery programs for those too ill for shelters but not requiring hospitalization.
- Institutional or rehabilitative care – For individuals needing intensive, structured treatment before transitioning to housing.
- Permanent assisted living options – For those who cannot safely live independently.

## Core Elements of Addressing Needs of Individuals Who Require Higher Levels of Care

These care needs fall outside the scope and capacity of the current homelessness response system, requiring a coordinated effort among the City, State healthcare leadership, hospital systems, and behavioral health providers to ensure the availability of appropriate treatment pathways.

| Activate Healthcare Partnership Work Group | Create Pathways to Care |
|---|---|
| Gather key practitioners and partners in group to design access to physical and mental health services within homelessness response system offerings | Test new referral pathways to higher levels of care and healthcare supports |

20

# Data: Performance Metrics

An optimized homelessness response system functions to make homelessness **brief and non-recurring** regardless of the shifting economic and affordability conditions that can impact inflow. This plan used system modeling and predictive analytics to identify the metrics for an optimized system based on the most recent inflow, the number of people falling into homelessness, and local system performance data. The resulting performance framework highlights how an optimized system responds to annual inflow into homelessness using the **Sustainability Plan's four exit pathways:**
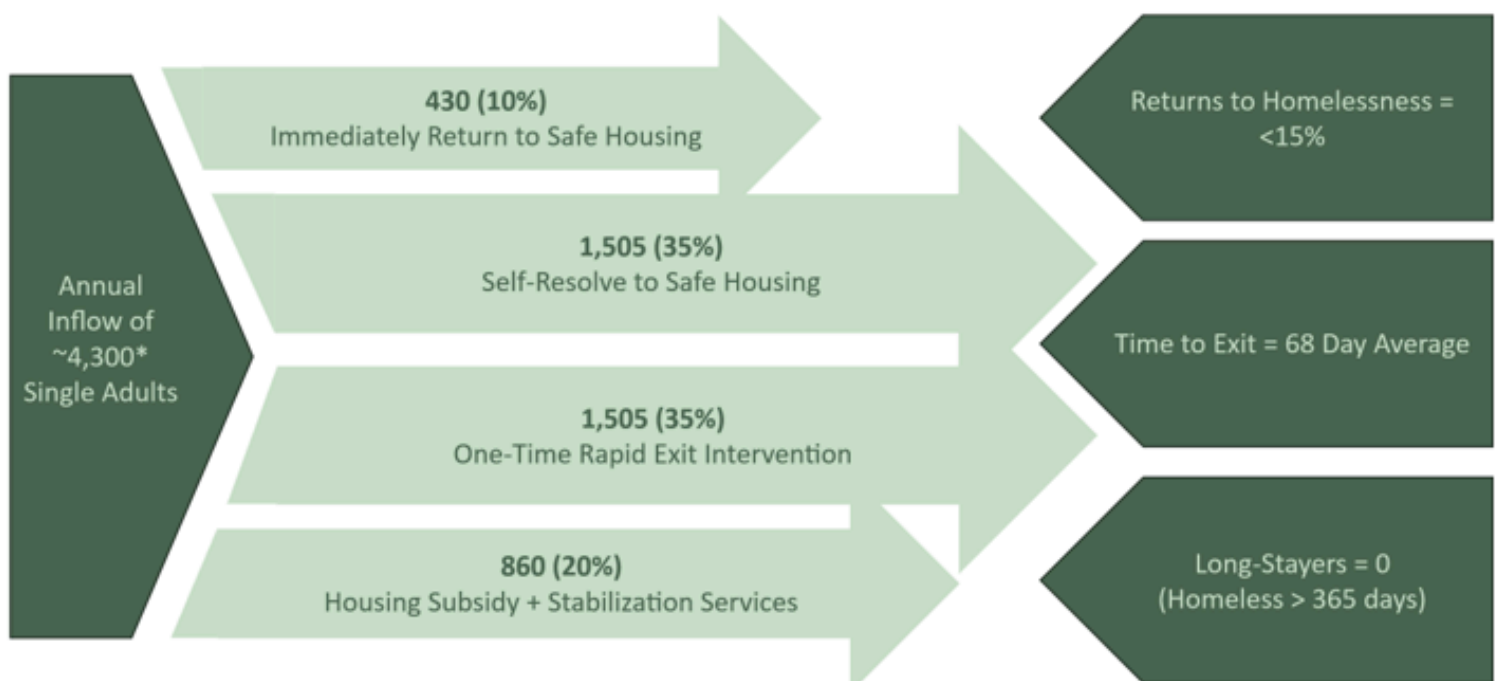
- Diversion: Immediately return to safe housing and avoid entry into homelessness = **>10%**
- Shelter Only: Self-resolve to Safe Housing = **≥35%**
- Rapid Exit: One-time assistance = **≥35%**
- Supportive Housing: Housing subsidy + Services = **≤20%**

**And three performance measures**
- Average length of stay in homelessness response system = **<68 days**
- Stays over 364 days **= 0**
- Return to homelessness within 12 months = **<15%**

The graphic below is populated with targets for 2026.  Home For Good has been built to accommodate each of these exit pathways and individuals' varying needs.

## Data: Performance Targets in an Optimized System



Annual Inflow of ~4,300* Single Adults

430 (10%) Immediately Return to Safe Housing

1,505 (35%) Self-Resolve to Safe Housing

1,505 (35%) One-Time Rapid Exit Intervention

860 (20%) Housing Subsidy + Stabilization Services

Returns to Homelessness = <15%

Time to Exit = 68 Day Average

Long-Stayers = 0 (Homeless > 365 days)

*Annual inflow and exit data calculated using Homeless Management Information System (HMIS).

# Conclusion: A Moment of Opportunity

New Orleans has proven that with focus, collaboration, and the right investments, we can make visible, measurable progress toward ending unsheltered homelessness. Through Home For Good, we've created a new model—one rooted in urgency, dignity, and fiscal responsibility. But to sustain this momentum and fully realize the vision of a city where no one is left to live on the streets, we must act now. Strategic, long-term funding; coordinated leadership; and scalable, data-driven solutions are not just aspirational—they are essential. The tools are in hand, the pathway is clear, and the early results are promising. Now is the moment to expand this model and protect the progress we've made.

