

# WASHOE COUNTY SUPPORTIVE HOUSING NEEDS ASSESSMENT AND BUSINESS CASE

Community Homelessness Advisory Board  
Monday May 13, 2024



# CSH Introductions

- Director, Southwest  
(Nevada, Arizona, New Mexico, Texas and Utah)
- Nevada Native
- Advisory Committee on Housing
- Interagency Council on Homelessness  
to Housing Technical Assistance Committee
- Former Board Member of the Nevada Housing  
Coalition

A portrait of Brooke Page, a woman with long, dark, braided hair, smiling. She is wearing a black turtleneck. The background is a dark, neutral color.

Brooke Page, Director



# About **CSH**

CSH is 501c3 nonprofit intermediary organization and CDFI that advances **supportive housing** as an approach to **help people thrive**.



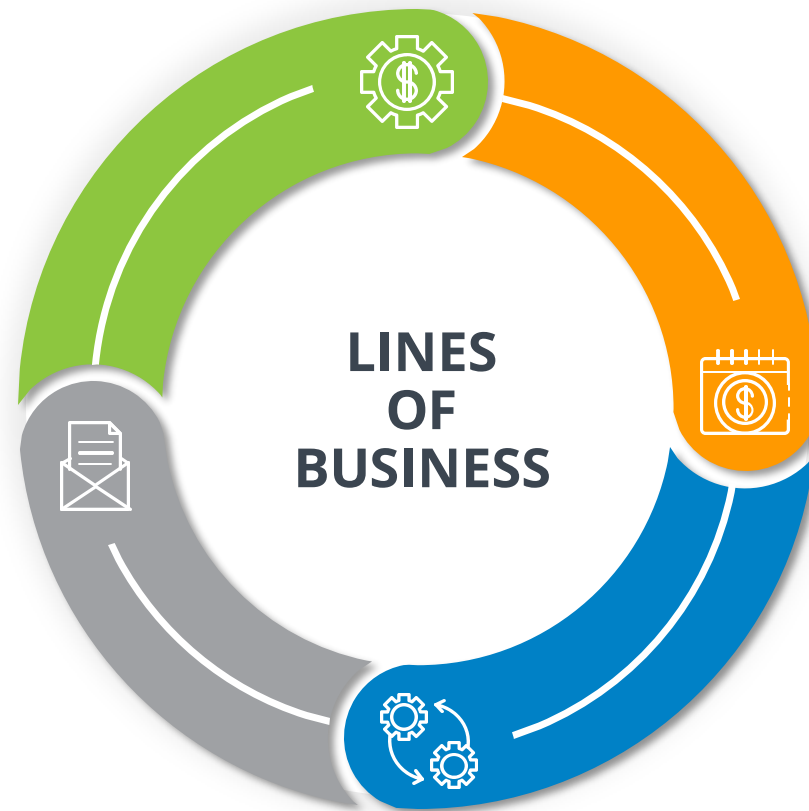
Since our founding in 1991, CSH has distributed more than **\$1.7 billion in loans and grants** that has created over **467,000 homes for individuals and families** exiting long-term homelessness.



[csh.org](https://www.csh.org)

# What We Do

CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing.



## 01. Training & Education

Research-backed tools, trainings & knowledge sharing

## 02. Policy Reform

Systems reform, policy collaboration and advocacy

## 03. Consulting & Assistance

Custom community planning and cutting-edge innovations

## 04. Lending

Powerful capital funds, specialty loan products and development expertise

# Planning Process

## Develop a Plan of Action

Actionable short and long term goals to address the need.

## Understand the Need

Supportive Housing Needs Assessment and Business Case.

## Manage The Plan

Evaluate progress, make adjustments, and stay accountable to making progress.

