

4.02 Housing People Directly from Encampments



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CEO, Pathlight HOME



Housing People Directly from Encampments

Samantha Maggiani

Director of System Transformation, Clutch
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System-Level Strategies to Support Direct-to-Housing

Clutch Consulting
Group

How D2H is Meeting the Moment

Builds system capacity to address unsheltered homelessness through housing paired with services—not enforcement

Catalyzes a system-wide shift toward faster, more efficient rehousing by aligning resources and accountability

Resolves encampments permanently, not through short-term displacement

Reduces trauma and strengthens trust with people living unsheltered

Aligns with Housing First and trauma-informed practices

Direct to Housing (D2H) Encampment Response Process

Typically, a **4–6-week** cycle per encampment
(size & housing availability will dictate timeline – up to 12 weeks)

Planning & Engagement

Identify Site/Encampment

- Assess Site (map, size, response team)
- Finalize BNL
- Engage Residents
- CES Assessments
- Collect Documents

Identify Housing

- Engage Landlords
- Identify Units
- Secure & Inspect Units to Qualify for Subsidies

Housing

Place in Housing

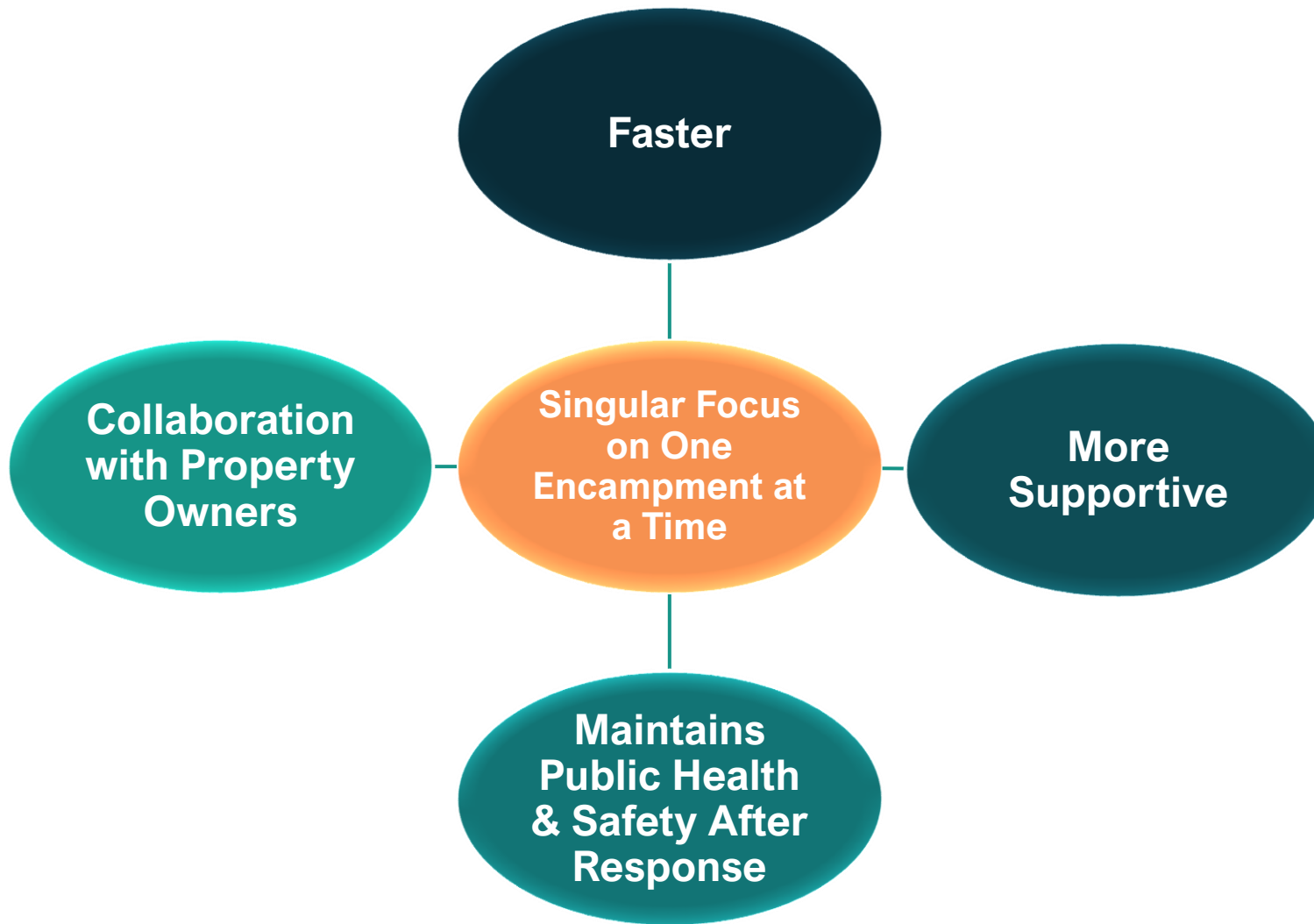
- Enroll in Program
- Apply for Units
- Apply for Vouchers
- Move In Residents
- Weekly – Monthly Case Management
- 12-month Transition Plan

Closure Maintenance

Site Cleaning

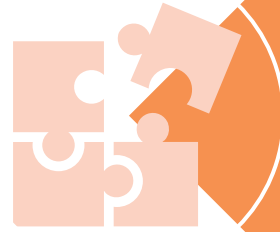
- Post Notices
- Clean Up & Secure Site
- Daily Drive Throughs
- Law Enforcement Patrols (when applicable)

What's Different About This Approach?

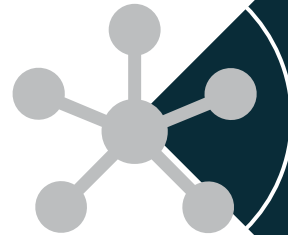


- **Permanent housing first** for encampments of 3+ people—before closure
- **3–6 week timeline** from engagement to housing and site resolution
- **12-month stabilization support** with case management and behavioral health services, and month 13 planning
- **Closure as re-engagement**, not enforcement—routes new arrivals to housing
- **Cross-sector partnership** with city, police, property owners, and neighborhoods to maintain health and safety