**New Orleans has stepped up to lead, and we invite our State, federal, philanthropic, and community partners to join us in delivering on the promise of Home For Good—for every neighbor, every neighborhood, and for the future of our city.**

# Appendix A: 10-Year Action Plan to Deliver and Sustain an Optimized Rapid Response System

## Theory of Change
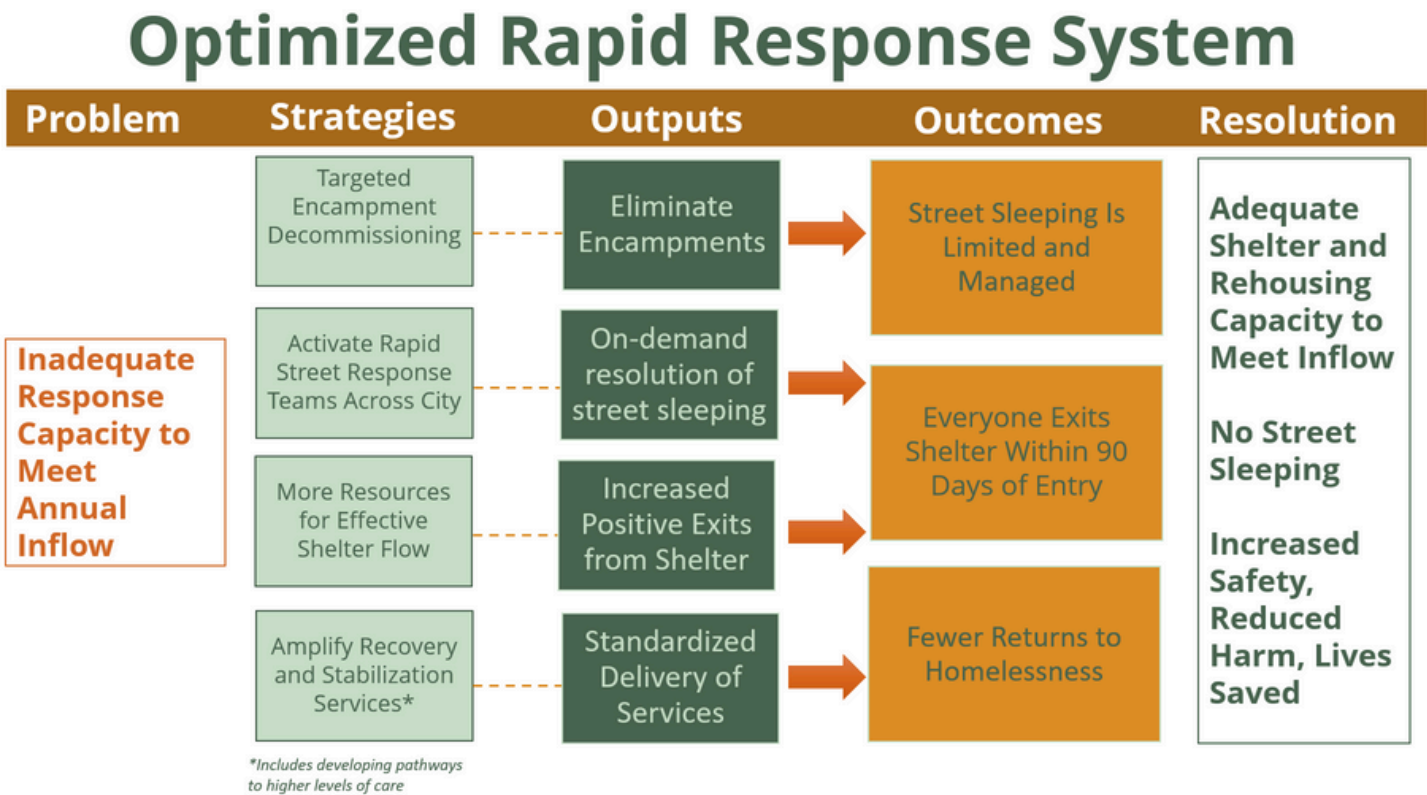


## 2025 Action Plan

**OHSS Assuming Operational Command of Homelessness Response in New Orleans**
To complete the phase 1 milestone of no-low unsheltered homelessness and prepare for a complete end to street sleeping, OHSS is taking operational command using the following action plan in 2025. UNITY will remain in its role as lead Continuum of Care agency and collaborative applicant, and OHSS will lead the active planning, performance management and oversight needed in New Orleans under the structure. This builds on OHSS' successful field management techniques employed to manage encampment closures in 2024 and will continue to include UNITY as a partner and participant.

# Encampments

| Lead & Partners | Lead – OHSS<br>Essential Partners - NOPD, Maintenance Districts, Neighborhoods, Relevant City Council offices |
|---|---|
| Objective | Close any remaining encampments; prevent new ones from forming |
| Q1 | • Eliminate inner core encampments using direct to housing model<br>• Secure remaining $6.5M required for Home For Good initiative |
| Q2 | • Establish coordinated outreach to target any remaining encampments outside inner core |
| Q3 | • Close all remaining encampments citywide |
| Q4 | • Connect any remaining unsheltered individuals and newcomers to the streets with diversion, shelter, or housing services as appropriate |

# Streets

| Lead & Partners | Lead – OHSS<br>Essential Partners - NOPD, Maintenance districts |
|---|---|
| Objective | Create new citywide street sleeping prevention response |
| Q1 | • Continue current rehousing of highest acuity unsheltered individuals and on-demand outreach response |
| Q2 | • Launch comprehensive closure maintenance and rapid street response for the entire inner core |
| Q3 | • Plan for coordinated outreach and closure maintenance in all city neighborhoods |
| Q4 | • Activate coordinated outreach and neighborhood management to prevent street sleeping and encampment formation |

*APPENDIX A: SUSTAINING AN END TO UNSHELTERED HOMELESSNESS*

## Shelter Flow

| | |
|---|---|
| Lead & Partners | Lead – OHSS<br>Essential Partners – UNITY, United Way, Shelter Providers |
| Objective | Optimize shelter flow to be able to end individuals' homelessness within 90 days of entry |
| Q1 | • United Way begins centralized rent administration for shelter-based rapid rehousing<br>• Begin exiting long stayers from shelter using new rapid rehousing funds |
| Q2 | • Begin moving newcomers into shelter in support of inner core closure maintenance<br>• Accelerate exits of remaining long-stayers with additional secured funding |
| Q3 | • Launch a Diversion/Rapid Exit Work Group<br>• Secure additional funds to integrate diversion and rapid exit of newcomers |
| Q4 | • Implement coordinated rapid resolution for newcomers<br>• Examine shelter practices and refine to maximize bed utilization |

