

ENHANCING THE HOMELESSNESS RESPONSE SYSTEM IN RENO-SPARKS-WASHOE

LEADERSHIP & STRATEGY

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@OrgCode



OrgCode Consulting, Inc.

- OrgCode Consulting, Inc. are North American leaders in homeless system transformations, leadership development in homeless services, and technical assistance.
- The OrgCode team is a band of merry misfits that disrupt the status quo to be catalysts for better outcomes.
- Thought leaders in ending homelessness, we advance ideas, create and share resources, and offer training that doesn't suck.



The Merry Misfits of OrgCode



ERIN: Minnesota based youth specialist; SPDAT; coordinated entry



DICK: Ontario based community activist, harm reduction, inclusion



IAIN: Ontario based OrgCode leader; CEO; travel & presenting extraordinaire



TRACY: Ontario based associate director of OrgCode; master of everything



KRIS: California based family specialist; shared housing; SPDAT



DAVID: Michigan based data boy wonder; outreach; coordinated entry; HMIS, sheltering



ANN: D.C. based leadership wonder woman



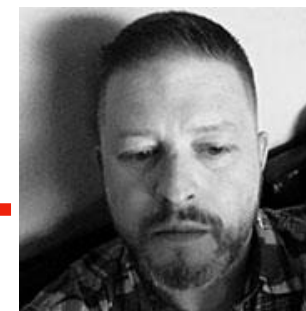
MIKE: Arizona based landlord guru



Cindy: Texas based politics navigator

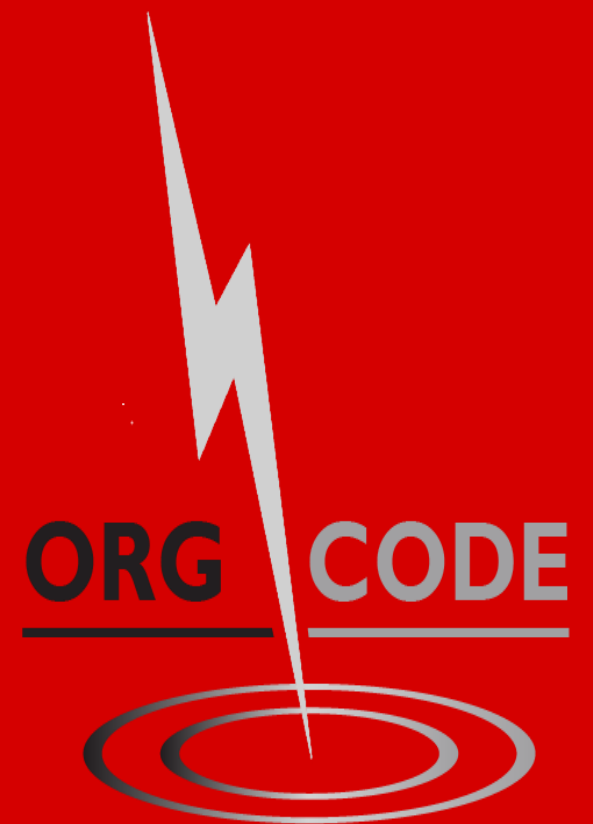


AMANDA & ZACH: West Virginia based rural populations; CoC governance; HMIS; trainers



WASHOE COUNTY, CITY OF RENO & CITY OF SPARKS HOMELESS SERVICES OPERATIONAL REVIEW

David Tweedie
OrgCode Consulting, Inc.



OPERATIONAL REVIEW ELEMENTS

- In-person program site-visits and meetings with agency staff
- Interviews with people experiencing homelessness
- Town hall for business and residents
- 3 electronic surveys focusing on internal and external stakeholders
- Key informant interviews with the City of Reno, City of Sparks, and Washoe County – in person and via phone
- Review of CES Policies and Procedures
- Review and analysis of CoC and HMIS data
- Review of Interlocal and other relevant MOU's between key parties
- Review of Initiative documents relevant to the work of ending homelessness in Reno/Sparks/Washoe (Youth Homelessness Roadmap, CHIP, etc.)
- Review of contracted agreements with relevant third parties (SEI, etc.)



EXECUTIVE SUMMARY

Washoe County, City of Reno and City of Sparks homeless services can improve by implementing:

- Strong leadership and collective ownership over a coherent narrative as to *why* the community does what it does to prevent and end homelessness;
- Targeted outreach to progressively engage people staying in places not meant for habitation through housing-focused conversations connected to system-wide housing resources, leading to housing directly from the street;
- Only those individuals and families with no other safe and appropriate alternatives in the community are admitted to shelters;
- People being sheltered resemble the same characteristics of the households being prioritized for housing and support programs;
- Those with the greatest depth of need prioritized for supportive housing;
- Staff possessing the training, skills and intentional housing focus to use shelter and day services as a process to obtain housing, not a fixed destination



ROADMAP FOR ENDING HOMELESSNESS

A functional end to homelessness means no person has to remain homeless longer than 30 days prior to moving directly into permanent housing, which requires:

- Shelters working as a process, not a destination
- Diversion is a service with an outcome
- Housing-focused conversations
- Access to permanent housing quickly
- By name registry of all people to be served

This can be accomplished through the following three primary strategies:



ROADMAP FOR ENDING HOMELESSNESS

Closing the front door into homelessness

- Diversion, prevention and “homelessness proofing”
- Coordinated entry, coordinated exit and coordinated passage through
- Discharge planning