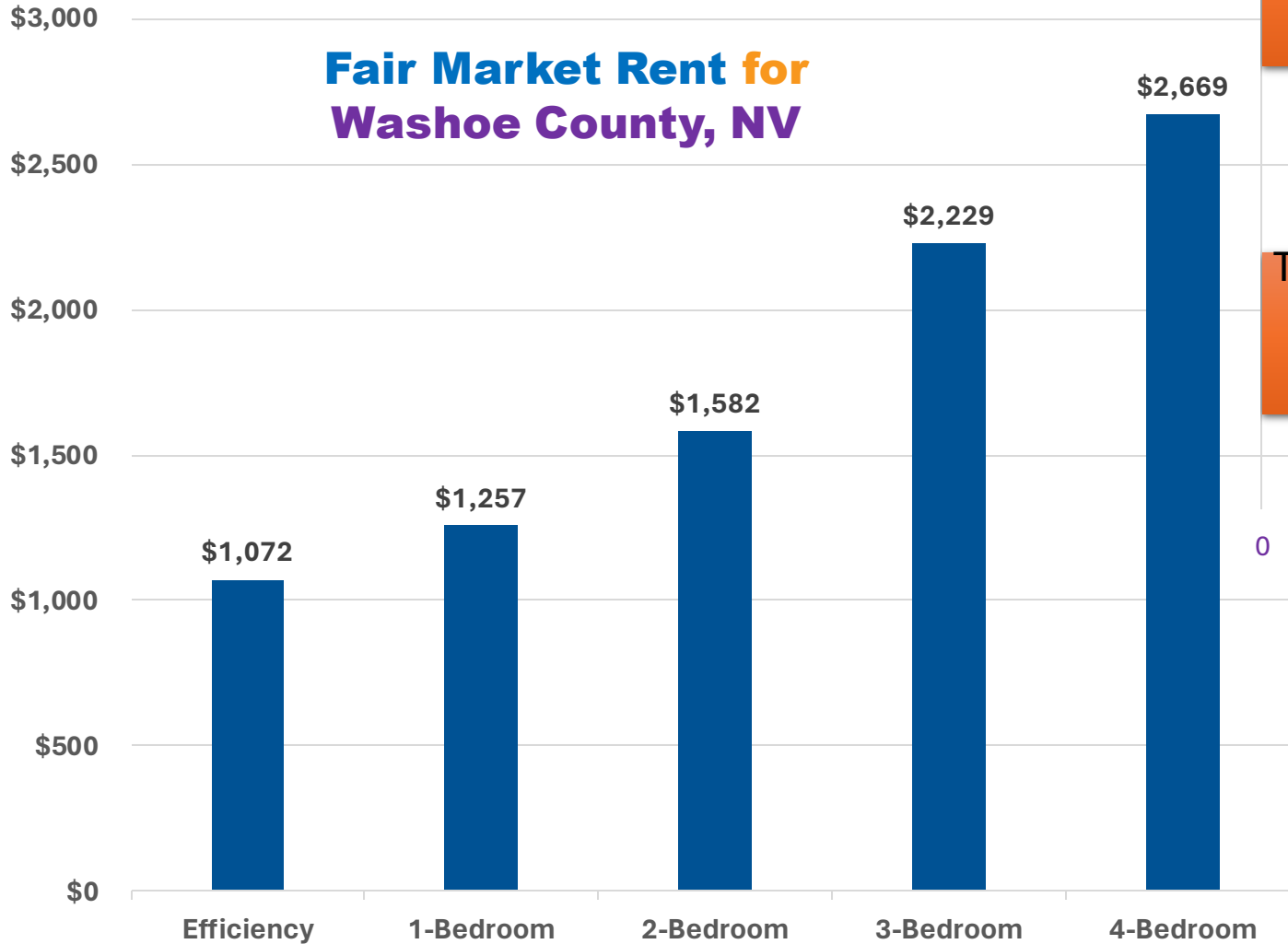


**Supportive Housing Overview**

01

# Why Supportive Housing?

## Fair Market Rent for Washoe County, NV

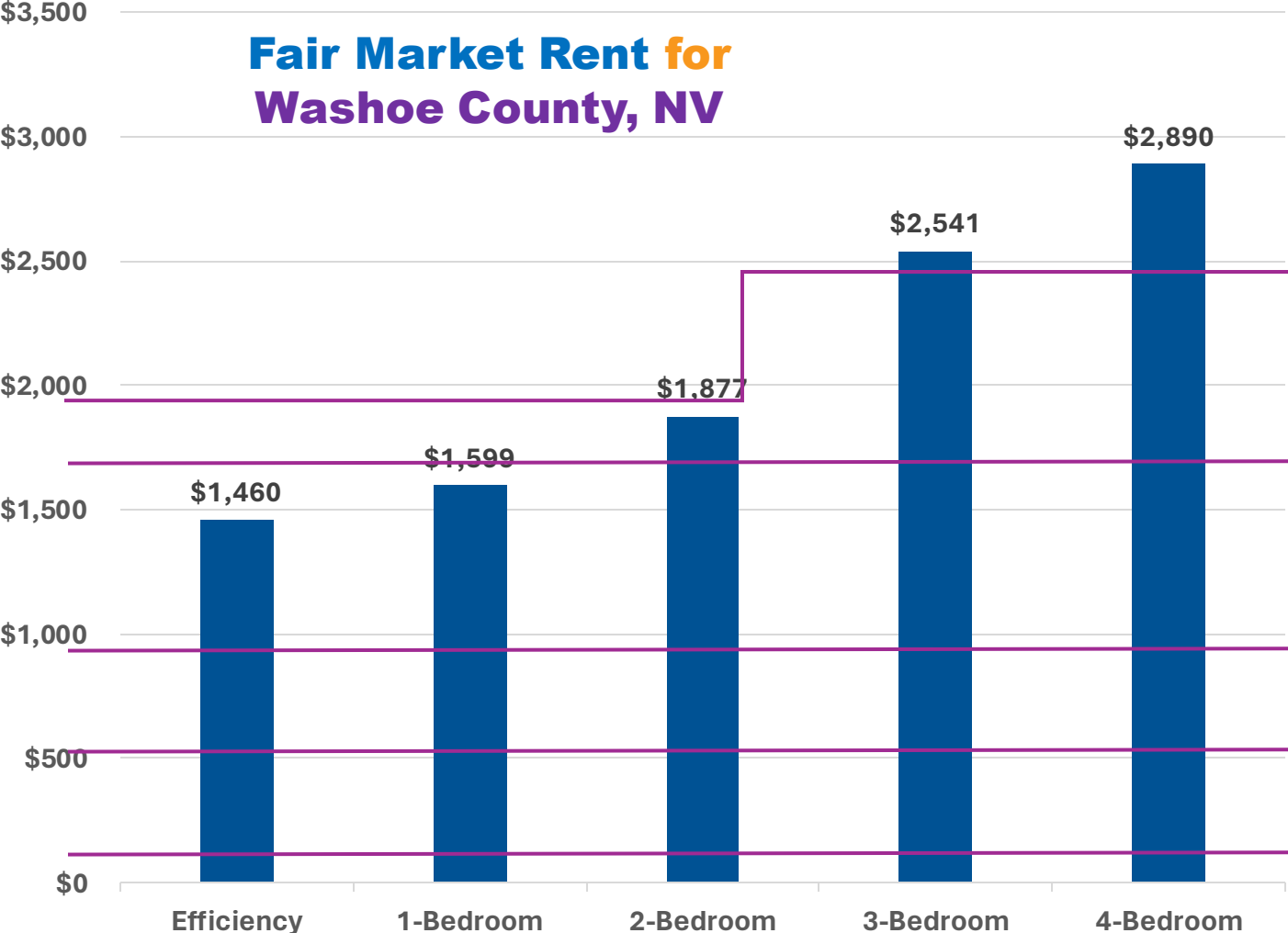


Total # of Extremely Low-Income (ELI) Renter Households in Nevada: **91,243**

Total # of units affordable to ELI Households in Nevada: **13,025**

Extremely Low-Income Renters are priced out of the current rental market, and there is not enough affordable housing to meet the high demand.