## Stabilization

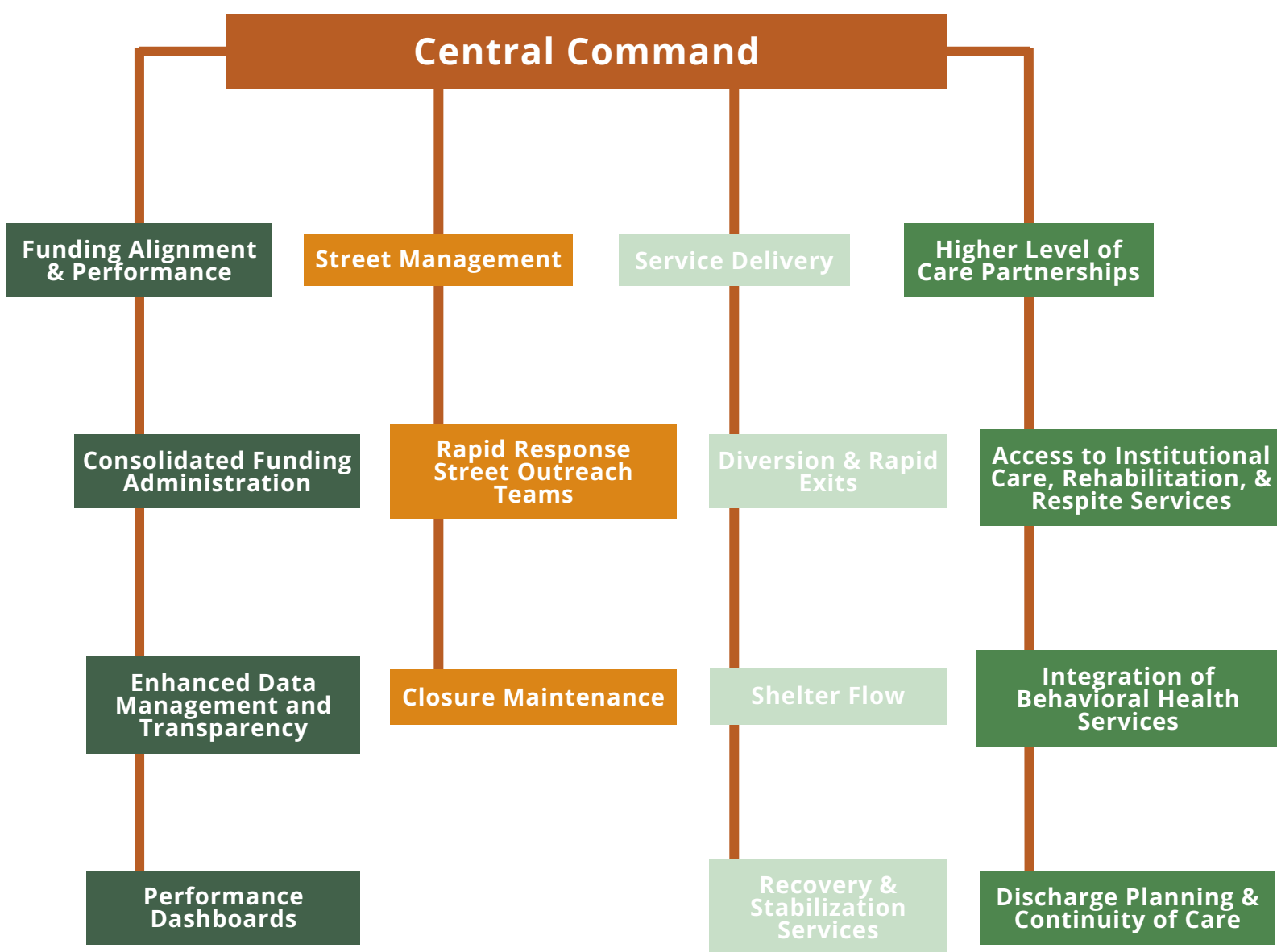| | |
|---|---|
| Lead & Partners | Lead – OHSS<br>Essential Partners – Health Department Hospitals, MHSD, UNITY, Service Providers |
| Objective | Improve existing stabilization services and build partnerships with behavioral care system to serve individuals who need higher levels of care |
| Q1 | • Activate Healthcare Partnership Work Group to integrate physical and mental health services |
| Q2 | • Activate Housing Stabilization Case Manager Work Group to support improved stabilization practices<br>• Fully utilize HUD grant healthcare commitments |
| Q3 | • Test new referral pathways to higher levels of care and healthcare supports<br>• Collect performance data for stabilization case management and set improvement targets |
| Q4 | • Begin performance improvement practices and quarterly evaluations<br>• Activate performance work group, create program performance dashboard and plan for activation |

*APPENDIX A: SUSTAINING AN END TO UNSHELTERED HOMELESSNESS*

# 2025 – 2026: Structural Adjustments to Strengthen Operations and Ensure Timely Service Delivery

## Consolidate and Centralize Services for Maximum Efficiency and Accountability

| Service Type | Service Standard | 2025/2026 Activities |
|---|---|---|
| Unit Location Team | Dedicated team to secure a pool of units available for rehousing activities | Consolidate unit location services under Central Command and pair with flex fund access to negotiate business arrangements for access to a pool of rental units across the city. |
| Flex Fund | Flexible pool of resources to equip access to rental units including hold fees, incentives, deposits, application fees, furniture and move-in kits | Fully fund the flex fund to reach no-low unsheltered homelessness in 2025 and secure ongoing annual resources to sustain. |
| Furniture and Move-In Kits | Process to deliver basic furniture and move-in kits at time of move-in | Consolidate into a single process UNITY furniture warehouse activities with Home For Good furniture and move-in kits operations under Central Command |
| Rent Administration | One entity to cut checks and assume financial outlays for rent, alleviating service provider agencies of financial burden of rent admin | Select and pilot centralized rent administration with United Way of Southeast Louisiana for City-funded rapid rehousing programs. Plan for expansion in 2026 to include other funding sources. |
| Coordinated Entry System | Management and assignment of rehousing slots to maximize utilization and impact | Create more transparency within Central Command of managed rehousing slots, utilization, and timeliness. Set baseline performance and improvement targets for 2026. |
| Homeless Management Information System | Open system to record and track service connection, status in rehousing process, time to rehousing, and performance and equity metrics | Create access within Central Command to the HMIS system and facilitate appropriate data access across partners, including aggregated data in public facing dashboards created through a new consolidated Performance Work Group. |
| Pathways to Higher Levels of Care | Process to identify individuals with higher level needs, connection and hand-off to appropriate system of care (will require a care coordinator to facilitate the process) | Activate a Healthcare Partnership Work Group to define, negotiate and activate pathways to higher levels of care for those experiencing homelessness in acute behavioral health crises. |
| Onboarding, Training, and Capacity Building | Standardized introduction for all staff to learn system practices and protocols, ongoing training and peer support structure to support skill development and learning, system-wide solutions to maintain staffing levels for adequate service delivery | Activate a Stabilization Case Manager Work Group to actively train, standardize, and support case managers to deliver the recovery services and transitional supports that will result in stabilization and prevent a return to homelessness. |
| Continuous Quality Improvement | Actively manage and support continuous process and service improvements through training and peer learning, data analysis, generative problem solving, and system-level adjustments | Utilize 2025 to identify and plan for the next phase of quality improvements, including improved sheltering practices, integration of system-wide diversion and rapid exit strategies, etc. |

26

# 2026 – 2034: Building an Optimized System Through Continuous Quality Improvement

This section includes an operational roadmap to build an optimized system that can deliver the services needed to end the homelessness for individuals within 90 days of becoming unhoused. Annual action plans will be developed by Central Command to advance system improvements in pursuit of the next milestones and full optimization.



