

Program Work Statement

Program Goals and Objectives

The goal of this program is to provide street outreach and engagement to individuals experiencing homelessness (unduplicated) and to provide half of those individuals with case management and other services designed to help people exit homelessness. While the primary goal is housing, Urban Alchemy staff will also work to ensure that clients have access to the resources they need to stay healthy and safe while working to resolve their homelessness. The objectives of this project are to: engage with People Experiencing Homelessness (PEH) and develop a trusting relationship; meet clients immediate needs by providing supplies and other support; address crisis situations with an immediate response (i.e., de-escalations, calling emergency services, OD reversals, etc.); make referrals to the appropriate social services and follow-up to ensure that the clients needs have been met; work with clients on developing and implementing a plan to resolve their homelessness; partner with clients and housed neighbors to develop strategies that ensure everyone's safety while minimizing the impact encampments might be having on the community.

Program Clients Served

Urban Alchemy will serve People Experiencing Homelessness (PEH). Urban Alchemy will collect documentation of clients. Homeless status is collected at program intake. Agency will not serve youth under 18 years old without the presence of a guardian or state-certified individual.

Program Services and Delivery

OVERVIEW. Urban Alchemy focus will be on helping unhoused individuals exit homelessness while ensuring they remain healthy and safe while searching for housing. The agency will also work to improve conditions in neighborhoods highly impacted by unsheltered homelessness.

ENGAGEMENT: Urban Alchemy will deploy two teams, each consisting of two outreach workers who will spend most of their time in the field. Each outreach team will be assigned one care coordinator who will work both in the field and the office providing case management services and helping coordinate referrals, etc. Urban Alchemy outreach workers, known as Practitioners, will work in teams of two. It's expected that each team will engage with at least 70 people each week (not unduplicated). Staff anticipate working evenings and weekends to ensure the team reaches everyone in the area. An engagement is always preceded by staff ensuring it is safe to approach a person or encampment. Once that has been determined, an engagement always includes a warm greeting, a wellness check, and an assessment of the current situation. Outreach staff may attempt to do an initial triage. Engagements may also include crisis intervention (i.e., addressing an urgent or emergent medical issue), de-escalation, distribution of supplies, discussion about maintaining a safe and health camp, etc. They may also go deeper into Care Coordination (aka case management) described later in this section. Engagements are how the staff gets to know people and have them get to know us. Some clients will connect with staff immediately, but most will need some time to feel safe working with us. As such, these engagements may last from five minutes to over an hour depending on the client and the situation. Engagements with people experiencing homelessness may have no tangible outcome beyond the very important act of building a connection; others will have more measurable results. 1. The teams will have engagements with unsheltered individuals. 2. The outreach teams will resolve all crisis situations (overdose, medical emergency, unsheltered minor, exploitation, etc.) through direct actions and/or referrals. 3. Team members will provide de-escalation assistance when clients are struggling with their current situation. 4. Teams will provide individuals with supplies such as food, water, hygiene supplies, blankets, poncho's, etc. 5. Outreach staff will have discussions with clients to help them develop safe

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sleeping strategies; 6. Some clients will accept and receive deeper engagements with Urban Alchemy staff.

CARE COORDINATION: Staff will provide street-based case management services to individuals with the purpose of making connections to shelter, services and housing from the field. Urban Alchemy refers to case management as care coordination. There is no clear line between an engagement and care coordination; the staff use this terminology to differentiate between one-off interactions with clients and the relationship with those who are receiving deeper support. Urban Alchemy will likely have multiple case management meetings with the same client and will involve the care coordinator to help with referrals, Diversions, and other issues described. Urban Alchemy staff will do everything that they can to serve clients where they are physically. Teams will set up a portable canopy and table as appropriate to meet comfortably with clients. However, staff may also use a nearby coffee shop, public space, or community organization. Practitioners will also meet clients where they are emotionally. Staff are there to support clients on their personal journey, not to direct or judge them. When having deeper engagements or providing case management, staff use motivational interviewing and take a trauma-informed, harm reduction approach to the interactions. As trust develops, outreach workers will do an initial triage and determine if a client is in the HMIS system and if they have identification and vital documents. They will then do a screening for Diversion services and if this is a viable option. If clients need help securing documents and/or are interested in Diversion, one of the care coordinators will assist. After an initial triage, staff will determine a client's interest and need for crisis services. Staff will talk with clients about their personal goals and will help them develop a plan to connect with social services that will help achieve them. This might include referrals to treatment, medical services, shelter, etc. The teams will have access to emergency hotel vouchers for special circumstances on a very limited basis and will make referrals to shelter as appropriate. Staff will have resources to cover transportation costs for clients if needed and can also transport clients in one of Urban Alchemy vehicles. Care coordinators will make and manage referrals, following-up to make certain that clients received what they needed. In addition, staff will check to see if clients are eligible for SOAR and if so, care coordinators will begin that process with them. Through these efforts during a 12-month period, staff will: 1. Provide clients with care coordination; 2. At least 40% of clients receiving care coordination will be effectively referred to social services such as shelter, counseling, etc. based on their self-identified needs. 3. Some clients will receive emergency hotel vouchers for up to three days in special circumstances; 4. Some clients receiving care coordination will be enrolled in SOAR; 5. Some clients enrolled in SOAR will receive benefits.