# Why Affordable Housing?



Fair Market Rent for Washoe County, NV

\$73.8k/yr. \$1,846/month: Rent affordable to a household of 4 at 80% AMI

\$66.5k/yr. \$1,662/month: Rent affordable to a household of 3 at 80% AMI

\$37k/yr. \$923/month: Rent affordable to a household of 2 at 50% AMI

\$20.8k/yr. \$520/month: Rent affordable to a household of 1 at 30% AMI

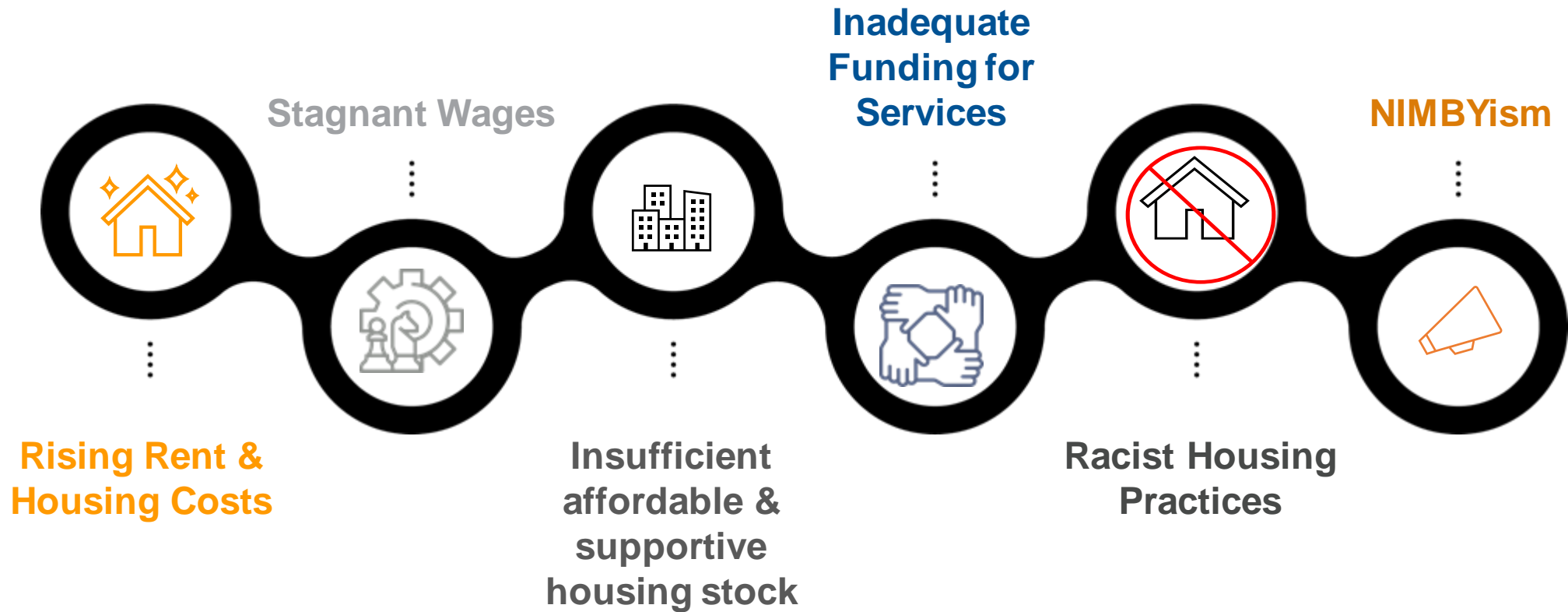
\$11k/yr. \$282/month: Rent affordable to someone receiving SSI





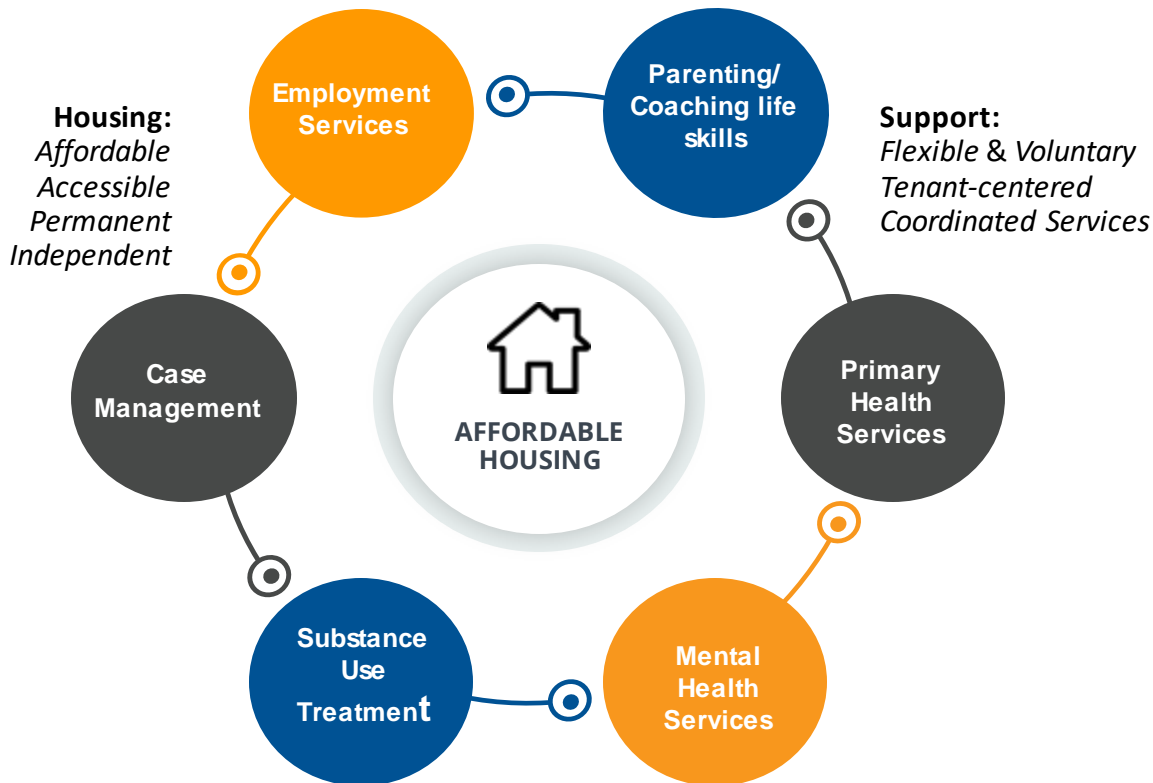
# Root Causes of Homelessness

Understand the root causes of homelessness to address affordable housing.