Opening the back door out of homelessness

- Housing-focused shelters
- Housing First
- Housing development and location services

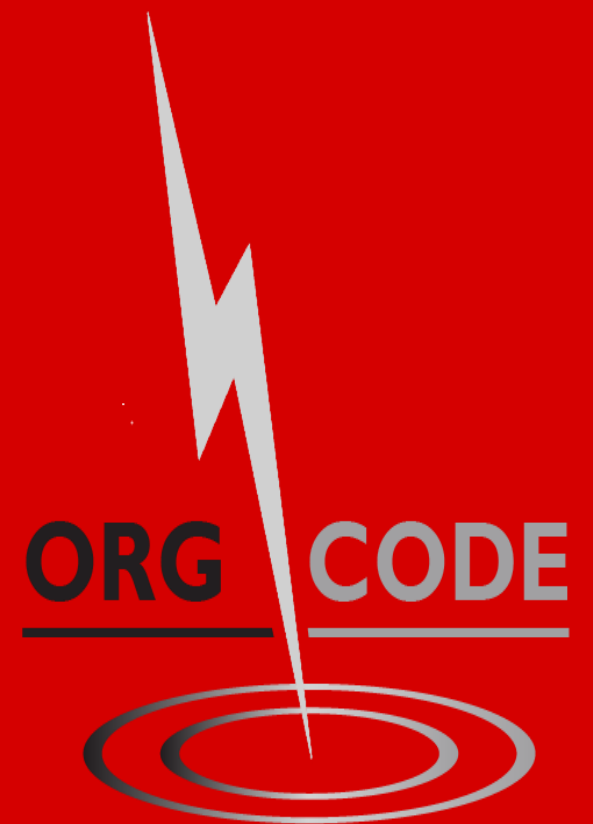
Build the infrastructure to sustainably end homelessness

- Local leadership with a sense of urgency and expertise
- Solution and outcome-focused innovation



A. LOCAL LEADERSHIP AND CONTINUUM OF CARE FUNCTIONALITY

coordination, leadership and system design



RECOMMENDATION 1: DETERMINE COC LEAD AGENCY LEADERSHIP

Training:

- CoC Activities are key to a functioning, high performing system
- HMIS administration: data evaluation of program and system performance
- NOFA – moving away from ‘status quo’ funding
- Point-in-Time, Longitudinal Systems Analysis and monthly counts
- Ensuring an effective Coordinated Entry System (CES)

Visioning Activity:

- Day with the City of Reno, City of Sparks, Washoe County and Key Stakeholders
- Developing and aligning shared visions and values across the Continuum of Care through key messaging



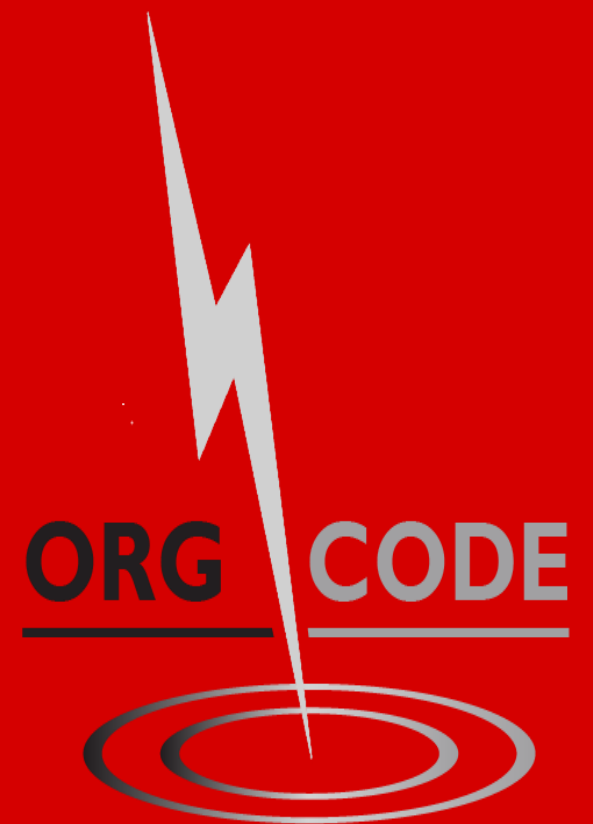
RECOMMENDATION 1: DETERMINE COC LEAD AGENCY LEADERSHIP

- Ensuring all CoC administrative duties are completed
- Build strategic partnerships
- Build supports for rapid exit out of homelessness
- Braid multiple funding sources
- Evaluate and incentivize performance
- Encourage performance improvement



B. COORDINATED ENTRY SYSTEM, INCLUDING HOMELESSNESS PREVENTION & SHELTER DIVERSION

coordinated entry, passage through and exit



RECOMMENDATION 2: ENHANCE COORDINATED ENTRY SYSTEM

i. Coordinated Entry, Coordinated Passage Through and Coordinated Exit

- Training on CES Components, Policies and Procedures
- Training on VI-SPDAT for Single Adults, VI-SPDAT for Families and the Next Steps Tool for Youth (TAY-VI-SPDAT)
- Revision of Policies and Procedures

ii. Re-examining the ‘Descending Acuity’ Approach to Coordinated Entry

iii. Local Prevention and Diversion Efforts

- Training on the 9 Steps to an Effective Diversion Practice



COORDINATED ENTRY/ACCESS PROCESS

Front End / “Need”

Individuals experiencing homelessness assessed and entered into shared universal registry, then prioritized by need, and documentation for housing collected

Back End / “Supply”

Housing supply identified and vacancies filled from shared universal registry

MATCHING!