HOUSING: The focus of this initiative is to help clients exit homelessness. Urban Alchemy staff are committed to ensuring that everyone gets enrolled in HMIS. Outreach workers will determine if a client is in HMIS. Based on conversations with ECHO, staff expect that at least 30% of the individuals that are being case managed will need to enroll. Staff will also ensure that everyone enrolled into HMIS gets a comprehensive housing assessment unless they are able to quickly self-resolve. Staff will assess everyone that's being worked with is already enrolled in the CE system but has not had an assessment. In addition, staff will assess anyone who has an assessment older than six months. Based on local data, Urban Alchemy expects that at least 50% of the people that staff encounter who are in CE will need a comprehensive assessment or reassessment. The flow of this housing-focused work will depend on the client, and experience tells us that the process will not be easy or straight-forward. Much will depend on the client's interests, availability of services, and relationship with Urban Alchemy's staff. The work will likely start slow and increase significantly as staff develop relationships with the unhoused neighbors. Staff will use a Progressive Engagement approach, starting with determining whether a client has documents such as a driver's license, social security card, etc. If not, the Care Coordinators will assist

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with identification and vital document recovery. They will then use problem-solving questions to begin working on facilitating self-resolution, Diversion, and Housing Navigation. Please note that Care Coordinators and outreach workers will have a strong focus on self-resolution. HUD and ECHO are now referring to Diversion as self-resolution in under 14 days of homelessness, and Rapid Exit as self-resolution after two weeks of homelessness. Urban Alchemy are using these terms interchangeably to describe interventions in which clients resolve their homelessness without ongoing resources. Diversion begins with outreach workers and care coordinators having problem solving conversations that help households identify an immediate and safe housing alternative within their own social network and/or with their own resources. Staff will use motivational interviewing, a style of working with a client that focuses on allowing the client to direct the change rather than telling the client what they need to do. Staff will also be honest with clients about the system's capacity and encourage them to consider ways that they can resolve their homelessness without the need of limited rapid-rehousing or permanent supportive housing resources. Urban Alchemy staff will help the client identify options such as reunification with family, living with friends, or finding their own housing in the private market. Urban Alchemy's care coordinators will work alongside clients in an empowering manner to explore these and other options. They will also help clients apply for housing in the private market and/or for affordable housing units as a self-resolution strategy. Urban Alchemy staff will also have access to financial resources to support self-resolution efforts if a client cannot self-resolve. Some of the uses might include bus tickets to reunify with family for friends (after staff have confirmed the can provide a safe housing option); security deposit on an apartment; car repair so a person can return home; uniform or equipment for employment; and more. While staff will be diligent about the proper use of these funds, they will be given the flexibility to creatively find ways to use one-time support to help a client exit homelessness. Urban Alchemy will attempt to help clients self-resolve their homelessness as many times as possible and appropriate. However, staff will acknowledge that this will not be a viable exit from homelessness for many PEH. There may be mental health challenges, lack of a social network, not enough income to pay rent, etc. If there is a mental health concern, the care coordinator will work with the appropriate service provider. For other clients, the care coordinators will work with ECHO and housing providers to identify an appropriate placement in a rapid rehousing or permanent supportive housing program. Staff will work closely through the entire process of being matched and placed into housing, supporting the client in any possible. Urban Alchemy will achieve the following during a 12-month period: 1. Clients receiving case management who are not in HMIS, are entered into the system 2. Clients receiving case management who have not been assessed for housing (or need to be re-assessed) will have a Coordinated Assessment. 3. Some clients receiving care coordination will successfully housed through Diversion. 4. Some clients assessed will be housed via PSH or RRH housing placements. As a result of these efforts some clients receiving care coordination will exit homelessness

Urban Alchemy have leased vehicles and will transport clients to and from destinations. Staff cannot use personal vehicles for work purposes.

System for Collecting and Reporting Program Data

Urban Alchemy will use the HMIS system as well as ZenDesk database to collect data.

Performance Evaluation

Using data collected, Urban Alchemy will evaluate progress based on the goals, objectives, and performance measures.

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Quality Improvement

Performance will be reviewed quarterly and failure to achieve goals, objectives and performance measures will be discussed by management and the programs staff; corrective action will be documented, and changes reviewed the following quarter.

Service Coordination with Other Agencies

Urban Alchemy will work with a wide variety of agencies and meet regularly with other outreach teams to avoid duplication.

Service Collaboration with Subgrantees

N/A

Community Planning Activities

Urban Alchemy participates in leadership and committee meetings of the Homelessness Response System.