| Central Command | | | |
|---|---|---|---|
| **Funding Alignment & Performance** | **Street Management** | **Service Delivery** | **Higher Level of Care Partnerships** |
| Consolidated Funding Administration | Rapid Response Street Outreach Teams | Diversion & Rapid Exits | Access to Institutional Care, Rehabilitation, & Respite Services |
| Enhanced Data Management and Transparency | Closure Maintenance | Shelter Flow | Integration of Behavioral Health Services |
| Performance Dashboards | | Recovery & Stabilization Services | Discharge Planning & Continuity of Care |

The following tables provide roadmaps for optimizing the core functions of the Central Command System: Funding Alignment, Street Management, Service Delivery, and Higher Level of Care Partnerships.

| FUNDING ALIGNMENT & PERFORMANCE | | |
|---|---|---|
| | **Current Conditions** | **Next Milestone** | **Optimized** |

| | **Current Conditions** | **Next Milestone** | **Optimized** |
|---|---|---|---|
| **Consolidated Funding Administration** | UNITY serves as a fiscal pass through for federal, State, and City funds but not a centralized administrator for operations; City testing centralized rent administration with United Way | Centralized rent administration to reduce administrative and financial burdens on providers | Centralized administration of all funding (including CoC) using master agreements and task orders to ensure adequate funding for services, minimizing administrative burden, maximizing flexibility, and enhancing accountability |
| **Enhanced Data Management and Transparency** | UNITY serves as the only agency with access to data from the local Homeless Management Information System (HMIS) | Central Command (City, UNITY and United Way) gains access to HMIS data to validate results, improve data quality, and actively manage performance in real-time | HMIS is an active management tool among providers, providing visibility to program and system performance data in real time, including internal and external performance dashboards |
| **Performance Dashboards** | UNITY provides monthly reports; Home For Good dashboard populated with data provided by UNITY | System performance dashboard hosted and validated by Central Command serves as the source of truth for system and program performance | Dashboards are auto-populated from HMIS and are interactive to ensure real-time data transparency and accountability while offering deeper insights into system performance |

| STREET MANAGEMENT | | |
|---|---|---|
| | **Current Conditions** | **Next Milestone** | **Optimized** |

| | **Current Conditions** | **Next Milestone** | **Optimized** |
|---|---|---|---|
| **Rapid Response Street Outreach Teams** | Outreach teams are not organized and not deployed to effectively manage the streets; historically focused on managing caseloads rather than street diversion | Reorganize OHSS outreach capacity to create rapid response street outreach teams in partnership with NOPD and other partners to focus on street diversion and movement to shelter for safety and services, repurpose provider outreach to function as housing navigators within shelter | On-demand rapid response to street sleeping is provided through a small OHSS team and other closure maintenance partners, who respond to reports from various inputs including City Council offices |
| **Closure Maintenance** | Some formal closure maintenance underway in inner core after encampment decommissioning, including site activation and beatification | Complete closure of the inner core and continuous closure maintenance performed by City and partners, led by OHSS | Closure maintenance is an integrated management activity among partners throughout the city with rapid response teams serving to augment capacity on-demand |

28

| SERVICE DELIVERY | | | |
|---|---|---|---|
| | **Current Conditions** | **Next Milestone** | **Optimized** |
| **Diversion and Rapid Exits** | No formal diversion and rapid exit programs in operation; problem solving and family reunification occur informally provider by provider | Standardize, resource, and formally integrate diversion and rapid exit practices into high volume front doors across the homelessness response network | Fully integrated diversion services across homelessness response network serve to effectively minimize inflow, preventing homelessness and making shelter a last resort |
| **Shelter Flow** | Limited movement from shelter as individuals are encouraged to wait years for housing interventions | Establish new sheltering practices to divert and rapidly exit individuals as a primary response for new entrants while scaling and targeting intensive rehousing interventions to exit remaining long-stayers | Shelter is used as a last resort and adequately staffed and resourced to exit everyone within 90 days, to ensure beds are always available for newly unhoused individuals |
| **Recovery and Stabilization Services** | Inconsistent case management is provided to those in shelter and housing after exit from shelter | Establish housing stabilization case management standards, retrain and actively manage service delivery to improve recovery and stabilization rates | Housing stabilization case management delivery is standardized and reliable, enhanced with integrated behavioral health teams to create seamless connection to long-term recovery and stabilization services |

| HIGHER LEVELS OF CARE | | | |
|---|---|---|---|
| | **Current Conditions** | **Next Milestone** | **Optimized** |
| **Access to Institutional Care** | No formal connection or pathway between homelessness response services and crisis, in-patient, or rehabilitative care environments | Define and develop reliable and timely referral pathways to existing institutional care environments for qualified individuals in need of higher levels of care | Seamless and timely access to institutional care settings for all individuals in crisis, including the creation of specialty care settings if appropriate |
| **Integration of Behavioral Health Services** | Ad hoc integration of behavioral health services provider-by-provider | Standardized integration of behavioral health teams to support recovery and stabilization in housing | Medicaid funded Intensive Case Management and ACT teams dedicated to individuals experiencing homelessness from entry to housing stabilization |
| **Discharge Planning and Continuity of Care** | No formal coordinated discharge planning from institutional care resulting in returns to homelessness and exacerbated health conditions | Formalize discharge planning procedures with hospitals including the creation and resourcing of staffed respite and rehab beds | Establish seamless connection to rehousing and stabilization solutions at discharge, ensuring continuity of care and improved recovery |

# Appendix B: Sustainability Planning Process and System Modeling Analysis

## Sustainability Planning Process: January 2024 – January 2025

The City of New Orleans implemented a sustainability planning process in 2024. This process focused on two key activities:

### System Modeling & Predictive Analytics

Starting in August 2024, Clutch Consulting facilitated a UNITY-led work group to conduct system modeling exercises. These exercises analyzed the current homelessness response system and projected the resources required to maintain an end to street sleeping.

UNITY manages access to the Homeless Management Information System (HMIS) and STELLA M. System modeling exercises happened through HUD's STELLA tool, via a UNITY-activated work group.