Common System Gaps that Derail D2H



Misaligned Roles



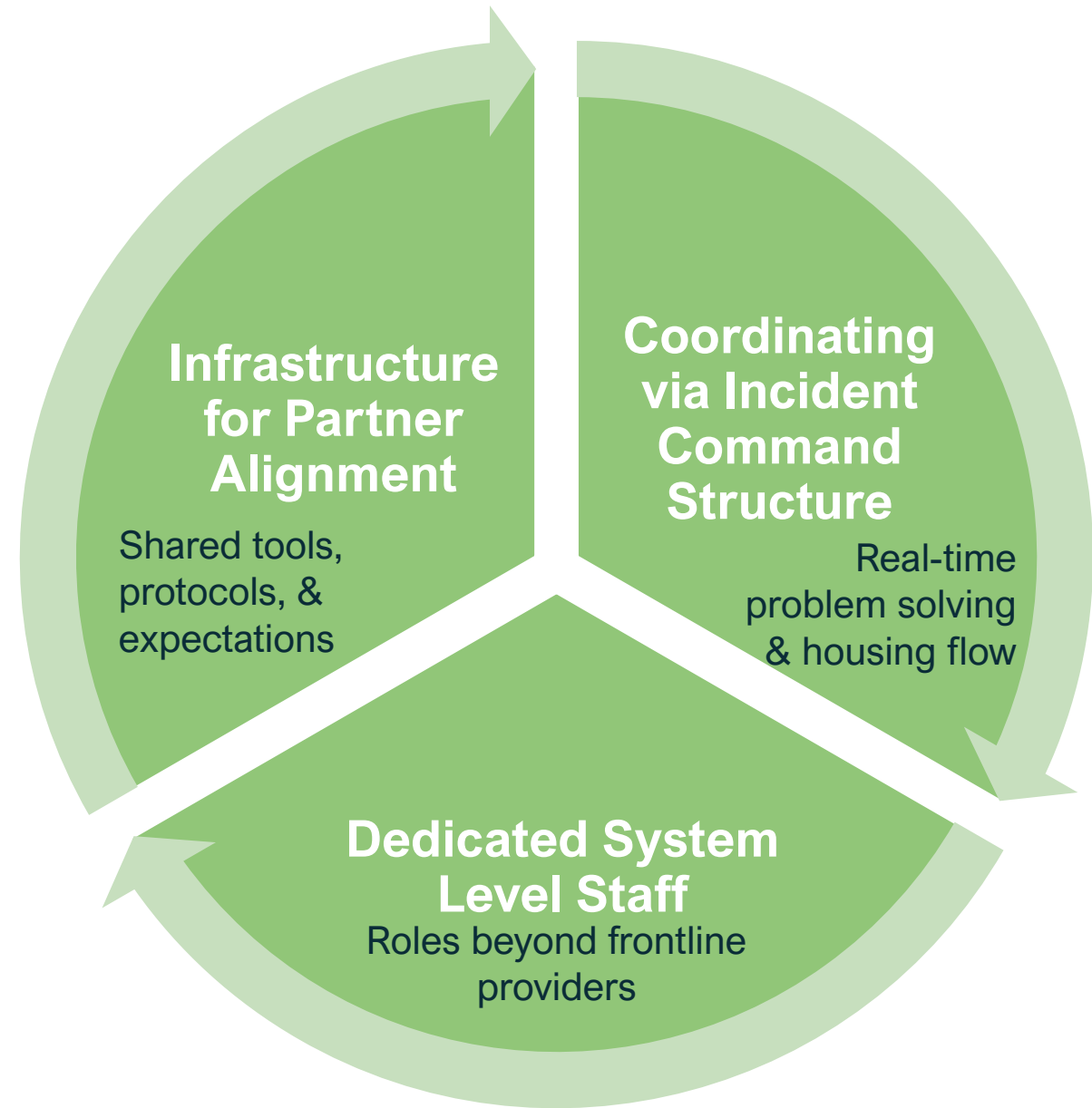
No Centralized
Tracking System



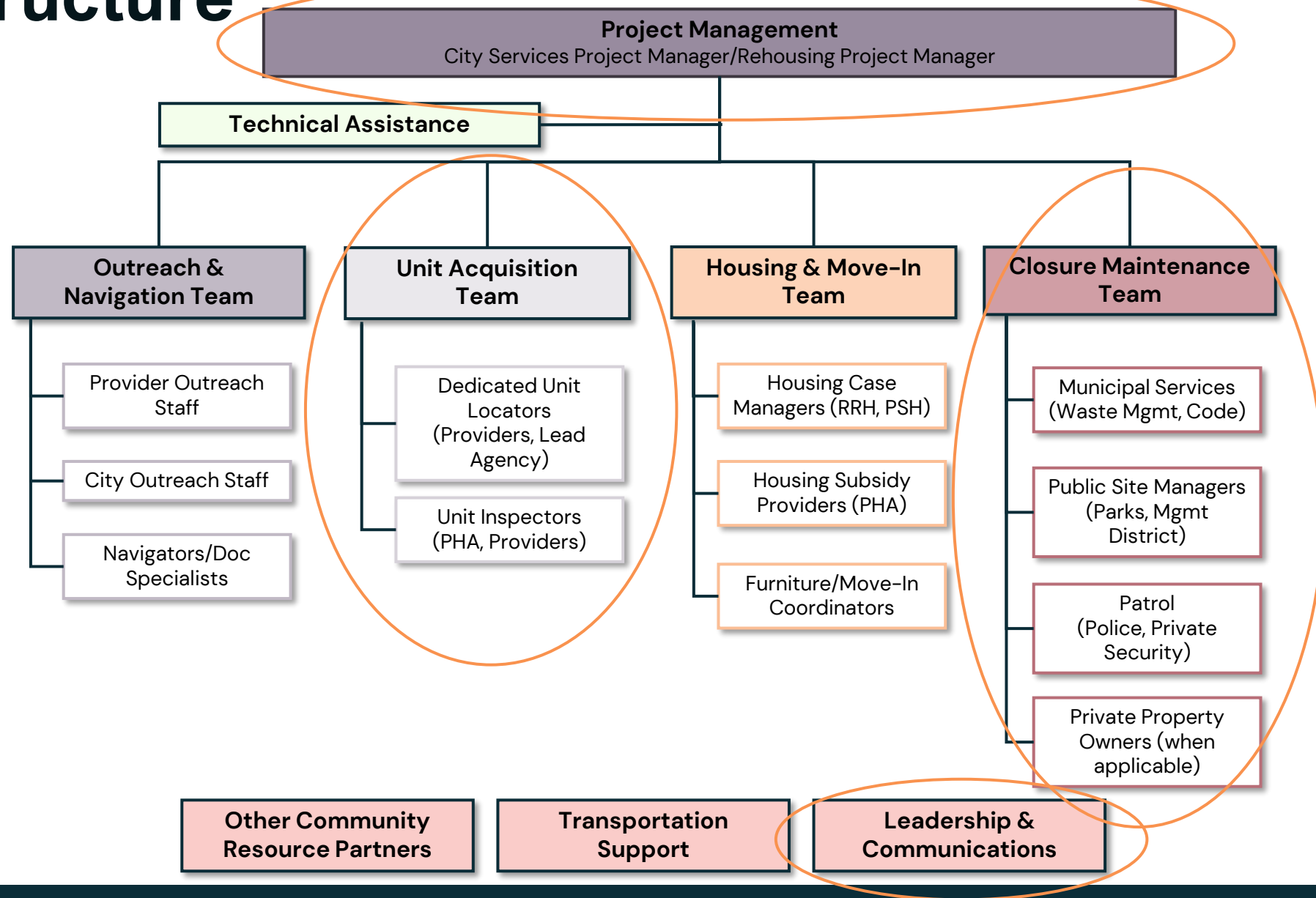
Housing Pipeline
Gaps

Designing for Alignment

Readiness doesn't happen by accident—it has to be built into the system design



Team Structure



Lessons Communities Are Carrying Forward

What worked?

