

# COMMUNITY HOMELESSNESS ADVISORY BOARD MEETING

## \*\*AMENDED AGENDA\*\*

WASHOE COUNTY COMMISSION CHAMBERS

1001 E. 9<sup>th</sup> Street, Reno, Nevada 89512

Monday, October 7, 2019

9:00 a.m.

Bob Lucey, Chair, County Commissioner, District 2, Washoe County  
Marsha Berkgigler, County Commissioner, District 1, Washoe County  
Neoma Jardon, Vice-Chair, Councilmember, Ward 5, City of Reno  
Oscar Delgado, Councilmember, Ward 3, City of Reno  
Kristopher Dahir, Councilmember, Ward 5, City of Sparks  
Ed Lawson, Councilmember, Ward 2, City of Sparks

**NOTE:** Items on the agenda may be taken out of order; the Advisory Board may combine two or more agenda items for consideration; may remove an item from the agenda or may delay discussion relating to an item on the agenda at any item per NRS 241.020(2)(d)(6).

**Accessibility.** The Washoe County Commission Chambers are accessible to the disabled. If you require special arrangements for the meeting, call the Office of the County Manager, (775) 328-2000, 24-hours prior to the meeting.

**Public Transportation.** Public transportation is available to this meeting site: RTC Routes 2, 2S, 5 and 15 serve this location. For eligible RTC ACCESS reservations call (775) 348-5438.

**Time Limits.** Public comments are welcomed during the Public Comment periods for all matters, whether listed on the agenda or not, and are limited to three minutes per person. Additionally, public comment of three minutes per person will be heard during individually numbered items on the agenda which are designated for possible action. Persons are invited to submit comments in writing on the agenda items and/or attend and make comment on that item at the Advisory Board meeting. Persons may not allocate unused time to other speakers.

**Forum Restrictions and Orderly Conduct of Business.** The presiding officer may order the removal of any person whose statement or other conduct disrupts the orderly, efficient or safe conduct of the meeting. Warnings against disruptive comments or behavior may or may not be given prior to removal. The viewpoint of a speaker will not be restricted, but reasonable restrictions may be imposed upon the time, place and manner of speech. Irrelevant and unduly repetitious statements and personal attacks which antagonize or incite others are examples of speech that may be reasonably limited.

Pursuant to NRS 241.020, the Agenda for the Community Homelessness Advisory Board Meeting has been posted at the following locations: Washoe County Administration Building (1001 E. 9th Street, Bldg. A), Washoe County Courthouse-Second Judicial District Court (75 Court Street), Reno City Hall – Clerk’s Office (1 East First Street); Sparks City Hall (431 Prater Way); [www.washoecounty.us/mgrsoff/board\\_committees/](http://www.washoecounty.us/mgrsoff/board_committees/) and <https://notice.nv.gov>.

Support documentation for the items on the agenda, provided to the Community Homelessness Advisory Board Meeting is available to members of the public at the County Manager’s Office (1001 E. 9th Street, Bldg. A, 2<sup>nd</sup> Floor, Reno, Nevada) Marilyn Kramer, Assistant to the County Manager, (775) 328-2000 and on Washoe County’s website [www.washoecounty.us/mgrsoff/board\\_committees/](http://www.washoecounty.us/mgrsoff/board_committees/)

9:00 a.m.

1. Salute to the flag.
2. Roll call.
3. Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Board agenda. The Board will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Board as a whole.
4. Approval of minutes of the September 9, 2019 meeting and Special Meeting of September 19, 2019. FOR POSSIBLE ACTION
5. Update, discussion, and possible direction on the Village on Sage Street and the Community Foundation Community Housing Land Trust. Nick Tscheekar, Community Foundation of Western Nevada. FOR POSSIBLE ACTION
6. Update, discussion, and possible direction on the VOA shelter demographics and outcomes. Pat Cashell, Regional Director for Volunteers of America Northern Nevada. FOR POSSIBLE ACTION
7. Update, discussion, and possible direction on the Nevada Youth Empowerment Project (NYEP) Housing Program & Use of Youth Prioritization Tool. Monica DuPea, Executive Director. FOR POSSIBLE ACTION
8. Update, discussion, and possible direction on preparing for a winter overflow site at the Record Street or other facility. City of Reno. FOR POSSIBLE ACTION
9. Board members announcements, reports, and updates to include requests for future board agenda items. FOR POSSIBLE ACTION
10. Public Comment. Comment heard under this item will be limited to three minutes per person and may pertain to matters both on and off the Board agenda. The Board will also hear public comment during individual action items, with comment limited to three minutes per person. Comments are to be made to the Board as a whole.

Adjournment

**COMMUNITY HOMELESSNESS ADVISORY BOARD  
WASHOE COUNTY, NEVADA**

MONDAY

9:00 A.M.

SEPTEMBER 9, 2019

PRESENT:

**Neoma Jardon, Acting Chair**  
**Marsha Berkbigler, Member**  
**Kristopher Dahir, Member**  
**Oscar Delgado, Member\***  
**Ed Lawson, Member**  
**Vaughn Hartung, Alternate Member**

**Jan Galassini, Chief Deputy County Clerk**

ABSENT:

**Bob Lucey, Chair**

The Community Homelessness Advisory Board convened at 9:01 a.m. in the Washoe County Commission Chambers of the Washoe County Administration Complex, 1001 East Ninth Street, Reno, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

Vice Chair Jardon assumed the gavel as Acting Chair in Chair Lucey's absence.