Common
Assessment

Coordinated
Outreach

Prioritization

Case
Conferencing

Housing
Navigation

Inventory of
Available Housing
Resources

Vacancy
Notification

Eligibility
Matching



Descending Acuity

VI-SPDAT Score	Length of Homelessness	Tri-Morbidity	Unsheltered Homelessness	HMIS ID	Priority
15	36 months	Yes	Yes	101	1
15	13 months	Yes	No	202	2
14	30 months	Yes	No	303	3
13	35 months	No	Yes	404	4

Only moving down to the next row as needed to break a tie between 2+ households

Dynamic Prioritization

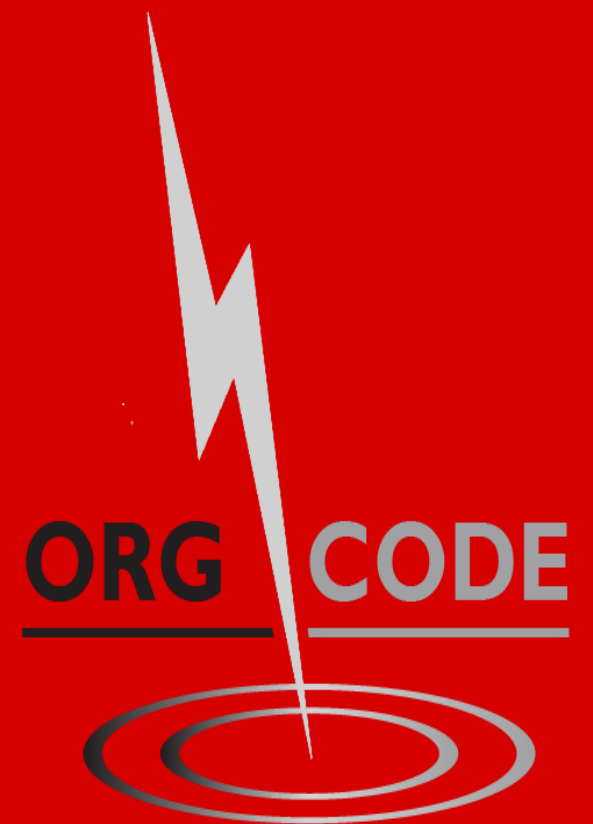
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Priority category thresholds consider those that meet them equally



C. CONNECTION TO PERMANENT SOLUTIONS

day services, outreach and emergency shelter



RECOMMENDATION 3: INCREASE HOUSING-FOCUSED ENGAGEMENT

Targeted, housing-focused outreach needs to expand in scope and depth

Stronger emphasis on housing-focused conversations and progressive engagement

- Clarify the messaging that shelter is a process by which people exit to permanent housing, not a destination where people go to stay (and stay...)
- Activities not directly related to housing confuse that messaging -- on-site healthcare, volunteer “feedings” -- should be moved elsewhere or stopped
- VOA is not currently contracted for, or responsible, for all homelessness
- Activities in, and around the campus, must be part of a community-wide response to how Reno/Sparks/Washoe is ending homelessness



RECOMMENDATION 4: MONITOR AND PUBLISH PERFORMANCE MONTHLY

Establish and monitor key performance measures (at least monthly)

Key performance measures to evaluate effectiveness of services include:

- Increased exits to permanent housing
- Decreased length of stay in shelter
- Reduction in returns to homelessness

- Total number of beds (i.e. single individuals and/or families)
- Total unique households served
- Total households entering, and exiting shelter (including permanent housing)
- Average length of shelter stays for exiters (including permanent housing)
- Total household stayers (non-exiters)



Amazon's Effective Tax Rates Over 10 Years

Amazon.com	2018	2017	2016	2015	2014	2013	2012	2011
US pretax profit, \$ Billions (after subtracting state)	10.8	5.4	4.5	2.0	0.2	0.7	0.9	0.6
Current federal tax, \$ Billions	-0.129	-0.14	0.45	0.12	0.21	0.03	0.13	0.03
Effective tax rate	-1.2%	-2.5%	10.0%	5.9%	91.7%	5.1%	15.1%	4.7%

(Source: Institute on Taxation and Economic Policy analysis of SEC filings)

This is one way to present information: in this case, in this case, Amazon's effective tax rates over 10 years, with a highlight on 2018.

Here is that same information, communicated more powerfully, perhaps almost meanly.