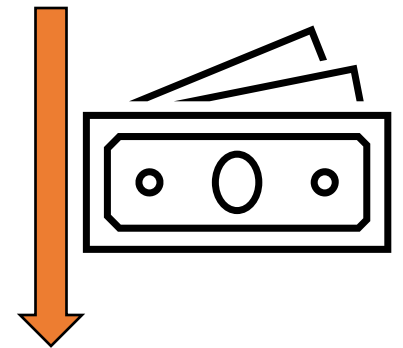
# What is Quality Supportive Housing?

Utilizes a Whole-Person Care Model to assess and support tenants in achieving positive housing and health outcomes.



*Supportive housing is not affordable housing with resident services. It is a specific intervention that employs the principles of Housing First and consumer choice in service delivery, and it provides specialized tenancy support services with low staff-to-client ratios of 1:10 or 1:15.*

As a federally recognized evidence-based practice(1), research demonstrates that supportive housing provides housing stability, improves health outcomes, and reduces public system costs.



# Supportive **Housing** is for People Who:

- Are experiencing homelessness
- Cycle through institutional and emergency systems and are at risk of long-term homelessness.
- Are living with intellectual and developmental disabilities
- Are living with chronic health conditions
- Are being discharged from institutions and systems of care.
- Without housing, cannot access and make effective use of treatment and supportive services.



[csh.org](http://csh.org)

CSH estimates the **National Supportive Housing Need at 1.1 million.**

Supportive Housing needs presents in many systems of care:

- Aging/Seniors Institutions
- Healthcare/ Behavioral Healthcare
- Child Welfare and Foster Care
- Intellectually/Developmentally Disabled Institutions
- Justice

People who could live independently in the community with affordable housing and services should not be in institutions.

Source: <https://cshorg.wpengine.com/supportive-housing-101/data/>

# Key Components of Supportive Housing

**1** Engages households with multiple barriers

**2** Housing is affordable

**3** Provides unit with lease

**4** Engages tenants in flexible, voluntary services

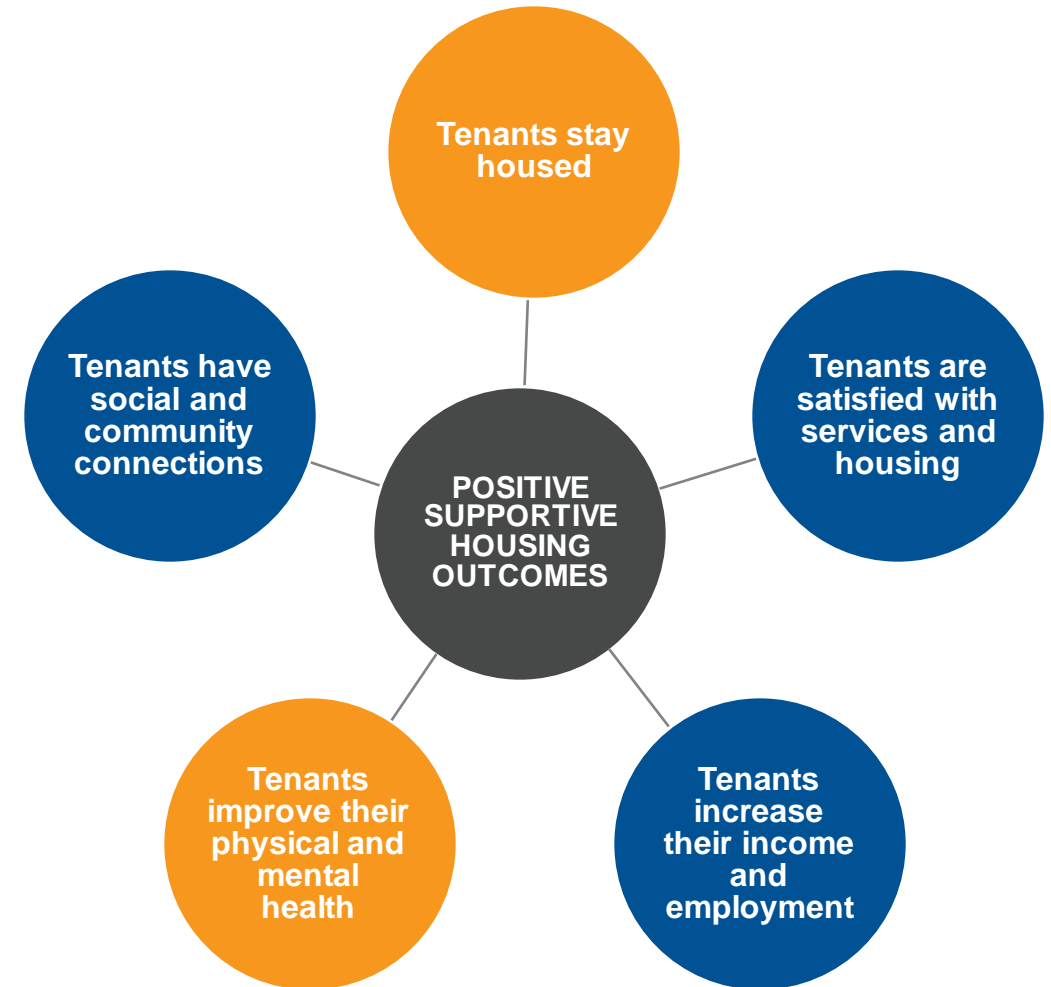
**5** Coordinates among key partners

**6** Supports connecting with community

# Quality Practices Result in Positive Outcomes

When operating supportive housing utilizing evidence-based practices quality outcomes can be achieved:

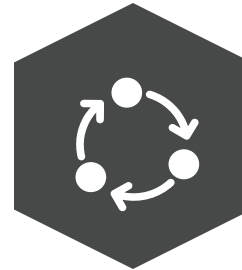
Supportive housing at its core focuses on improving the lives of tenants. It simultaneously has a positive impact on a variety of stakeholders. Although it is important to understand and measure the quality of individual aspects of supportive housing, such measures are meaningless if they do not produce positive results for tenants. These five positive supportive housing outcomes are the core outcomes that all successful supportive housing should facilitate.