- Intensive focus on a single encampment site at a time
- Delivered housing offers and services directly to the field
- Dedicated unit team to secure flexible housing options
- Coordination with city, housing, and property partners
- Peer and lived experience involvement

What Changed?

- Outreach shifted from engagement-only to housing-focused
- System operated as one cross-agency team
- Increased alignment with city & private sectors
- Frontline staff problem-solved their way to “yes”
- Culture shift: “We’re here to house” became the norm

Moving Forward

- Invest in peer leadership and lived experience at all levels
- Build trust by consistently following through
- Operationalize a rehousing culture by defining clear roles, enabling flexibility, and holding the system collectively accountable
- Match housing resources to client needs—including type, timing, and service intensity
- Initiate stabilization planning early—not after housing placement

Big Impacts Across Communities

Oklahoma City



Goal: House 500 unsheltered by 2025: **79% to date**
Achieved a 43% decrease in chronic unsheltered homelessness since 2023

Dallas



An effective end street homelessness downtown
Fourth consecutive year of reductions, including a
28% drop in unsheltered homelessness since 2021.

New Orleans



Goal: House 1500 unsheltered by the end of 2025: **75.5% to date**

Cleveland



154 housed in an unsheltered initiative across the City in 8 months

Stay Connected

Website



LinkedIn





STREET TO HOME

A DIRECT-TO-HOUSING RESPONSE TO UNSHELTERED HOMELESSNESS

CONTINUING TO MOVE THE NEEDLE ON UNSHELTERED HOMELESSNESS

Street-to-Home Encampment Response

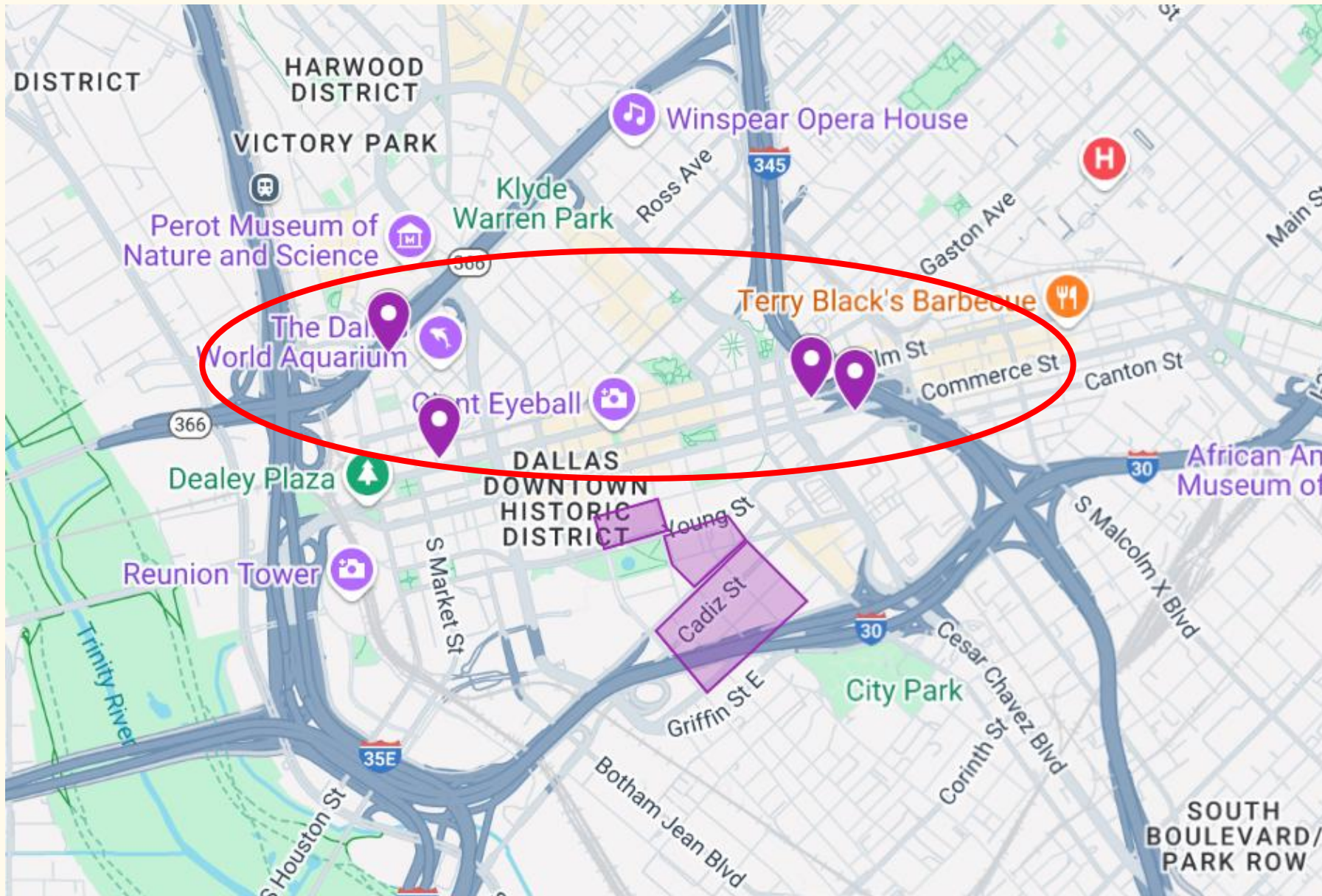
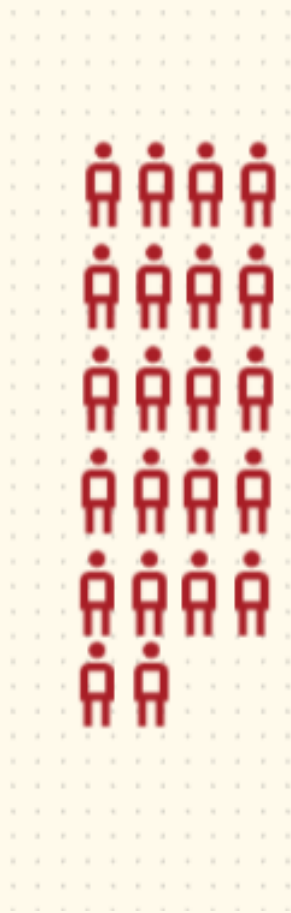