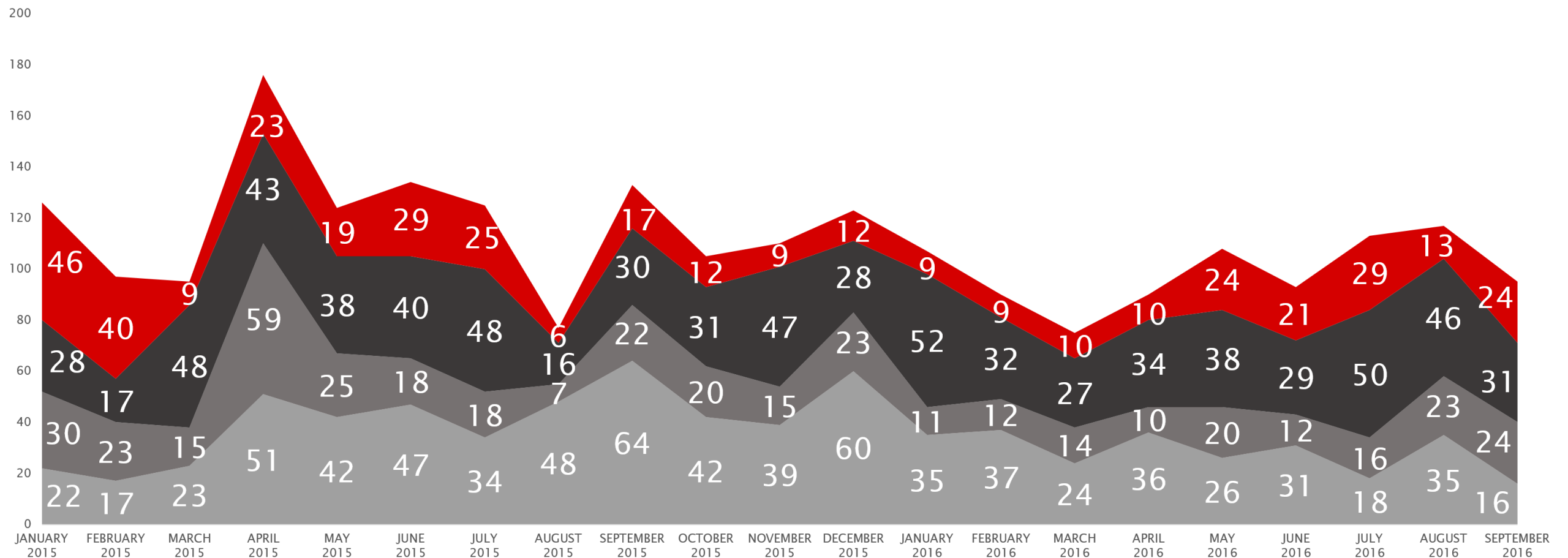
Amazon's 2018 profit?
\$11,200,000,000.
Taxes? \$0.

Amazon avoids paying federal tax - for the second year in a row, according to a new report.

How is that possible? »

 5461 people reacting

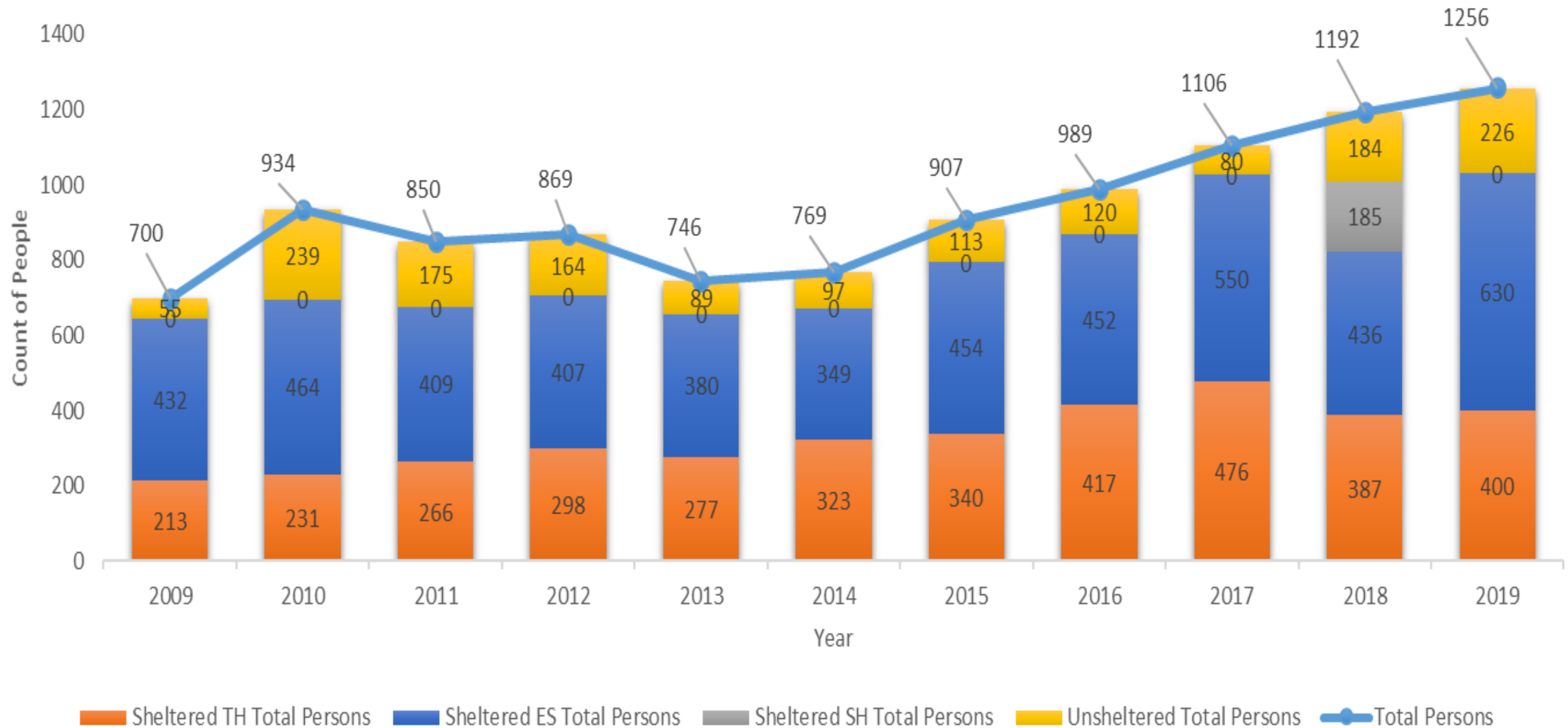
PEOPLE PERMANENTLY HOUSED: HOUSING RATES BY MONTH