# How is Supportive Housing Financed?



**Capital:** to build the buildings



**Operating:** subsidies to cover the difference between tenant rents and the cost of operating the building

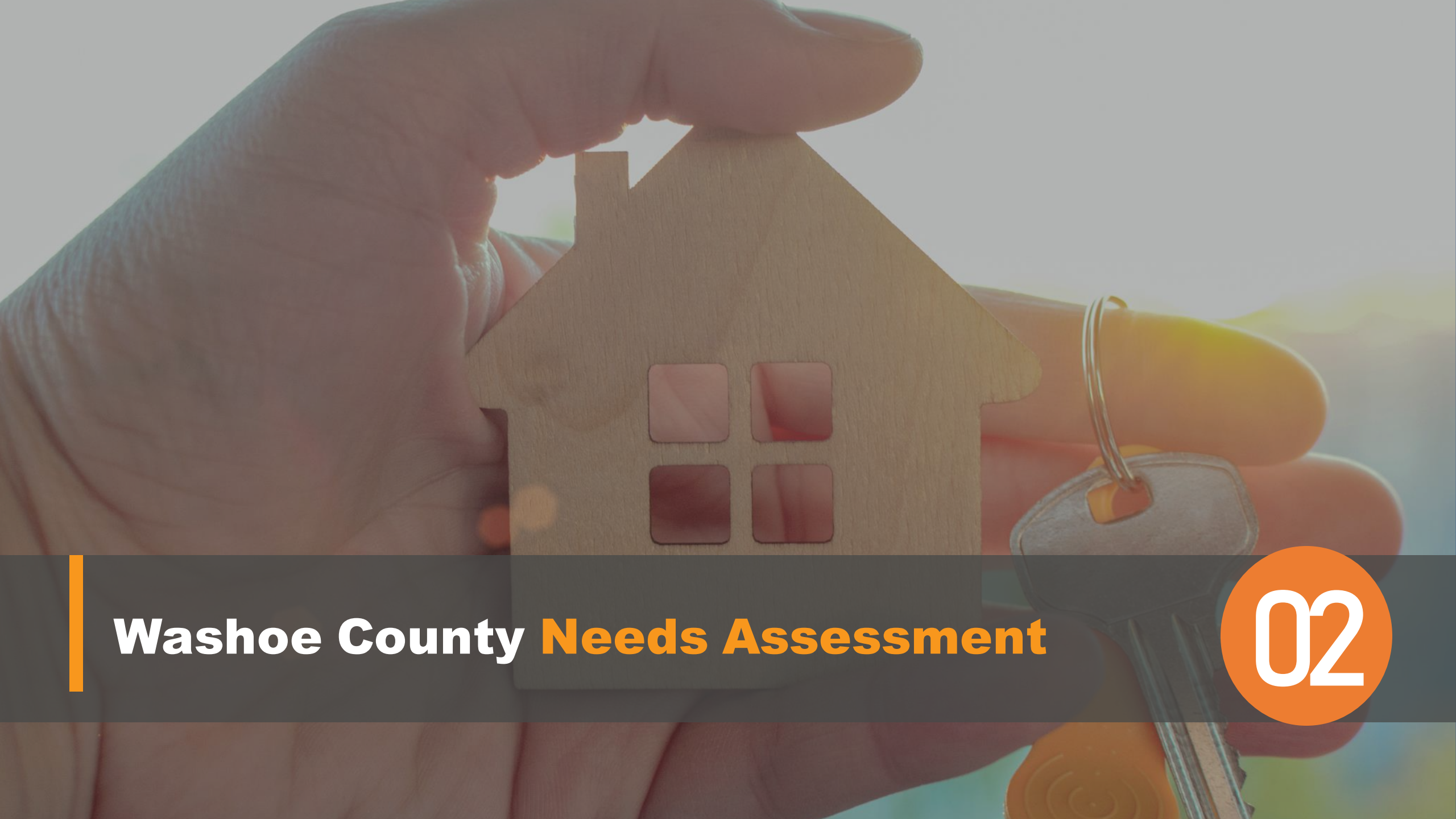


**Services:** to help tenants get housed, stay housed, and thrive in their communities

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Supportive housing is financed through braided funding, including government and private funding sources, sometimes referred to as a “three-legged stool” which includes:

**Capital, Operating, and Services budgets**



**Washoe County Needs Assessment**

02



# Executive Summary

The Corporation for Supportive Housing (CSH) and Washoe County Housing and Homeless Services (the County), with the support from the Northern Nevada Continuum of Care (NNCC), collaborated with multiple stakeholders to determine the level of public investment that would solve homelessness in Washoe County through the Washoe County Supportive Housing Needs Assessment and Business Case. With data provided in part by the Homeless Management Information System (HMIS) and the 2022 Point In Time count data, the Needs Assessment concludes that **Washoe County must invest in one-time capital cost of roughly \$300 million and an average of \$50 million annually to create the supportive housing necessary to adequately address homelessness**, an effective evidence-based intervention which has a 94% utilization rate in Washoe County.

***“Shelter saves lives and supportive housing ends homelessness,”*** stated a community service provider. Drawing from an enormous body of practical evidence and a process that validated and adjusted base assumptions through stakeholder engagement, the analysis concludes that a problem as complex as homelessness, requires a comprehensive approach and the funding investments to match. The analysis found that Washoe County needs to build 652 affordable homes, fund operating and rental subsidies for 3,814 households, provide supportive services for 1,305 households experiencing homelessness and address racial disparities for Black, Indigenous and People of Color who are over-represented in the homeless response system.