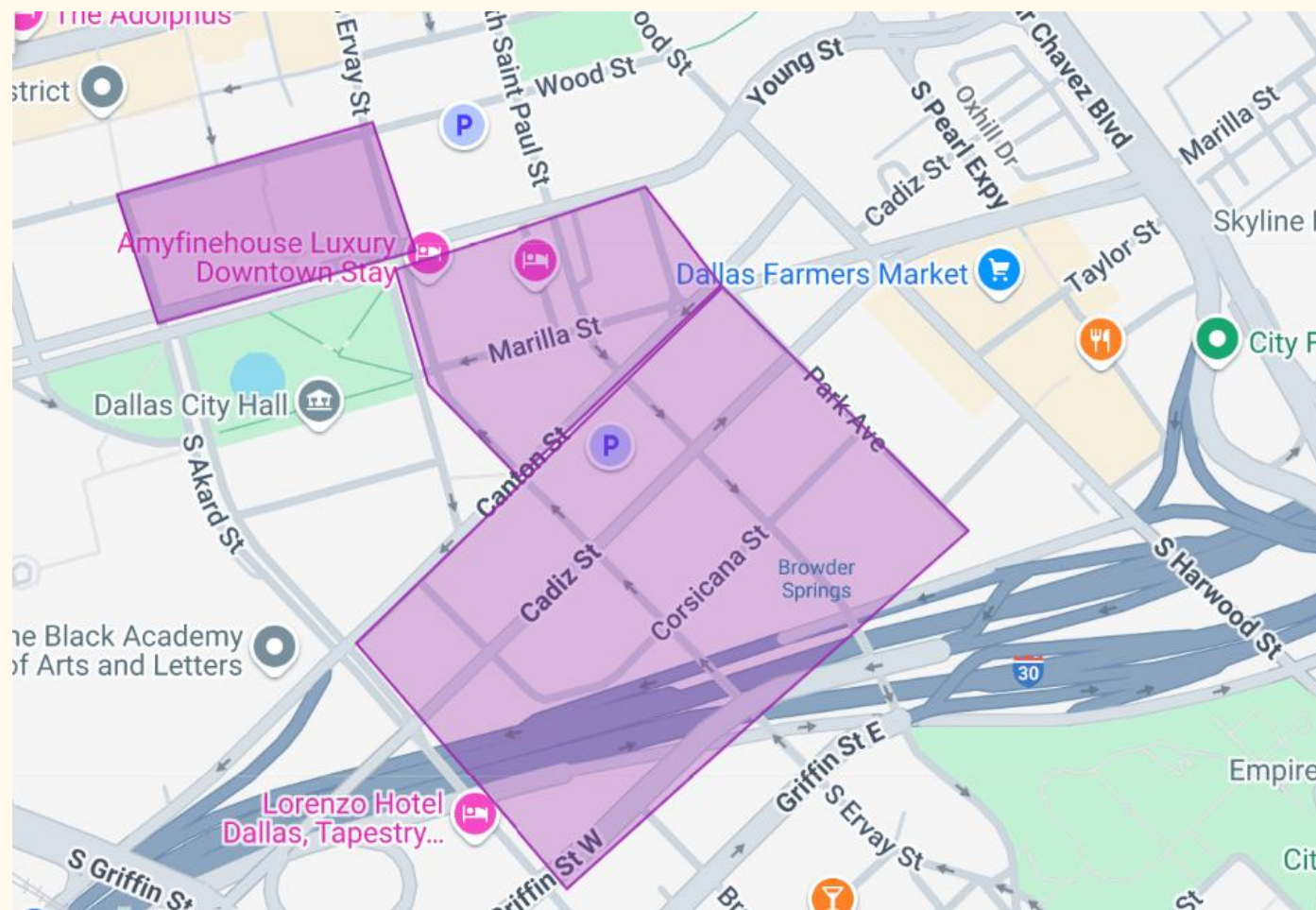
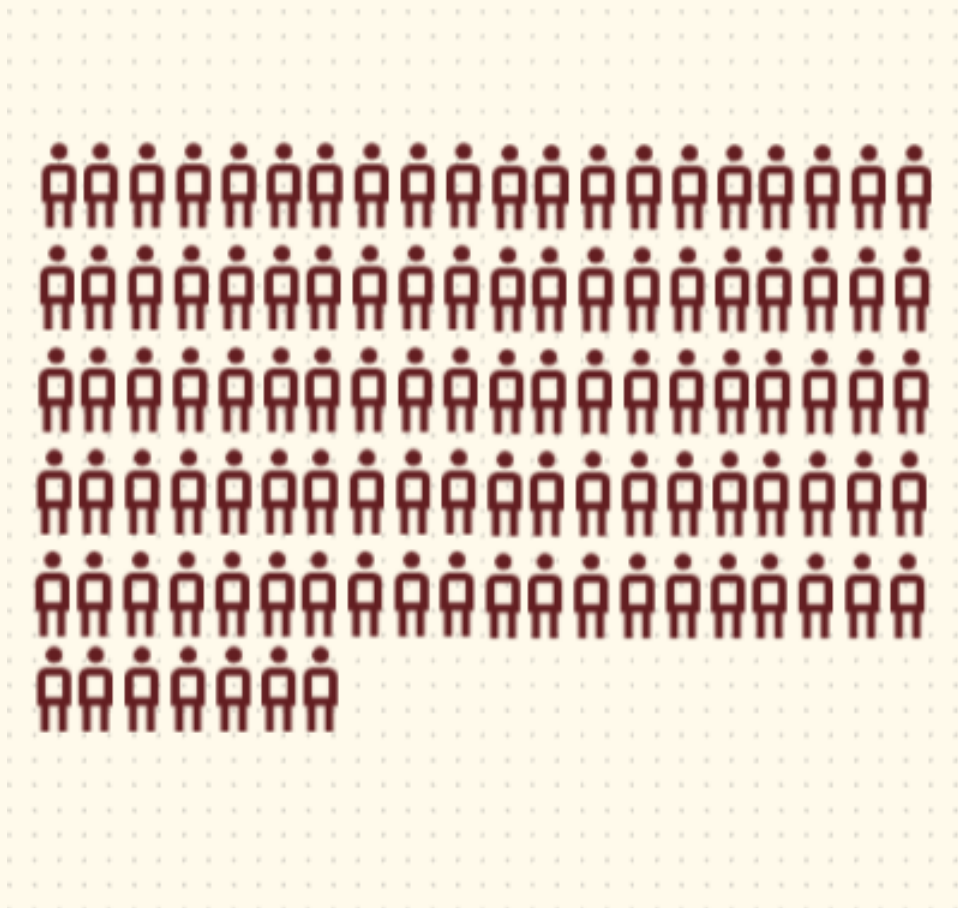
Address public health and safety, while ending homelessness through connections to housing and support