- UNACCOMPANIED INDIVIDUALS EXPERIENCING HOMELESSNESS (NOT VETERANS OR CHRONIC)
- UNACCOMPANIED INDIVIDUALS EXPERIENCING CHRONIC HOMELESSNESS (NOT VETERANS)
- VETERANS EXPERIENCING HOMELESSNESS (NOT CHRONIC)
- VETERANS EXPERIENCING CHRONIC HOMELESSNESS



POINT-IN-TIME COUNT (THE LAST TEN DAYS OF JANUARY) OF HOMELESSNESS



BY-NAME LIST OF PEOPLE EXPERIENCING HOMELESSNESS



120 people experiencing homelessness from 12/1/2018 - 12/31/2018

100 people experiencing homelessness on 12/1/2018

20 people newly experiencing homelessness during reporting period

15 people permanently housed during reporting period

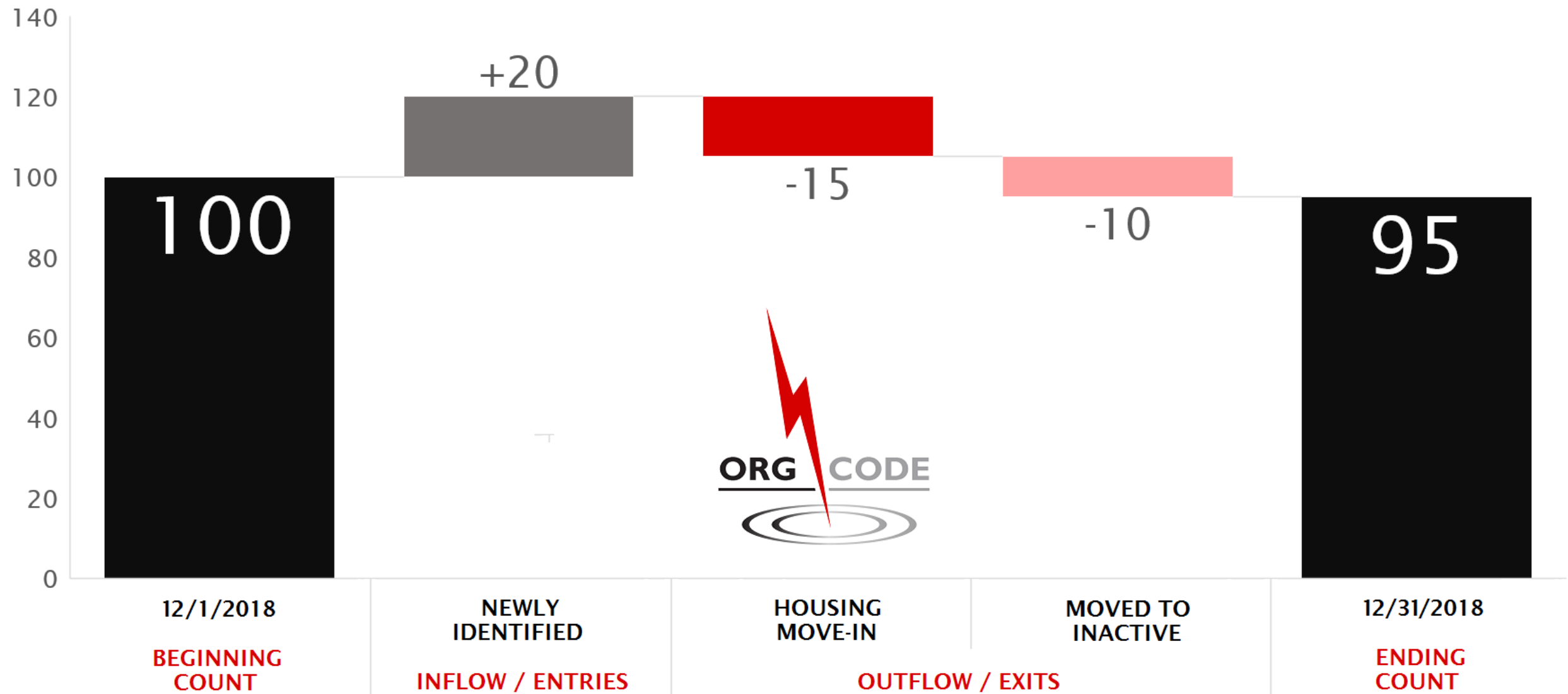
10 people exiting to non-permanent destinations during reporting period