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## Partner Engagement

During a two-day site visit in 2023, CSH presented preliminary data to the Regional Alliance to End Homelessness (RAH) to validate data assumptions and gather anecdotal data from community partners. Additionally, CSH facilitated individual in-person and virtual interviews with local developers, nonprofit leaders, and housing operators at the Washoe County Office of Housing and Homeless Services.

Each participant and organization brought their own experiences and expertise in homeless services and/or supportive housing services, development, and/or management to the conversations. Although, the site visit and virtual interviews involved diverse groups of stakeholders, perspectives, and sectors, some consistent themes emerged from the engagement sessions.

Including:

- ❖ Improving the sustainability of funding sources to develop and operate supportive housing and other interventions.
- ❖ Supporting the professional development and wages of supportive housing staff.
- ❖ Right-sizing funding to meet the needs of unhoused neighbors.



The background of the slide features a vibrant display of multi-colored paper flags (red, blue, yellow, green, pink, orange) strung across the frame. A black street lamp with a white glass globe is positioned on the right side. The overall scene is set against a clear blue sky.

## Racial Equity Analysis

CSH sought to apply the Racial Disparities and Disproportionality Index to local systems to identify disparities in systems involvement and outcomes based on race or ethnicity. In doing so, CSH gathered data from Washoe County to assess if racial disparities exist within the homeless response system. Ultimately, the results of the RDDI analysis reflect disparities do exist. The data reflects that Black, African American, or African People are five times more likely and American Indian, Alaskan Native or Indigenous People are three times more likely to engage in the homeless response system compared to other racial groups.

These data points are intended to be used to foster community conversations, leverage qualitative experiences of people directly impacted by homelessness, and assist with developing systems change recommendations intended to improve intervention design, delivery strategies and local policies to reduce racial disparities across systems.

# Washoe County Comparison

Figure 1: Population of People Experiencing Homelessness Disaggregated by Race

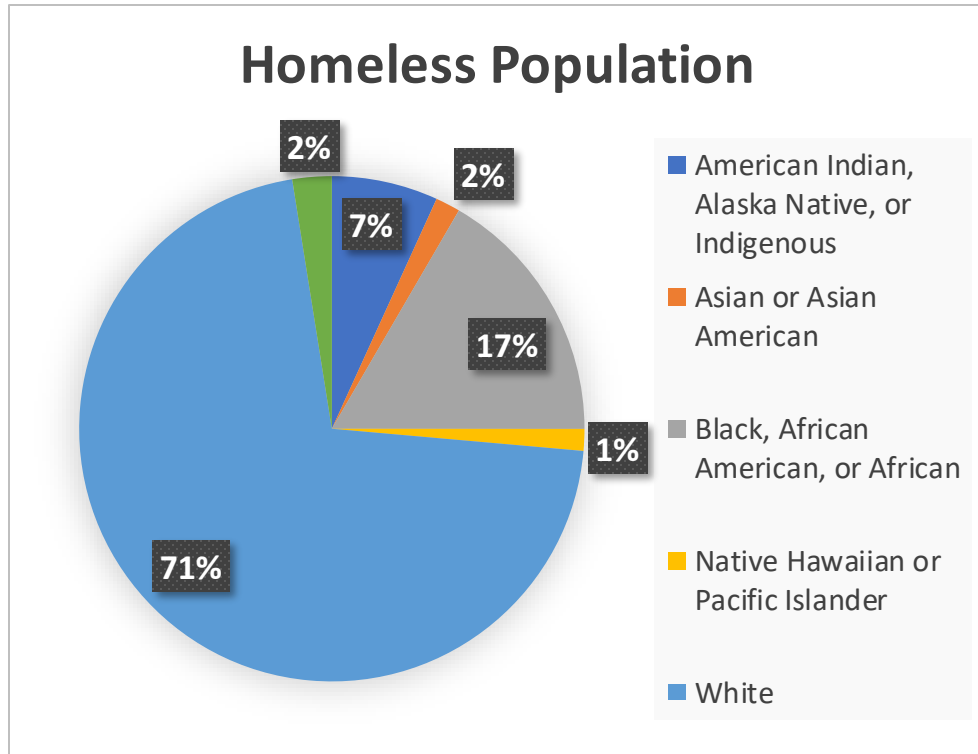
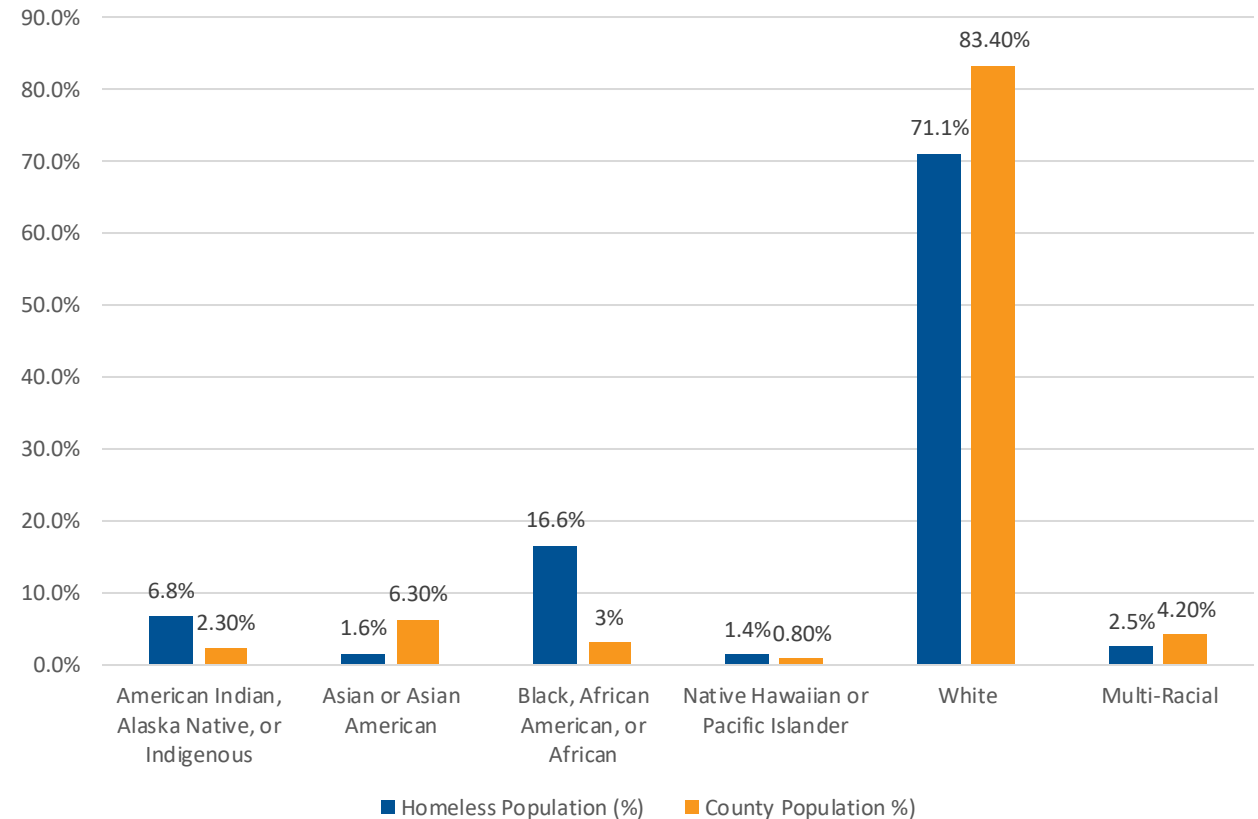