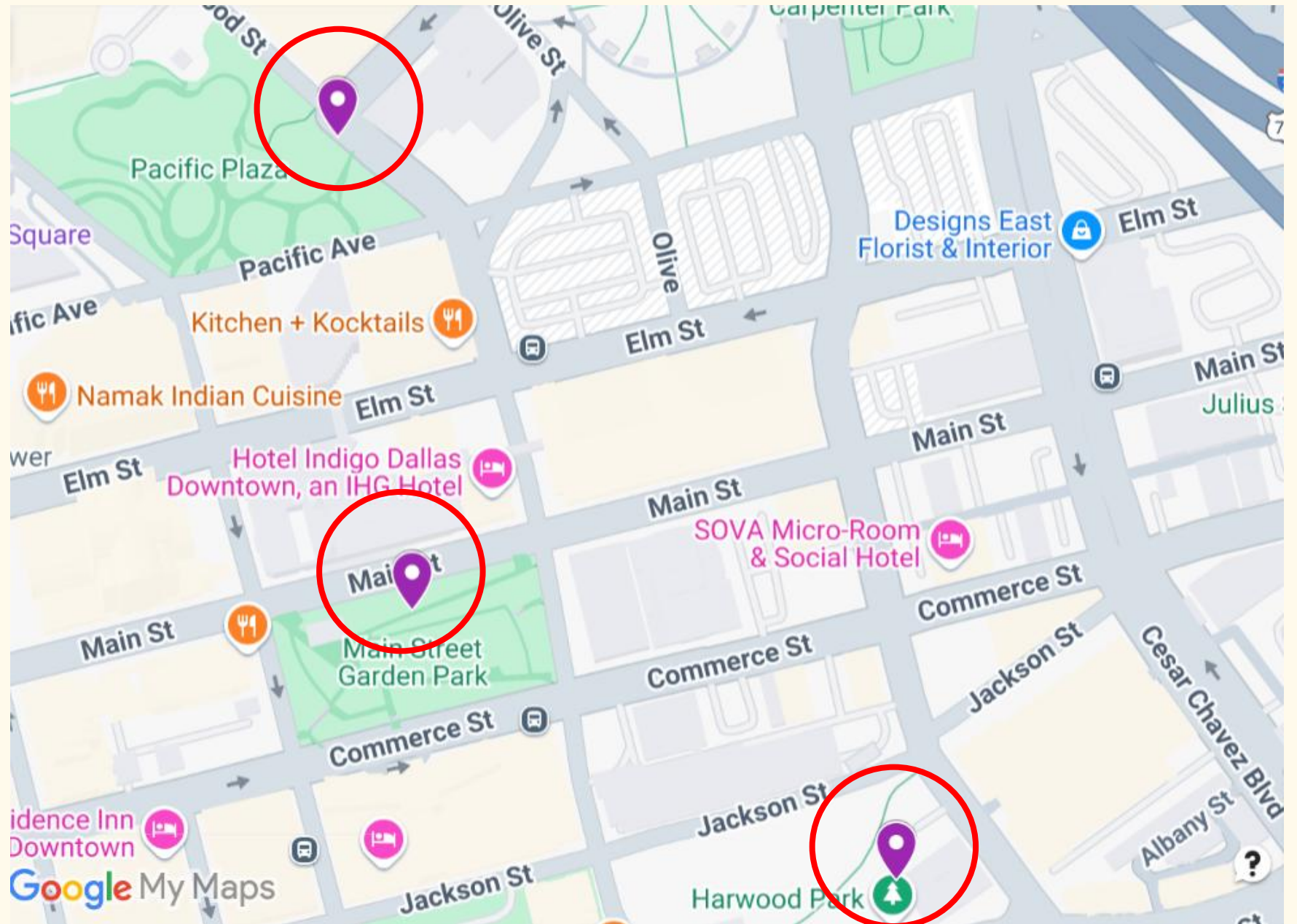
Target and prioritize
public spaces across the
community

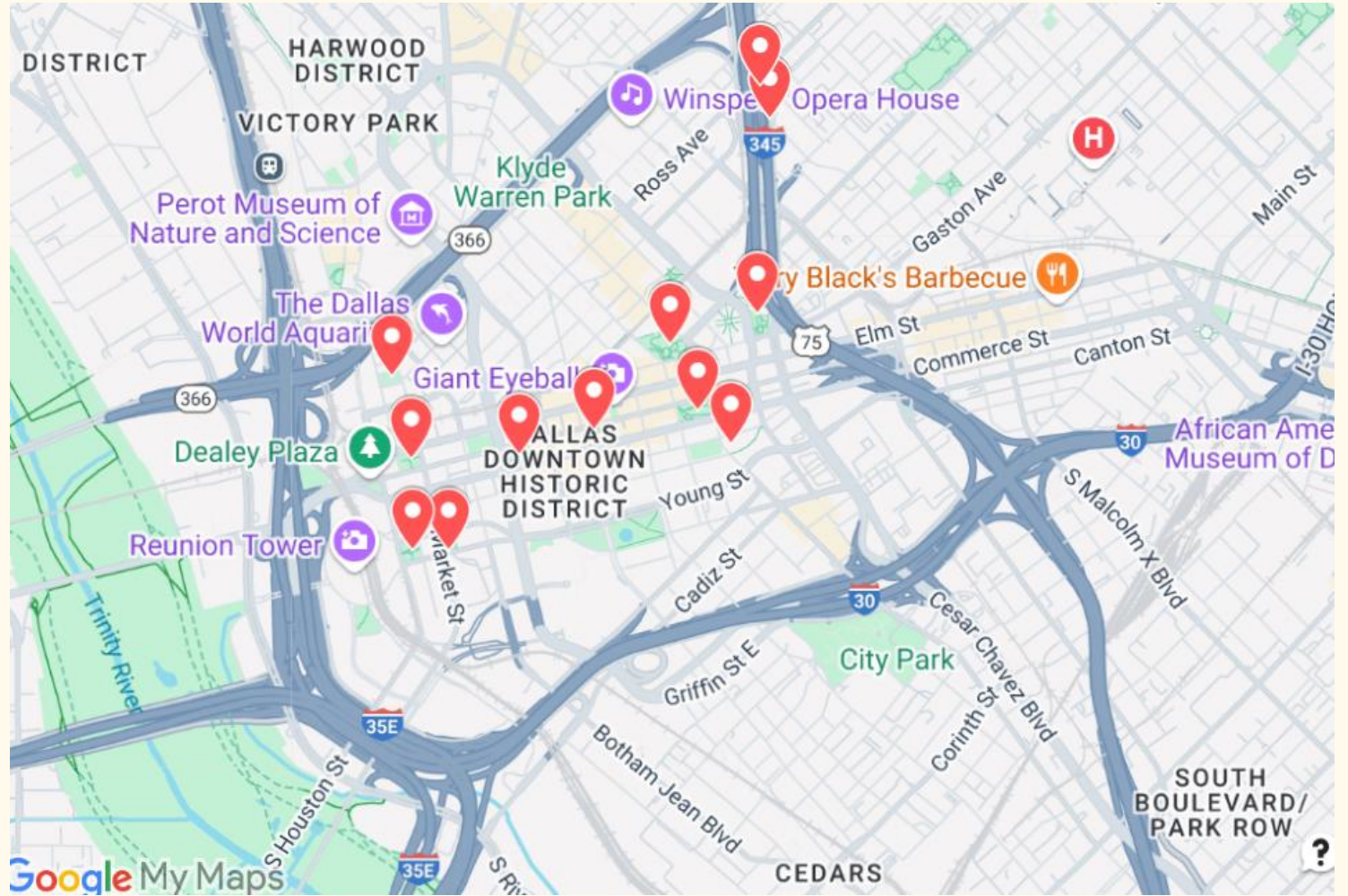
Bring rehousing services
and integrated behavioral
healthcare to each site