95 people experiencing homelessness on 12/31/2018

WHO			WHERE	WHEN				PRIORITIZATION CRITERIA					
ID#	First Name	Last Name	Location	Entry/Service Start Date	Exit/Service End Date	Destination at Exit (If Exited but Served)	Length of Stay (Each Stay)	VI-SPDAT Complete?	VI-SPDAT Score(s)	Chronicity?	Tri-Morbidity?	Unsheltered?	Fleeing Domestic Violence?
98192	Han	Solo	Emergency Shelter 1	12/20/2017			375	Yes	11	Yes	Yes	No	No
24274	Leia	Organa	Emergency Shelter 2	11/24/2018			37	Not Yet		No	Yes	No	No
13855	Luke	Skywalker	Street Outreach Organization 1	12/20/2018	12/22/2018	Permanent Housing	2	Yes	9	No	Yes	Yes	No
16587	Lando	Calrissian	HMIS/HIFIS-Participating Library 9	11/20/2018			41	Yes	12	No	Yes	Yes	No
40059	Boba	Fett	Emergency Shelter 3	8/06/2018			147	Yes	6	No	No	Yes	No
184503	Bib	Fortuna	Day Service Center 4	7/18/2018			166	Yes	3	No	No	Yes	No
24169	Obi-Wan	Kenobi	Emergency Shelter 3	11/30/2017	12/10/2018	Unsheltered Location	375	Yes	15	Yes	Yes	No	No
116772	Mon	Mothma	Street Outreach Organization 5	7/12/2018			172	Yes	8	No	Yes	No	No
22831	Kylo	Ren	Day Service Center 5	7/04/2018			176	Yes	1	No	No	Yes	No
126930	Cassian	Andor	HMIS/HIFIS-Participating Hospital 3	8/1/2018			150	Yes	5	No	No	No	No
126614	Jyn	Erso	Emergency Shelter 5	10/04/2018			86	Yes	7	No	No	No	Yes
23782	K-2	SO	Street Outreach Organization 2	9/01/2018			120	Yes	10	No	No	Yes	No
24169	Obi-Wan	Kenobi	Emergency Shelter 2	12/20/2018			11	Not Yet	15	No	Yes	No	No
114512	Chirrut	Îmwe	HMIS-Participating Library 10	7/18/2018			166	Yes	6	No	Yes	Yes	No
31060	Mara	Jade	Emergency Shelter 5	7/31/2018			153	Yes	7	No	Yes	No	Yes

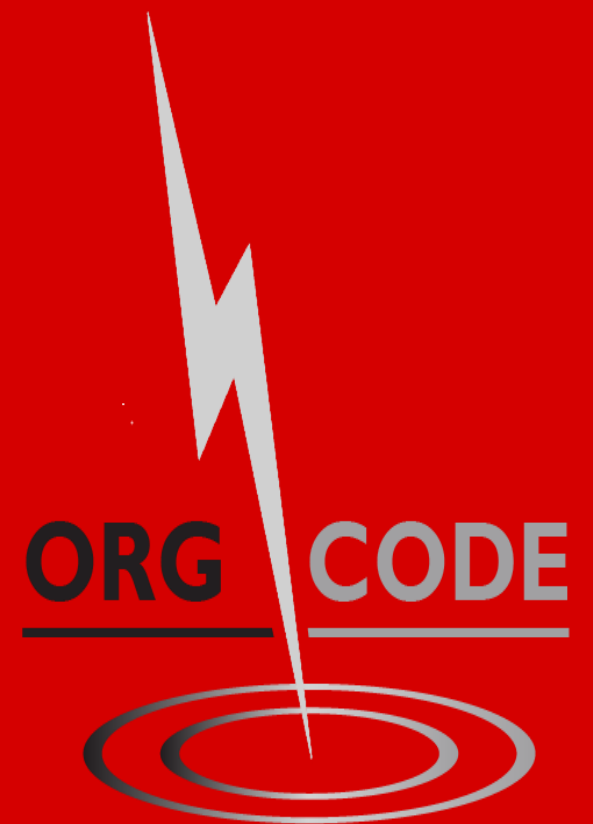


PEOPLE HOUSED AND STILL EXPERIENCING HOMELESSNESS IN OUR COMMUNITY



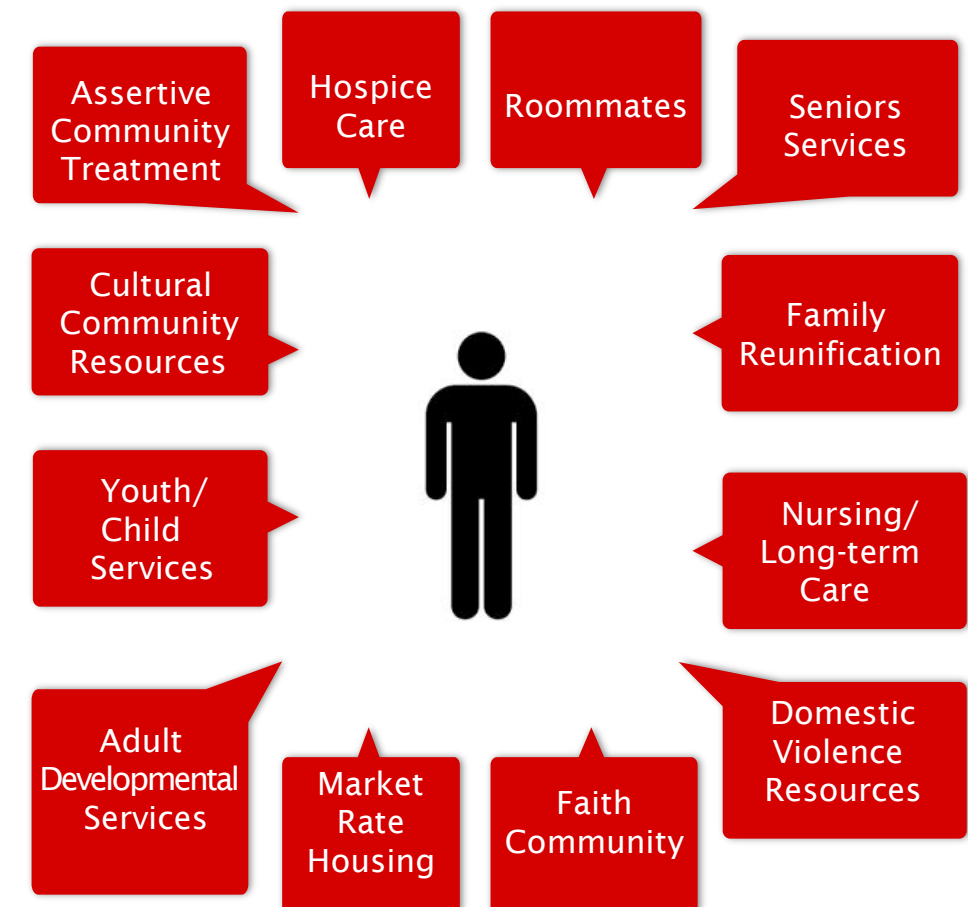
D. HOUSING PROGRAMS AND RELATED SERVICES