### Stakeholder Engagement & Service Provider Collaboration

From April 2024 to January 2025, the City hosted seven half-day working sessions with service providers, key funders, and partner systems to refine future operational models.
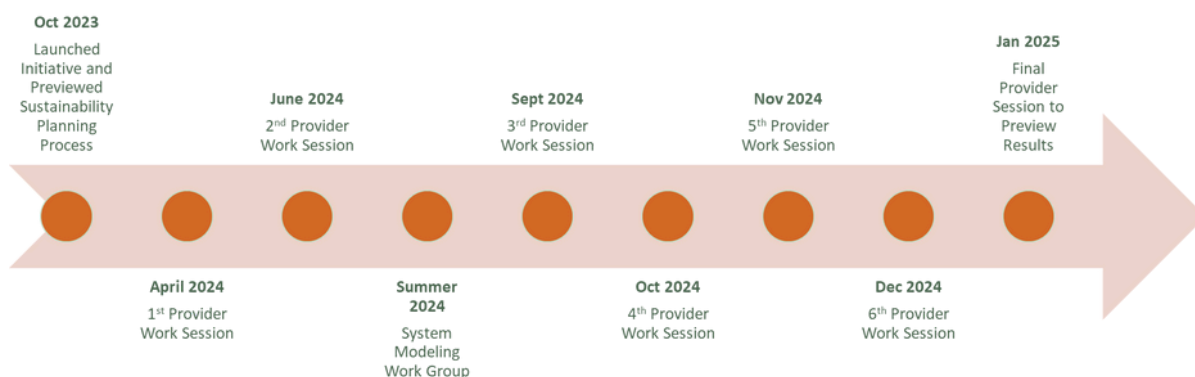


- **Consistent participation** by UNITY, Harry Tompson Center, Odyssey House, Depaul Community Health Centers, MHSD, Ozanam Inn, Mission Rebirth
- **Targeted participation** by Traveler's Aid, Salvation Army, Covenant House, Women and Children's Shelter, New Orleans Mission, Grace at the Greenlight, Bridge House, Hotel Hope, Southeast Louisiana Legal Services,

**Sessions focused on three goals:** defining a shared vision for a sustainable homelessness response system, establishing standardized program and funding models to improve efficiency, and outlining the management structure and best practices needed for long-term success.

Providers raised issues about new leadership and resource allocation in the existing system. Over time, trust was built, and by the final sessions, participants felt their concerns were acknowledged, and they became cautiously optimistic about the new direction.

30

## Rehousing System Vision

Responding to the crisis of unsheltered homelessness, the City of New Orleans and its community partners mobilized to provide immediate pathways to housing for people who are unsheltered and build a highly effective rehousing system that can quickly help people move from the streets or shelters to safe, permanent housing. The visual below demonstrates how adults who are unsheltered are linked to housing that fits their needs, or to safe shelter on the path to housing, if housing opportunities are not imminently available. Developing primary pathways to housing can accelerate the housing process for those experiencing unsheltered homelessness. A larger system vision that shows how key system activities work together to support the housing process allows partners to understand how much of each part of the system to fund, to maximize housing opportunities and funding investments.
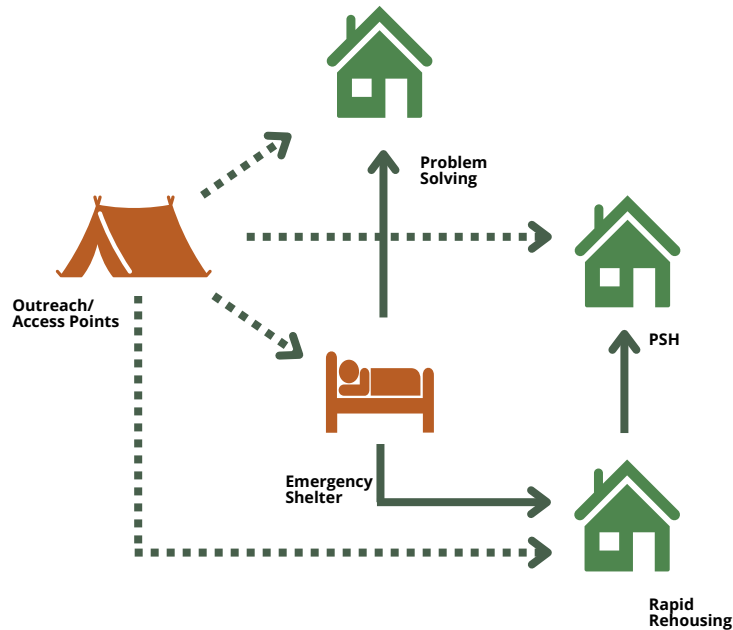


| Program Type | Av Length of Asst | Av # HH Served/Slot/Yr |
|---|---|---|
| Outreach/ Housing Nav | 90 Days | 4 HHs |
| Problem Solving | < 1 Mo | 12 HHs |
| Emergency Shelter | 90 Days | 4 HHs |
| RRH | 2 years | < 1 HH (New HH - 2 yrs) |
| PSH | 5-10 years | < 1 HH (New HH ~ 5+ yrs) |
| Supported by referrals to non-Homeless Permanent Housing (subsidized affordable housing) and Highter Level of Care (Outside of the Homesless System) | | |

## Purpose of the System Model

Successful creation of a Rehousing System is dependent on the availability of permanent housing resources, both in the near-term and in the future to meet ongoing needs. To understand the amount and ratio of each type of resource that is needed for the near-term and to sustain progress, New Orleans created a system model.

The model is built from assumptions for each of the following:
- Number of people expected to become homeless annually (first-time and people returning to homelessness) that the system needs to be able to rehouse each year in the future;
- Number of people currently experiencing long-term homelessness who need housing;
- Service strategies needed to rehouse people experiencing unsheltered and sheltered homelessness;
- Proportion of people who are unsheltered and sheltered who are expected to need each service strategy;
- Average unit costs of each project component;
- Estimates of the current inventory of shelter and permanent resources;
- Projected turnover of existing permanent supportive housing units.

Based on these inputs, system projections, resource gaps, and estimated costs associated with resource gaps can be estimated.

31

The pathways included in the sustainability system model are described below:

**Diversion (inflow pathway):** Some people can resolve their homelessness without the need for shelter, when they are immediately offered problem-solving support to locate an option within their existing social network and/or a small amount of financial assistance to help access housing or reunification. This group is not expected to use any nights of shelter.

**Rapid Exit from Emergency Shelter (Inflow pathway):** Some people may need a brief stay in shelter to resolve the crisis or conflict that contributed to their homelessness. With problem-solving support and/or a small amount of financial assistance to help access housing or reunification, shelters are often able to help people with rehousing very quickly, minimizing the time someone needs to stay in shelter. The average length of time this group is expected to need emergency shelter is 30 days, though some may only need a few days to resolve their crisis.

**Emergency Shelter Only (Inflow and Long-term pathway):** Some people may be able to resolve their homelessness with only limited support from emergency shelter, or they may choose to leave the emergency shelter site without engaging in rehousing assistance. The average length of time in emergency shelter for this group is expected to be 90 days.

**Emergency Shelter followed by Rapid Rehousing (Inflow and Long-term pathway):** Some people in emergency shelter will be prioritized for Rapid Rehousing (RRH), which provides participants with temporary rental assistance and case management. People with RRH are also connected with housing navigation support that can help them find an apartment or room for rent. RRH is designed to help people stabilize in housing, find employment, enroll in benefits and identify other strategies that can help them sustain their housing.

The average length of time in emergency shelter for this group is assumed to be 90 days (of which the last 30 days will include housing navigation assistance to find a housing unit), followed by 6-24 months (average 12 months) of RRH assistance.