Coordinated with local
government to maintain
site closure







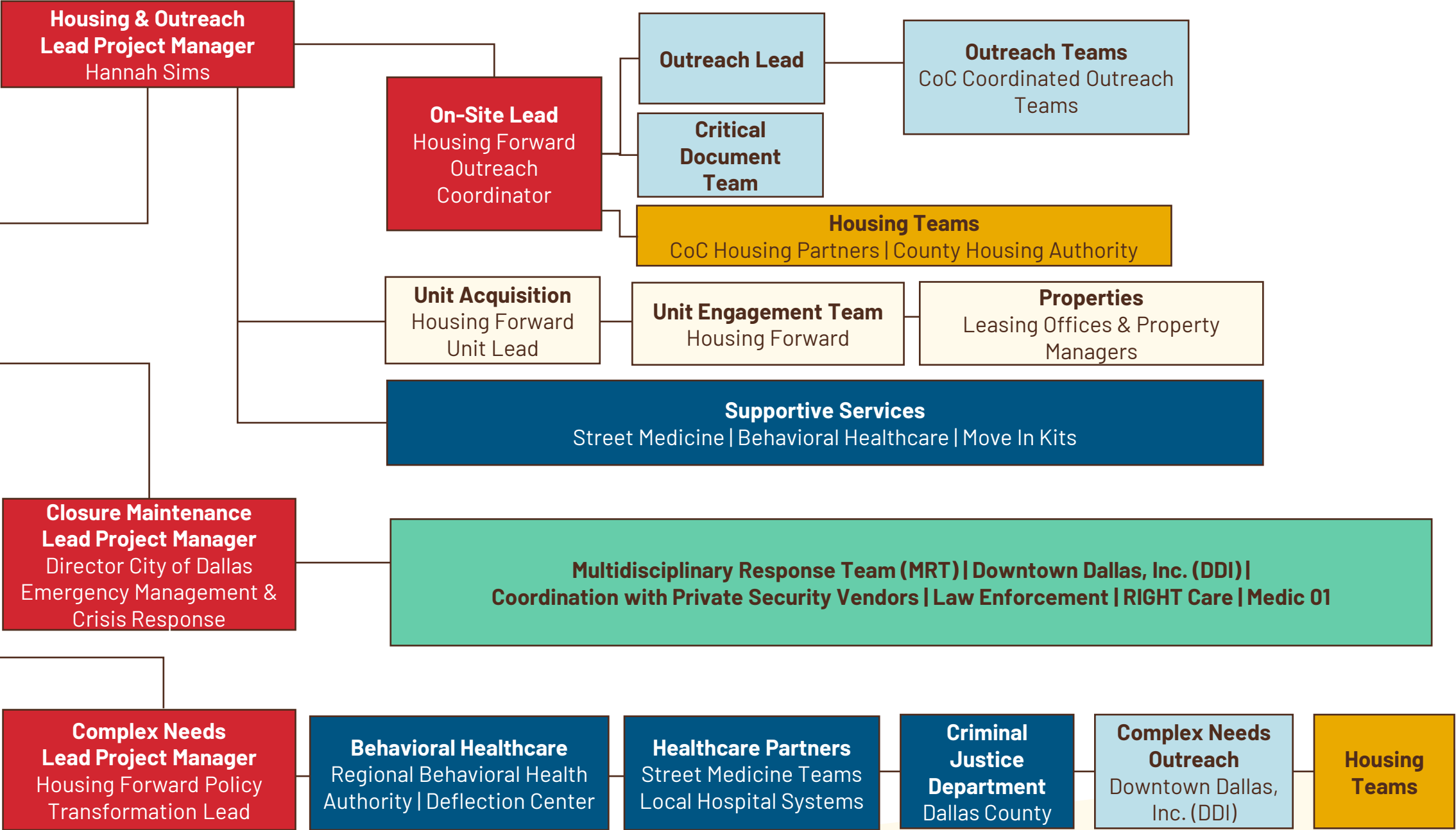


257 HOUSED OUT OF DOWNTOWN IN 12 MONTHS



Leadership Oversight & Community Response

Sarah Kahn (CEO Housing Forward) | Assistant City Manager (City of Dallas)
DDI CEO | Housing Forward Comms & PR | City of Dallas Comms & PR



Leadership Oversight & Community Response

Provide oversight and system-wide problem solving | Support communications strategies and media requests

Lead Project Management

Coordinate all response work related to rehousing teams, closure maintenance, and complex case coordination

Outreach / Navigation

Provide outreach, engagement, and housing navigation support; to include document collection, unit applications, move-in support

Housing Team

Complete program enrollments in HMIS | Upload documents in HMIS | Complete unit applications | Accompany clients to lease signings | Assist client with housing stabilization

Unit Acquisition

Engage portfolio of properties to secure units for all those on encampment BNL

Closure Maintenance

Clean up marked trash following site clearing | Fence sites where appropriate | Posting/Notices | Coordinate Law Enforcement patrols to support closure maintenance

Supportive Services

Access to health and behavioral health services | Access to Move In Kit at time of lease signing