**increasing, enhancing and ensuring
continuity of services**



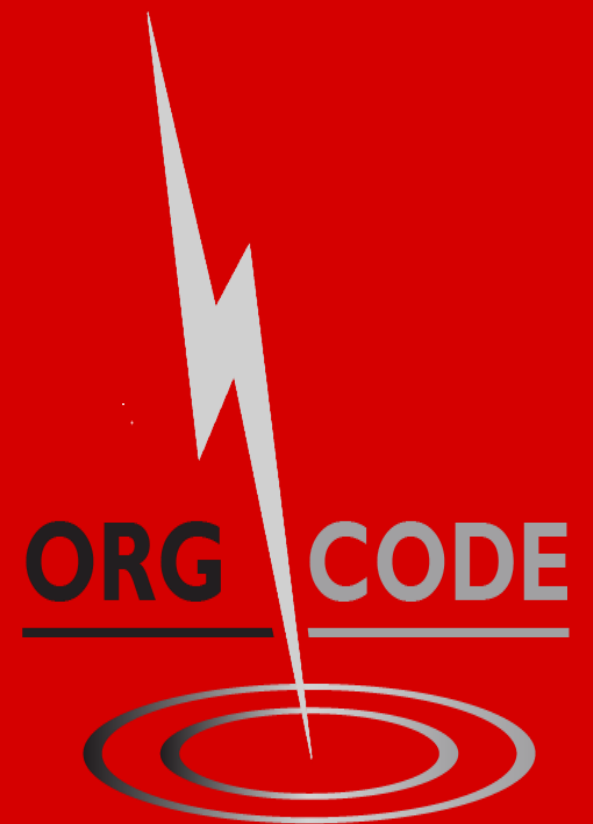
RECOMMENDATION 5: EXPLORE ALL LOCAL HOUSING OPTIONS

Housing Option	Commentary
Family	While often considered for youth and to some extent families (especially single parent families) there is an advantage to supporting single adults to consider reuniting with their aging parents, siblings or adult children.
Hospice Care	Helping people die with dignity in secure housing is important, independent from the homelessness and housing services sector.
Adult Development Services/Mental Health Supportive Housing	These are often group home situations or smaller congregate opportunities where adults with developmental delays (and in some instances, pronounced cognitive deficits) live with others with comparable circumstances with supports catered to their specific needs.
Roommates	Matching for roommates can happen by encouraging people currently experiencing homelessness to find one or more person that they feel they could be compatible with in housing, or through more intentional matching approaches.
Shared Housing	Like the roommate approach, but with separate agreements (leases) between each of the inhabitants and the landlord.
Room-letting	Some communities have taken intentional approaches to match people that are homeless and in need of housing with people that are “over-housed” (usually seniors, especially widow(er)s that have more bedrooms than required for the housing occupants).



E. BEST AND PROMISING PRACTICES

improving service orientation and service
delivery excellence in every sector of service



RECOMMENDATION 6: TRAIN ON BEST AND PROMISING PRACTICES

- i. Housing First
- ii. Trauma Informed Care
- iii. Harm Reduction
- iv. HMIS and Technological Improvements
- v. Increased Data Tracking on Outcomes
- vi. Increased Community Partnerships
- vii. Supporting People with Benefits and Healthcare
- viii. Partnering with Law Enforcement
- ix. Specialized Interventions for Youth Experiencing Homelessness