**Emergency Shelter followed by Permanent Supportive Housing (Inflow and Long-term pathway):** Many people experiencing long-term homelessness are expected to have a chronic disabling condition and will need permanent supportive housing (PSH), which provides a long-term housing subsidy, tenant-based or project-based, and intensive supportive services. In the model, those prioritized for PSH will also receive housing navigation support to expedite the housing application process and, for tenant-based PSH, the unit search process. Some portion of the people placed in PSH are expected to need a higher level of care than is typically provided as part of permanent supportive housing. If those needs are identified, PSH providers will aim to connect people with higher needs to nursing care and augmented services, when possible. People with higher needs can also be referred to enriched residential care.

**Outreach Support:** All rehousing strategies rely on outreach teams to engage those who are living in encampments and other unsheltered settings to get people inside as quickly as possible. Outreach teams are tasked with supporting encampment resolution; offering problem solving to support self-resolution of homelessness; helping people obtain identification and other documents needed to secure housing, employment, and other benefits; rehousing people in permanent housing directly when possible; and facilitating immediate access to emergency shelter when immediate permanent housing is not possible. These same teams can provide housing navigation assistance to those in shelter, or can provide support between those two spaces.

32

The system model creates a shared understanding of the resources needed to create a balanced system, serving as the basis for developing priorities to address gaps in the coming years. With an inadequately resourced system, the number of people experiencing homelessness in New Orleans will grow over time, because people who are newly homeless will be added to those who are already homeless that have not been exited from the system via rehousing. Further, when housing opportunities are not scaled to meet inflow, the community needs to divert its resources to shelter so it can move people safely indoors, which unfortunately exacerbates the resource gap.

## Estimates of the Number of People Experiencing Homelessness

**Annual inflow** represents the number of people becoming homeless each year, including people newly becoming homeless and returners to the homeless service system. Long term, or chronic homelessness, represents people that continue to be unhoused over multiple years. The needs of these groups are different and need to be modeled differently.

The inflow and long-term estimates in the sustainability system model are based on some initial analysis of the CoC's HMIS data, using a HUD-provided tool, known as Eva. Eva analyzes HMIS data from emergency shelters, transitional housing, permanent housing programs, street outreach and coordinated entry projects to produce estimates of the number of people flowing into homelessness annually.

The annual inflow estimates from Eva indicate approximately 4,500 became homeless in Federal Fiscal Year 23-24 in New Orleans. However, we assume that a portion of those individuals are actually people who are long-term homeless but were not active in a program at the beginning of the fiscal year.

For purposes of the model, we assumed the system would need to be scaled to serve an annual inflow of 4,300 single adults, and 500 single adults experiencing long-term homelessness, or chronic homelessness. These estimates will serve to create a model that is directionally accurate and will provide community partners with a sense of the scale of investment needed. The City should work with the CoC to incorporate data from each year's annual Point-in-Time count and to conduct more detailed HMIS analysis to refine the model projections and update these estimates annually.

| Estimate of Annual Inflow | 4,300 Single Adults |
|---|---|
| Estimate of Long-term Homelessness | 500 Single Adults |

## Projected System Response Needed to Respond to the Emergency

The array of housing and service strategies used to rehouse people experiencing unsheltered and sheltered homelessness are reflected in the system model. While we assume that some will be housed directly from the streets, all pathways are modeled through shelter to ensure the system projections include enough shelter for everyone who needs a safe place to stay while working through the rehousing process. Because no single strategy will meet the needs of everyone, the model includes different combinations of outreach, shelter, and permanent housing programs, which are referred to as "pathways" to rehousing. Similar pathways may be able to be used for people experiencing long-term homelessness and for those newly homeless, but the pathways are expected to be offered in different proportions between these two groups.

33

**Table 1: Pathway Assumptions for the Proposed System Response** summarizes these projections and estimates of the proportion of single adults expected to need each housing pathway.

| Housing Pathway | Est. % of Inflow Universe using each Housing Pathway | Est. % of Long-term Universe using each Housing Pathway | Avg Time in Emergency Shelter (with Housing Navigation) | Avg Time in Rapid Rehousing | Avg Time in Permanent Supportive Housing |
|---|---|---|---|---|---|
| Diversion | 10% | - | - | - | - |
| Rapid Exit from Emergency Shelter | 35% | - | 30 days | - | - |
| Emergency Shelter Only | 35% | 10% | 90 days | - | - |
| Emergency Shelter to Rapid Rehousing | 15% | 40% | 90 days (30 days in HN) | 1 year | - |
| Emergency Shelter to Permanent Supportive Housing | 5% | 50% | 90 days (30 days in HN) | - | 10 years |

**System Resources Needed by Project Type:** Stella M, a system modeling tool developed by the U.S. Department of Housing and Urban Development (HUD), was used to estimate the resources needed to support New Orleans' proposed rehousing strategy. The number of resources needed is directly impacted by the projected length of assistance for each project type within each pathway. For instance, based on an average length of stay of 90 days, each shelter bed will be able to serve four people per year, whereas with an average length of assistance of 12 months, each Rapid Rehousing slot would serve only one person per year. So, a different mix of resources will be needed if assumptions about the length of assistance change, or assumptions about the proportion of people who will need different types of assistance. Stella M can be used to model alternative scenarios as needed. (As shorthand, resources are often referred to as "slots", a generic term for a program's capacity to serve a household.

Depending on the project type, a slot could be a shelter bed, a service slot, or a housing subsidy with supportive services.)

For the homeless response system to be effective, the system needs to have ongoing, reliable capacity to serve people experiencing homelessness. Therefore, the system model frames funding discussions around system capacity and the number of "slots" of each project type that are needed in the system, rather than on the number of people each project is contracted to serve.