COMMUNICATION & MEETING STRUCTURE

Meeting Type	Facilitator(s)	Participants	Frequency	Agenda
Coordination Call	On-Site Lead, Housing Forward Outreach Coordinator	Outreach Unit Teams Housing Teams Housing & Outreach Lead PM	Daily, 2:00pm	- Daily progress updates for each client on the By Name List (BNL) - Tasks and targets for the following day
Project Management Meeting	Hannah Sims, Housing & Outreach Lead Project Manager	Closure PM Lead Complex Needs PM Lead DDI (Downtown PID)	Weekly, Thursday Afternoons	Each PM report out on: - Challenges Risks/Red Flags - Priorities for the next 7 days - Align on Asks for Leadership Team meeting
Leadership Team	Sarah Kahn, Housing Forward President & CEO Assistant City Manager, City of Dallas	Housing Forward DDI The City of Dallas	Weekly, Friday Mornings	- Updates on progress - Focus on eliminating barriers for Field Team & Project Managers - Ensuring resources, communication strategy, aligning on goals and outcomes

JUNE 2024 – SEPTEMBER 2024 CLOSURE SCHEDULE

	Number Housed	6/24	7/01	7/08	7/15	7/22	7/29	8/05	8/12	8/19	8/26	9/02	9/09	9/16	9/23
Zone 1: The Library	45	BNL Made for All 3 Zones							8/15						
Zone 2: Young to Canton	26											9/05			
Zone 3: Canton to Griffin	36														9/27

JUNE 2024 – SEPTEMBER 2024 STAFFING SCHEDULE

	Number Housed	6/24	7/01	7/08	7/15	7/22	7/29	8/05	8/12	8/19	8/26	9/02	9/09	9/16	9/23	
Zone 1: The Library	45	BNL Made for All 3 Zones	Outreach & Navigation													
						Housing Team										
						Unit Team			8/15							
						Supportive Services										
Zone 2: Young to Canton	26			Outreach & Navigation												
								Housing Team								
								Unit Team			9/05					
								Supportive Services								
Zone 3: Canton to Griffin	36			Outreach & Navigation												
												Housing Team				
												Unit Team				
												Supportive Services				9/26

DAILY SCHEDULE

OUTREACH, CRITICAL DOCUMENT, NAVIGATION & HOUSING TEAMS

8:00am: Morning Huddle

8:20am-12:00pm: Locate and engage neighbors, complete CE assessments, work on critical documents, complete housing enrollments and unit applications, connect to healthcare partners