Figure 2: Population of People Experiencing Homelessness vs. Washoe County Population, Percent





**Total Need** By Intervention & Household Type

# Total Permanent Supportive Housing Need

The estimated need for PSH includes 90% of individuals experiencing chronic homelessness, 10% of individuals experiencing homelessness, and 16% of families experiencing homelessness.

Figure 4: Total Permanent Supportive Housing Need Based on National Assumptions.

Household Type	Homeless Population	National Assumptions	PSH Need
Homeless Individuals (Chronic)	1,071	90%	964
Homeless Individuals (Non-Chronic)	3,354	10%	335
Homeless Families	189	16%	30

# Self-Resolved or Diverted

CSH estimates the percentage of households that will self-resolve and the percentage of households that can be diverted from the homeless system based on data collected from communities across the country and national studies on homelessness.

Figure 5: Estimates of Homelessness that can be Self-Resolved or Diverted Based on National Assumptions.

Household Type	National Assumptions
Percent of individuals that will self-resolve:	15%
Percent of families that will self-resolve:	15%
Percent of households entering homeless system from a place where they could continue to live safely (prevention or diversion):	17%

# Current Housing Inventory

The County's current inventory was derived from the HIC.

Figure 6: Current Inventory of Housing and Temporary Places to Stay Utilizing Housing Inventory Count Data.

Inventory	Emergency Shelter (Beds)	Transitional Housing (Beds)	PSH (Units)	Rapid Rehousing (Slots)
Individual	1,482	210	129	66
Family	470	86	101	18
Youth only	38	33	0	0



# Available Temporary Places to Stay

Annual availability of temporary places to stay was derived by multiplying the existing stock by the annual turnover reported in the AHAR.

Figure 7: Annual Availability of Temporary Places to Stay Utilizing an Annual Turnover Rate.

Population	Existing Stock	Annual Turnover Rate	Utilization Rate	# Available Annually
Emergency Shelter for Individuals	1,482	6.49	98%	9,618
Emergency Shelter for Families	470	3.15	99%	1,481
Transitional Housing for Individuals	210	2.18	82%	458
Transitional Housing for Families	86	-	22%	

# Total Unmet Need for Transitional Housing

The total unmet need is calculated by subtracting the annually available beds for transitional housing from the adjusted annualized need for each subpopulation.

Figure 8: Annual Unmet Need for Temporary Housing

Population	Annual Need	Available Annually	Access Turnover Adjusted Units
Individuals	91	458	168
Families	13	86	-

# Availability of Permanent Housing

Annual availability of Permanent Housing was derived by multiplying the existing stock by the annual turnover rate reported in the AHAR and potential availability of permanent units if utilization was increased to 100%

Figure 9: Annual Availability of Permanent Housing Interventions Utilizing an Annual Turnover Rate.

Housing Intervention	Existing Stock	Annual Turnover Rate	Utilization Rate	# Available Annually
PSH (Individuals)	129	5%	93%	15
PSH (Families)	101	3%	94%	9
RRH (Individuals)	66	1		66
RRH (Families)	18	1		18

# Total Unmet Need for Permanent Housing

The total unmet need is calculated by subtracting the annually available units or slots for each intervention from the adjusted annualized need for each subpopulation.

Figure 10: Annual Unmet Need for Permanent Housing

Housing Intervention	Annual Need	Available Annually	Unmet Need
PSH (Individuals)	1,299	15	1,284
PSH (Families)	30	9	21
RRH (Individuals)	1,710	66	1,644
RRH (Families)	99	18	81
DIV (Individuals)	752	0	752
DIV (Families)	32	0	32

## System Efficiencies

When addressing deficits in the system, it is important to assess the current utilization of the system's current investments. This chart represents the system's current utilization. CSH finds data regarding emergency shelter and transitional housing across the country are often not highly reliable due to differences between functional capacity (staff shortages, etc.) and reported capacity, and complications related to counting of hotel/motel vouchers that are often misrepresented in the HIC.

The County's utilization rate is very high for individuals and families in emergency shelter yet transitional housing investments for families should be prioritized to PSH due to low family utilization.

Utilization	ES	TH	PSH
Individual	98%	82%	93%
Family	99%	22%	94%



## Summary

- The model reflects a significant need for permanent supportive housing for individuals at 1,284 units and 1,644 rapid rehousing slots.
- Permanent supportive housing is an effective intervention that has a 93% utilization rate.
- The model demonstrates that the system has more transitional housing interventions than are needed for families and individuals by over 168 beds.
- A robust diversion and prevention program can alleviate 752 households from ever entering the homeless response system if established.