The chart below shows the number of slots of each type of resource needed within the system to rehouse an estimated annual inflow of 4,300, as well as a surge of resources to rehouse 500 people currently experiencing long-term homelessness, based on the pathway assumptions outlined above in Table 1. As more analysis is conducted to refine estimates of inflow and long-term homelessness, the inventory estimates should be updated.
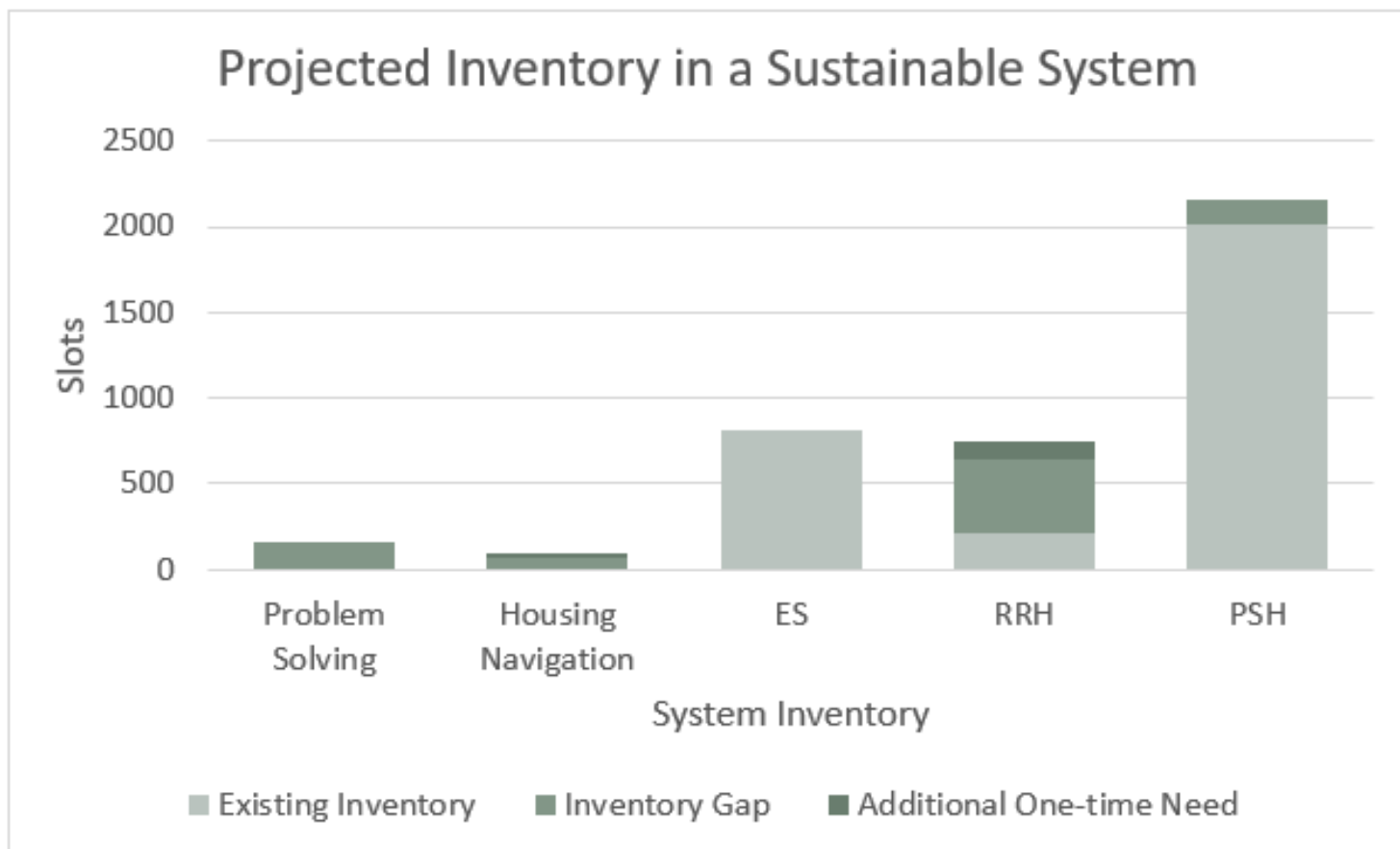


## Projected Inventory in a Sustainable System

Legend: Existing Inventory | Inventory Gap | Additional One-time Need

35

**Table 2: Projected Inventory by Project Type for a Sustainable System Response** shows the projected inventory that will need to be added to the current inventory to rehouse those experiencing long-term homelessness, as well as those expected to become homeless annually. While some of the slots in the current system can be used to support the new housing placements, others will still be occupied by those currently enrolled. Therefore, the table shows the new inventory needed, the current inventory in the system, and the combined total projected inventory for each project type to create adequate throughput to permanent housing.

| Table 2: Projected Inventory by Project Type for a Sustainable System Response | | | | |
|---|---|---|---|---|
| Project Type | Current Inventory (2024 HIC, rounded) | Estimated Resource Gap | Total Projected Inventory Needed | Number of New Placements (New People Served) Expected Annually |
| **Problem Solving** | Limited | 160 | 160 | 1,935 |
| **Housing Navigation** | Limited | 90 | 90 | 1,085 |
| **Emergency Shelter** | 800 | - | 800 | 4,120 |
| **Rapid Rehousing** | 205 | 540 | 745 | 745 |
| **Permanent Supportive Housing** | 2,010 | 145 | 2,155 | 340 |

**Current Inventory.** The first column lists the approximate emergency and permanent housing resources already funded in the community. This current inventory will need to be sustained in order to meet throughput goals. Then the community would work to expand capacity of other project types, aiming to achieve balance across project types to maximize opportunities for throughput.

**Resource Gap.** The modeling underlying this plan leverages turnover slots within the current inventory to meet the needs of those expected to be served. However, for almost all project types, additional inventory is needed to balance the system and maximize the use of existing resources. Once balanced, the system can be further scaled across all project types in order to increase its capacity to rehouse more people in a year. If only part of the system is scaled, then the system will not be able to operate efficiently or fully use its resources to achieve the expected throughput.

**Projected Inventory.** The third column shows the sum of the new resources needed and the existing slots that need to be maintained for each project type.

**New Placements (New People Served) Annually.** The final column shows the estimated number of people who are expected to enroll and be served by this inventory each year. Some project types like diversion and shelter have short lengths of assistance, so they are expected to serve multiple people in a single slot/unit per year. Programs like rapid rehousing that have an expected length of assistance of a year will serve one new person a year. And programs like permanent supportive housing that have lengths of stay of 5+ years, will only turnover every 5 years and therefore, the number of people served represents the fraction of units that are expected to become vacant within a given year.

36

*A comparison of the total resources and people served in shown in the chart below.*