2:00pm: Daily Coordination Call

3:00pm-5:00pm: HMIS documentation and follow ups

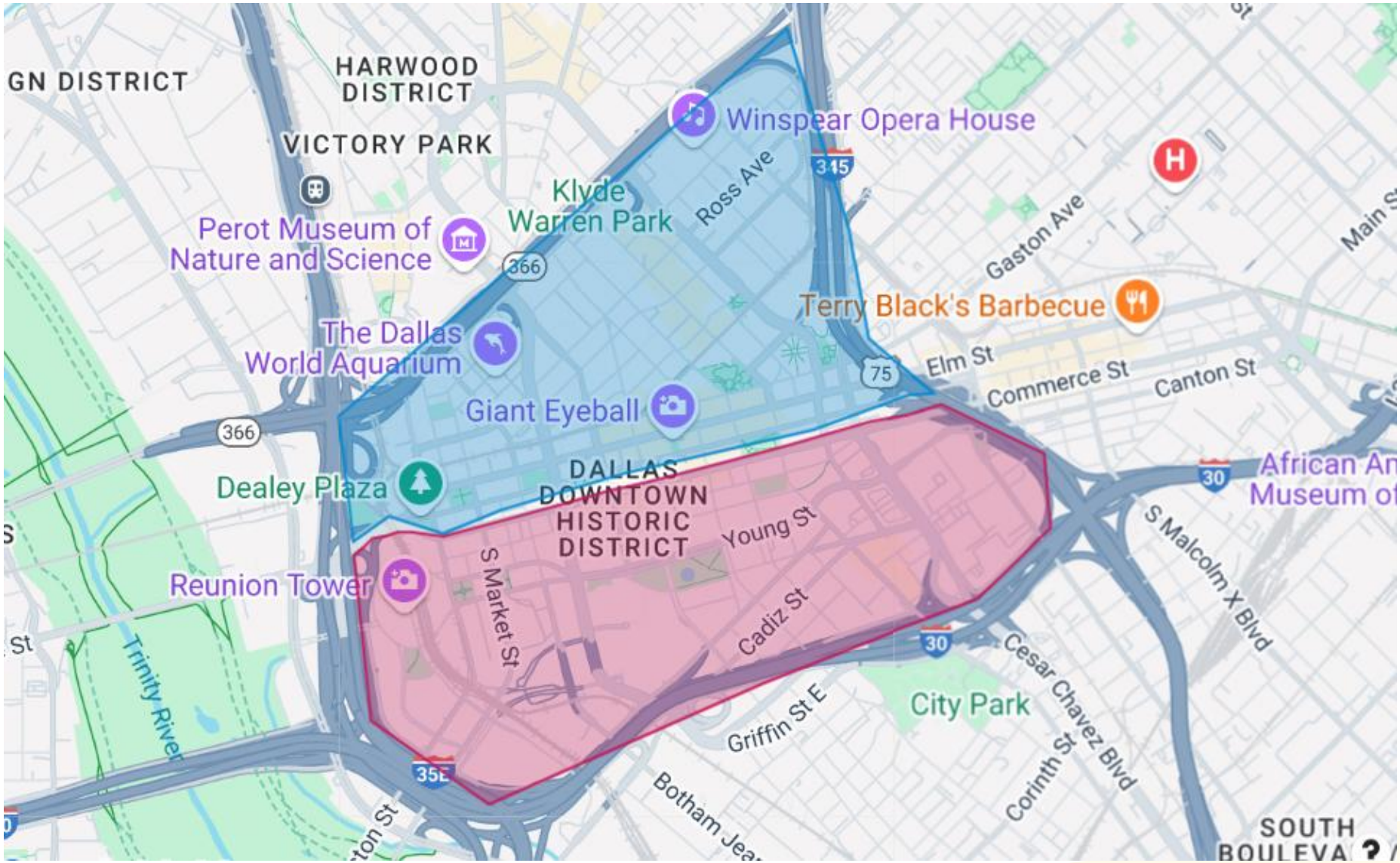








CLOSURE MAINTENANCE ZONES



A “YES” CULTURE APPROACH



We work as a cohesive team & communicate with our neighbors as a singular unit



We follow up when and where we say we will



We are data-driven and action-oriented



We are flexible learners who are transparent and reliable

Grand Avenue Economic Community Development Corporation

NO BUDDY LEFT BEHIND



PRESENTATION AT NAEH CONFERENCE

JULY 1, 2025

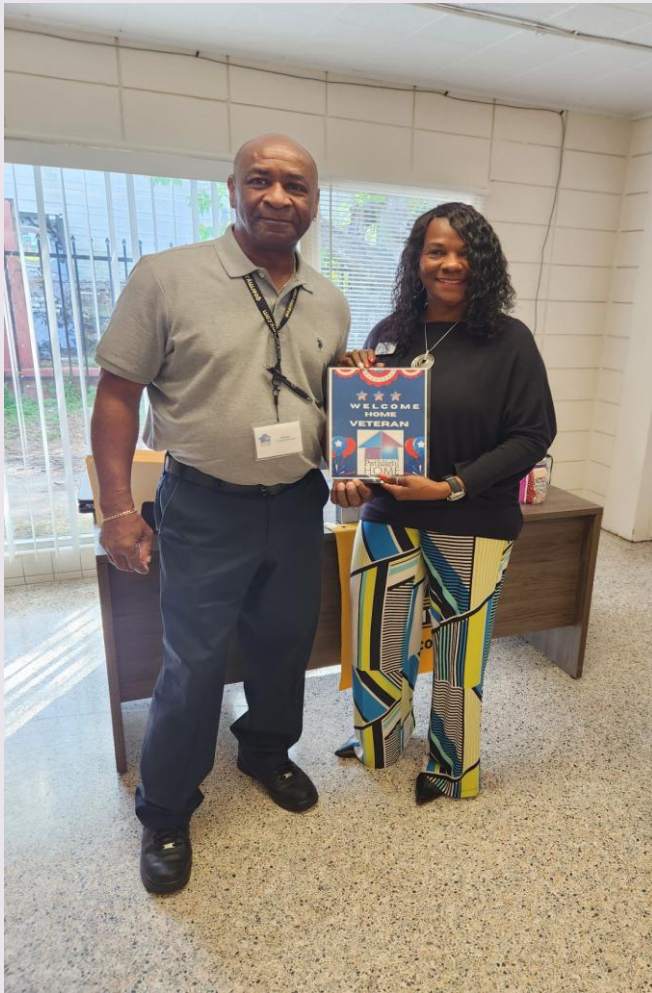
CARL FALCONER, PRESIDENT & CEO

Established in 1992

Mission: Transform the lives of homeless and low-income individuals

- Located in Orlando, FL.
- Currently provide Affordable Permanent Housing for 560 Homeless Individuals
- 2 Types of Housing Units
 - “Market” Housing
 - PSH Program Housing
- Additional Programs
 - Employment Resource Center
 - Culinary Arts Training Program
 - Pathways Drop-in Center - Comprehensive Day Service Center





No Buddy Left Behind



Pathlight HOME's "No Buddy Left Behind" program, **launched in February**, is focused on identifying and housing veterans who are homeless in **Central Florida**.

Beyond housing, the program provides comprehensive support services, including healthcare, mental health care, and employment assistance.

A unique feature is its **peer-led outreach model**, where **enrolled veterans** help engage and support others still experiencing homelessness.

Pathlight HOME remains dedicated to **restoring dignity and stability to those who have served**.

Program Details (AKA the boring stuff)

Funded initially for 1 year from a **Cigna Foundation Grant for \$150,000**

Staffing – **1 Case Manager, .5 Outreach Worker**

Includes funding for temporary **non-congregate shelter**, food, furnishings, transportation and **move in costs**. Also includes some **“Flex Funding”** for anything related to getting into or reunifying for housing (Diversion).

A little funding for **administrative activities and supervision**.

Utilizes new program enrollees and currently housed veterans as **volunteers to work with our outreach worker**.



"You served your country, now your country is ready to serve you."
Bailey said.

Michael Bailey spent years homeless after his discharge from the U.S. Army in 1984. Today, wearing a lanyard around his neck and carrying a clipboard, he drives along Orange Blossom Trail and other familiar routes, searching for those still living on the streets.

Mr. Bailey stated that he suffered from post-traumatic stress due to his time in the Army. Initially, he chose not to pursue veterans' benefits, aiming to separate himself from his military past. Over time, he began drinking and using drugs, which ultimately affected his ability to maintain employment.

Bailey moved to Orlando in 2014 after landing a job at the Coalition for the Homeless.

Until Pathlight HOME hired him to launch its veteran outreach initiative.
"I'm still overwhelmed that I was hired for this position—to reach out to my veteran brothers and sisters and share my experience,"



Jarold was outside a gas station trying to figure out how he was going to eat and where he was going to sleep when a man wearing a "Go Army" lanyard approached and asked if he was a veteran. "Navy", said Walters, who served during the Gulf War. I can help you, Michael Bailey said. "I told him, I don't believe you," said Walters who had been homeless for a year, sleeping in an unairconditioned car with his girlfriend and, after losing the car, in the street.

Four weeks later, Bailey handed Walters the key to his new apartment.

HOW IT WORKS

Step 1: Our Peer Outreach Worker **engages and builds rapport** with a veteran on the street.

Step 2: He **enrolls** the veteran in our program.

Step 3: He **reaches out to SSVF and VA programs** in our area to see if the person qualifies and for what.

Step 4: He **offers the veteran a non-congregate shelter unit** if wanted.

Step 5: After sheltered the veteran is **introduced to our Case Manager** who works to get the veteran into longer term housing.

Step 6: The veteran **gets housed and is supported to maintain that housing** by our Case Manager.

Step 7: The veteran is asked if they would like to **volunteer to go back out** on the streets with our Outreach Worker and find some more veterans to get housed.



IT WORKS

- Since January, working with the VA and SSVF programs in our area, we have **housed 15 Veterans** and assisted **another 32 Veterans with other services.**
- We currently have **5 housed Veterans** assisting with outreach for a total of **72 volunteer hours**
- In the future we hope to **add more volunteers to help with the housing process.**



Other Models

- **Health 2 Housing (H2H)** – Medical respite model. Designed to serve people who have medical needs too high for Emergency Shelters and too low for Hospitals. Outreach to Non-Congregate Shelter to Housing.
- **3 Bridges** – For people who are unsheltered and over 50 years old. 24/7 Intake. Outreach (referred by Law Enforcement) to Non-Congregate Shelter to Housing.



WHY IT WORKS

- The whole plan starts with **Housing Availability**.
- We **own** the housing units – **3 locations, 560 units**.
- We decide the **rules/barriers** – (allows **pets**, relaxed credit and criminal background checks, **couples**)
- It's **cheaper** than other options (jail, hospitals, hotels).
- It's helps us **not “lose” someone** who has been referred to our housing prioritization list for PSH.
- Allows for **onsite “transition”** from non-congregate shelter to housing.



Contact Information

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Orlando, FL**

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Questions?

Ending Homelessness is Possible.



SAVE THE DATE

***Virtual* Capitol Hill Day:
September 17**



ENDHOMELESSNESS.ORG