**The Business Case For Supportive Housing**

03

# Summary of the Cost to Address the Need

Summary of the cost to address the need in Washoe County:

Intervention	Unit Need	Cost Per Unit	Annual Cost	One Time Cost
PSH Capital Development/Rehab	652	\$ 425,000		\$ 277,315,500
PSH Operating - Individuals	1,284	\$ 10,296	\$ 13,220,064	
PSH Services - Individuals	1,284	\$ 10,000	\$ 12,840,000	
PSH Operating - Families	21	\$ 15,708	\$ 329,868	
PSH Services - Families	21	\$ 12,000	\$ 252,000	
Rental Assistance Long Term	863	\$ 11,364	\$ 9,807,132	
Rapid Rehousing Rental Assistance	862	\$ 15,708	\$ 13,540,296	
Diversion One-Time Rental Assistance	392	\$ 1,590		\$ 623,280
Diversion One-Time Financial Assistance	392	\$ 7,500		\$ 2,940,000
<b>Total Cost =</b>			<b>\$ 49,989,360</b>	<b>\$ 280,878,780</b>



# The Business Case for Permanent Housing

People experiencing homelessness say what they need is housing.

Responding to their need is the most cost-effective response.

The Cares Campus costs 217% more than simply providing a year of rental assistance.

Intervention	Annual Cost	1-Bedroom Rent as a percentage of the cost of Alternative Interventions
<b>Rent for a 1 Bedroom Apartment</b>	<b>\$ 12,432</b>	
<b>Cares Campus</b>	<b>\$ 27,010</b>	<b>217%</b>
<b>Jail</b>	<b>\$ 58,765</b>	<b>473%</b>
<b>Hospital</b>	<b>\$ 874,905</b>	<b>7,038%</b>



## Recommended Next Steps

Washoe County continues to confront a housing affordability crisis for unhoused neighbors, people with disabling conditions, and/ or low-income wage earners. Community partners, funders, local jurisdictions, and people with lived experience can catalyze Washoe County to develop a healthy ecosystem for supportive housing development and scale a community-based approach.

The local jurisdictions in Northern Nevada, including the City of Reno, the City of Sparks, and Washoe County, are primed to scale a regional approach to meet the needs of the unhoused population. Nevada Cares Campus serves as a testament to the collective progress the community can make when all partners are active and present. However, by continuing to invest in short-term housing models, and underinvesting in long-term, permanent housing models, unhoused households will remain on lengthy Public Housing Authority and Continuum of Care Waitlists.

The following recommendations can be utilized to help put the Supportive Housing Needs Assessment and Business Case into action:

# Rebalancing the System

To adjust current system imbalances, the County should:

## Create a PSH Development Plan

Establish a permanent supportive housing plan and committee to own the process of development and implementation of new supportive housing.



## Track Intervention Data

Continue to disaggregate data by race and track who is receiving housing by interventions and performance outcomes. Report on progress to reduce disparities and inequities.



## Increase Permanent Housing

Invest in permanent housing models with demonstrated success in ending homelessness (diversion, PSH, and rental assistance).



## Create Supportive Housing

Create 1,305 units of supportive housing for individuals and families with disabilities or complex health conditions. Build or rehabilitate 50% of these units and create 50% with subsidies in the private rental market.



# Rebalancing the System Cont.

To adjust current system imbalances, the County should:

## Fund Rental Assistance

Fund long-term rental assistance vouchers for half of the households needing rental assistance and short-term (12-month) rapid re-housing assistance for half.



## Stop Investing in Temporary Housing

Considering low utilization in Transitional Housing for families and an access of 168 TH beds for individuals, consider prioritizing future investments in permanent housing solutions.



## Identify and Coordinate Funding for Capital, Operating and Services

A significant barrier to creating a robust supportive housing development plan is the availability of funding and the amount of time it takes to bring all the different sources together. Braiding and layering funding can help reduce the barriers to financing.



## Create A Diversion Program

Establish a diversion program for 784 households by investing in one-time financial assistance.

# Rebalancing the System Cont.

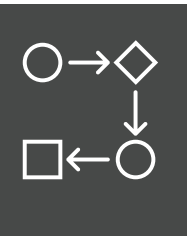
To adjust current system imbalances, the County should:



Build the Capacity of the SH Field  
SH developers, service providers, property managers and funders can collaborate with the NV Housing Coalition to leverage system-level partnerships and scale highly impactful capacity building efforts.



Explore Establishing a Flexible Funding Pool  
Supportive housing projects may require operating or service reserves to ensure the project can be viable over the long term. Establish flexible funding that helps fill in the typical gaps in projects.



Track Inflows in the Homeless Response System  
Establish data sharing agreements with cross sector partners like the justice, child welfare, healthcare, and social service systems to address discharge planning efforts and homeless prevention.



Adopt Quality Standards  
To ensure supportive housing maintains a level of quality, funders should require supportive housing developments to adopt and integrate Quality Supportive Housing Standards.



**Questions**

**04**



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# Acknowledgements

*Thank you to Washoe County for its leadership, Northern Nevada Continuum of Care and to all partners, stakeholders, and colleagues who gave their time and insight to this project.*



## Partner Organizations

City of Reno	Northern Nevada Community Housing
City of Sparks	Nation's Finest
Washoe County Sheriff's Office (WCSO)	Safe Embrace
Washoe County School District (WCSD)	Awaken Reno
Reno Housing Authority	Faith in Action
Nevada Division of Welfare and Supportive Services (DWSS)	St. Vincent De Paul
Health Plan of Nevada (HPN)	Two Hearts Community Development
The Salvation Army	The Reno Initiative for Shelter and Equality (RISE)
Northern Nevada Community Housing	Empowerment Center of Nevada



# Thank **you!**

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Questions, concerns and feedback about this project can be directed to:

**Kevin James – Senior Program Manager, CSH**  
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**Brooke Page – Director, CSH**  
brooke.page@csh.org



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For questions or concerns, contact Kevin James, Senior Program Manager, CSH  
at [kevin.james@csh.org](mailto:kevin.james@csh.org)