Total Inventory and Number of New People Expected to be Served Each Year by Project Type
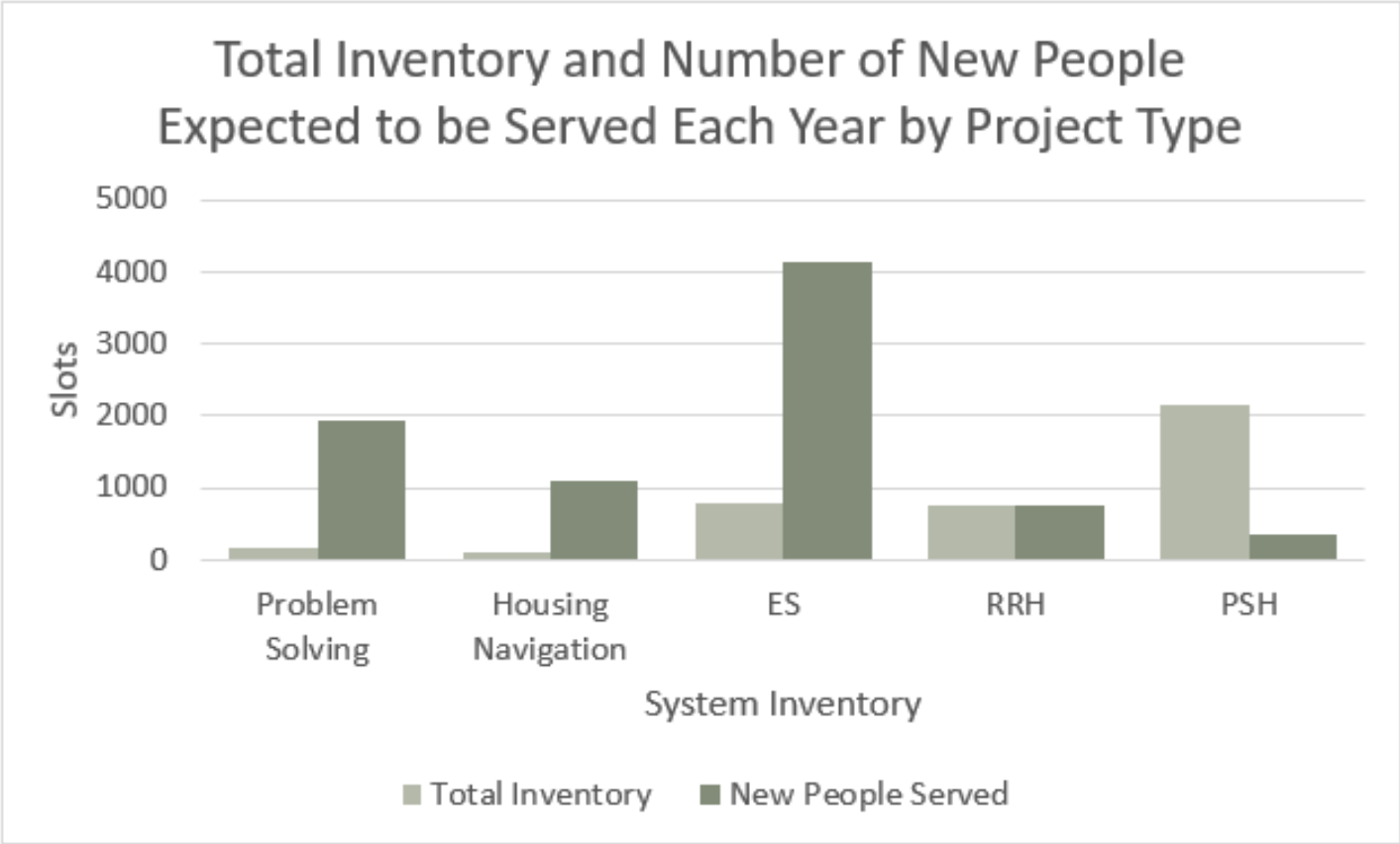
**Investments Needed for a Sustainable Homeless Response System**

New investments of approximately $22 million will be needed to fund the resource gap associated with a homeless response system that is scaled to meet demand in 2025. In addition, the system will need to sustain the current inventory, including investments to improve the conditions and performance of current shelter programs. Table 3 shows the estimated annual cost per unit (or slot), the estimated number of people that can be served annually per unit (slot), and the associated cost to serve a person within that project type. The $22 million estimate is based on the annual slot cost, multiplied by the number of units within each project type that are projected to be needed to scale the system (from Table 2). These costs are initial estimates and will need to be refined with community partners, based on a more systematic budgeting exercise.

Assuming the cost of rental assistance and services will increase by approximately 10 percent each year, the amount needed grows annually to keep pace with the increased costs of program delivery. Estimated costs to sustain the new resources in 2028 are shown in the last column of the table.

37

## Table 3: Projected System Costs for a Sustainable System Response

| Project Type | Estimated Annual Unit/Slot Cost* | Estimated # of People Served Per Slot | Approximate Cost Per Person | Approximate # of Existing Units/Slots | Estimated Annual Resource Gap (rounded) | Total Estimated Investment Needed to scale in 2025 |
|---|---|---|---|---|---|---|
| **Problem Solving** | $9,350 | 12 | $779 | 0 | 10 | $1.5 Million |
| **Housing Navigation** | $5,720 | 12 | $477 | 0 | 90 | $600,000 |
| **Emergency Shelter**\*\* | $24,200 | 5 | $4,840 | 809 | - | - |
| **Rapid Rehousing** | $29,150 | 1 | $29,150 | 207 | 446 | $15.7 Million |
| **Permanent Supportive Housing** | $29,150 | 1 | $29,150/year | 2,010 | 140 | $4.1 Million |
| **TOAL NEW INVESTMENT** | | | | | | **$21.9 Million** |

\* Cost estimates were developed in 2024, so these figures represent 110% of the original 2024 cost estimates.
\*\* If there are adequate housing resources, current emergency shelter should be sufficient to meet immediate shelter needs of those becoming homeless, but current facilities and programming are expected to need additional investment to improve conditions and performance.
\*\*\* The cost for PSH is the cost associated with operating these new units and does not account for any development costs. This model is based on individuals living in PSH for an average of 10 years.

*APPENDIX B: SUSTAINING AN END TO UNSHELTERED HOMELESSNESS*

**Table 4 shows the projected annual costs to scale the system for each of the next 10 years.** The estimates represent costs for the "resource gap" indicated in Table 2, accounting for slight decreases in housing navigation and rapid rehousing once the one-time surge to rehouse those who are long-term homeless is complete. The projected costs also assume the cost of rental assistance and services will increase by approximately 10 percent each year to keep pace with the increased costs of program delivery.

| Table 4: Projected Costs for Resource Gap, 2025 – 2034 | | | | | |
| --- | --- | --- | --- | --- | --- |
| **Estimated Cost per Year** | **Problem Solving** | Housing Navigation | **Rapid Rehousing** | **Permanent Supportive Housing** | **Total** |
| **2025** | $1,500,000 | $600,000 | $15,700,000 | $4,100,000 | $21,900,000 |
| **2026** | $1,700,000 | $500,000 | $14,300,000 | $4,600,000 | $21,100,000 |
| **2027** | $1,900,000 | $500,000 | $15,600,000 | $5,100,000 | $23,100,000 |
| **2028** | $2,100,000 | $600,000 | $17,200,000 | $5,600,000 | $25,500,000 |
| **2029** | $2,300,000 | $700,000 | $18,900,000 | $6,200,000 | $28,100,000 |
| **2030** | $2,500,000 | $700,000 | $20,800,000 | $6,800,000 | $30,800,000 |
| **2031** | $2,700,000 | $800,000 | $22,900,000 | $7,500,000 | $33,900,000 |
| **2032** | $3,000,000 | $900,000 | $25,200,000 | $8,200,000 | $37,300,000 |
| **2033** | $3,300,000 | $900,000 | $27,700,000 | $9,000,000 | $40,900,000 |
| **2034** | $3,600,000 | $1,000,000 | $30,400,000 | $9,900,000 | $44,900,000 |