RECOMMENDATION 7: USE DATA TO DRIVE PROGRAMMING

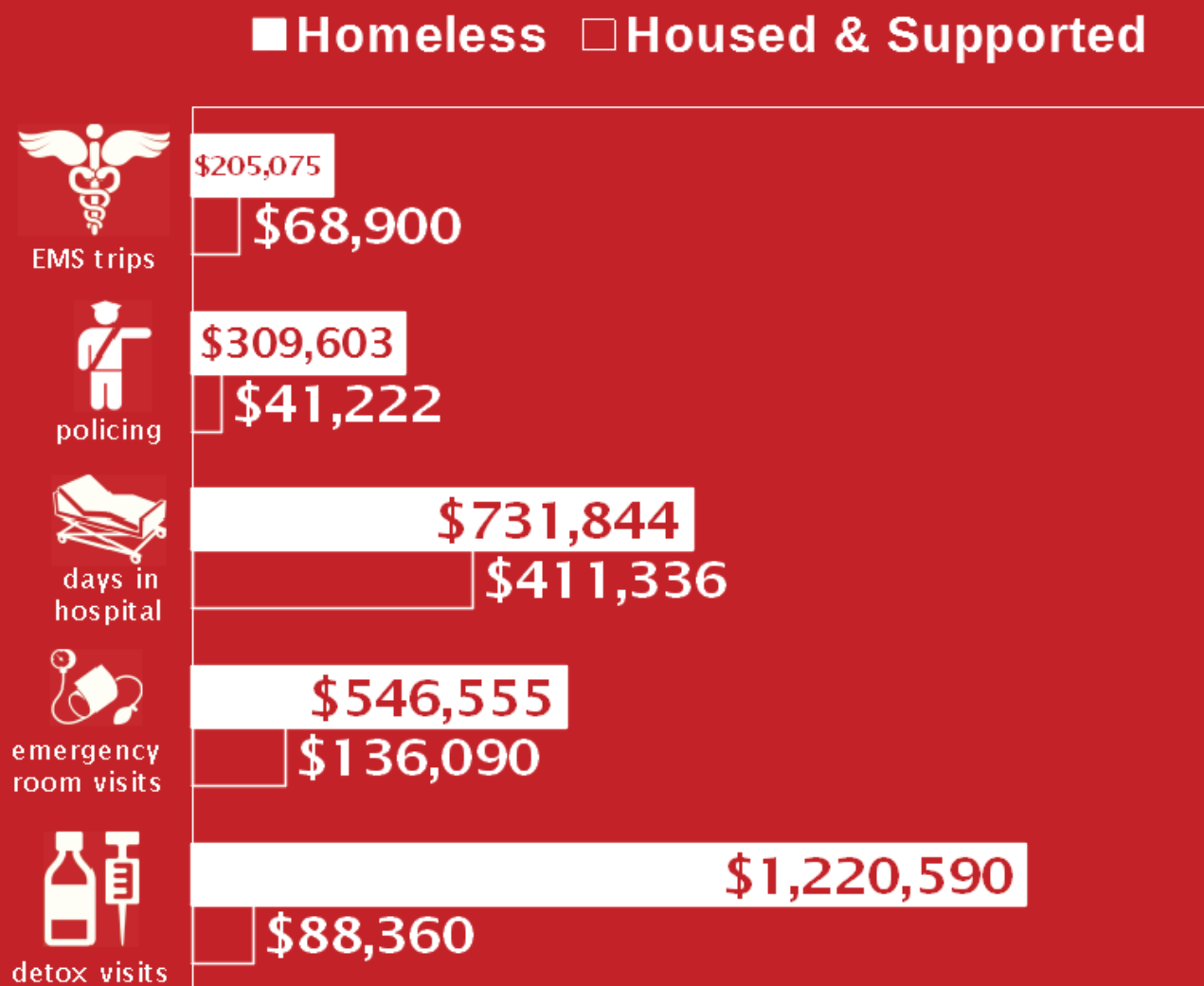
- Expand HMIS use and access instead of continued reliance on other databases or paper recordkeeping
- Move beyond technical/data quality to outcomes (people housed)
- Establish and publish, at least monthly, data dashboards to visually demonstrate progress, directly from HMIS and using existing person-level information



Washoe/Reno/Sparks can use existing HMIS data to obtain information like this

HOUSING FIRST SAVES MONEY AND REDUCES EMERGENCY CARE UTILIZATION

Exploring the journey of the 49 people housed from 2014-2018:



\$136,175
cost savings

\$268,381
cost savings

\$320,508
cost savings

\$410,465
cost savings

\$1,132,230
cost savings



Washoe/Reno/Sparks can
use existing HMIS data to
obtain information like this

HOUSING FIRST SAVES MONEY AND REDUCES EMERGENCY CARE UTILIZATION

Exploring the journey of the 49 people housed from 2014-2018:

↓66%



EMS
trips

↓40%



days in
hospital

↓75%



emergency
room visits

↓93%



detox
visits

↓81%



police
calls

↓89%



arrests

\$2,267,759 estimated cost savings overall

PRIORITIZATION AND TIMELINE

Priority

Timeline

- | | |
|---|----------------------|
| 1. Determine CoC Lead Agency Leadership <ul style="list-style-type: none">• Training• Visioning Activity | April – May 2019 |
| 2. Increase housing-focused engagement | April – October 2019 |
| 3. Establish and monitor key performance measures | April – May 2019 |
| 4. Use visually presented data to drive programming | Ongoing |
| 5. Enhance Coordinated Entry System <ul style="list-style-type: none">• Revision of policies and procedures• Training on components, policies and procedures• Re-examining the ‘descending acuity’ approach | June – August 2019 |
| 6. Train on best and promising practices | June – October 2019 |
| 7. Explore the full diversity of local housing options | July – October 2019 |



IN SUMMARY, ORGCODE IDENTIFIED FIVE PRIMARY RECOMMENDATIONS

- Enhance CoC Leadership, including the identification of a Lead Agency
- Improve Coordinated Entry, especially Prioritization & HMIS
- Improve Connection of Permanent Solutions – Day Services & Shelter
- Enhance Housing Options & Supports to End Homelessness
- Adoption of Best/Evidence Informed Practices – HF, TIC, HR, Data, etc.