**19-077C**      **AGENDA ITEM 3** Public Comment.

There was no response to the call for public comment.

**19-078C**      **AGENDA ITEM 4** Approval of minutes of the August 5, 2019 meeting.

There was no response to the call for public comment.

On motion by Member Dahir, seconded by Member Berkbigler, which motion duly carried on a 5-0 vote with Chair Lucey and Member Delgado absent, it was ordered that Agenda Item 4 be approved.

**19-079C**      **AGENDA ITEM 5** Update, discussion, and possible direction regarding the Washoe County NNAMHS project. Amber Howell, Director, Washoe County Human Services Agency.

Human Services Agency Director Amber Howell stated work started at the Northern Nevada Adult Mental Health Services (NNAMHS) campus. She conducted a PowerPoint presentation and reviewed slides with the following titles: Washoe County

Vulnerable Populations; Making Our Way; Scope & Funding; Campus Design; GMP Plans; Campus Map; GMP Construction & Estimated Timeline; Plan Diagrams (2 slides); Plan Renderings; Staffing Plan; and The Team.

Member Dahir stated Ms. Howell provided a great presentation. He wondered whether a warming tent would be needed during the winter to protect people from the cold. Ms. Howell replied yes. She stated they knew in April that the campus would not be complete before winter so they established a plan for protection ahead of time.

Member Hartung asked when Ms. Howell anticipated the Senior Daybreak Program would be fully functional. Ms. Howell stated the Daybreak Program would expand the program for citizens with Alzheimer's disease and dementia currently being served at the Ninth Street location. At the current time, only 22 residents could be served per day but the new location would allow up to 80 residents to be served. She said a number of things were happening with the Veteran's Division and they were interested in doing a day program there also. She stated they wanted to ensure they were serving the gaps in service and were not duplicating efforts.

Member Hartung said he was very interested in seeing the Senior Daybreak Program succeed. He asked whether the County would still be working with Nevada Senior Services. Ms. Howell stated a consultation was done with them and they provided recommendations. Staff would need to decide, based on direction from the Comptroller, whether a request for proposal would be sent out or if other options would be used depending on funding.

Member Hartung stated the Nevada Senior Services program in southern Nevada was grant funded and used no tax dollars, which he hoped could be done in northern Nevada. He indicated Nevada Senior Services President Jeffrey Klein thought northern Nevada could serve as many as 100 people per day in the new Daybreak Program. Member Hartung said the services needed for people with Alzheimer's disease and dementia increased significantly every year. He said he looked forward to this program being fully functional.

Vice Chair Jardon wondered about the completion date since construction was behind schedule. Ms. Howell explained May 15, 2020 was the completion date for the campus and she hoped people would be able to transition into the new locations as buildings were completed.

Vice Chair Jardon asked when the first building could be occupied. Ms. Howell stated buildings 8C, 603, and 604 would open by March 20, 2020, and it would be determined at that point whether populations could move in. She said family services would need to be operational before the daycare center opened or it could create hardship. She stated the timing to occupy buildings would depend on the services offered and coordination between services that worked together.

Vice Chair Jardon asked for clarity about the overnight capacity at the new campus. Ms. Howell stated the family units were capable of serving 30 families, and the women's unit would double the Record Street location's capacity to serve 100 women. She stated they were able to increase the maternity capacity by a couple of beds. The daycare unit could serve 70 to 80 children, which was up from 40 children at the current location. She said shelter residents used the daycare but people who were struggling or were reunified with their children also used the facility.

Vice Chair Jardon said she was interested about the migration from Record Street because there would be more openings for the male population.

Member Dahir asked about the intake area being close to the daycare center and wondered whether that would cause any issues. Ms. Howell explained they would share a building but they did not have shared access.

Member Hartung asked what the current Daybreak space would be used for once they moved to the new location. Ms. Howell stated it would free up space for caregiver support, classes, social activities, and provide additional space for more seniors. She noted more than 300 seniors came to the current building for meals.

Member Berkbigler asked about the process for food preparation at the industrial kitchen on the NNHAMS campus. Ms. Howell stated the industrial kitchen currently served the Lakes Crossing Center. She said they had not approached the State about the kitchen possibly serving the population on campus. She noted the same providers would be used from Record Street. She said Catholic Charities and other organizations provided food and transportation was set up to bring food in. She stated a campus dining hall was being discussed to add a place for people to eat. She said each building had a kitchen and residents could use their supplemental nutrition assistance program benefits to purchase food and prepare meals in the family and maternity buildings, which were currently available to residents at the Record Street facility.

Member Berkbigler asked whether this would be a drug-free campus. Ms. Howell stated they were still trying to work on that in the family units, but the Crossroads and children's areas were drug-free.

Vice Chair Jardon said this was exciting even with the delay in construction. She expressed appreciation for the work Ms. Howell had done for this project. She stated it would be a game changer for the community once it was completed. She wondered whether the name of the campus would be changed to something easier. Ms. Howell stated the entire campus was called NNHAMS and staff was not able to change the name. She said a master planning committee from the State hired architects to determine what to do with the campus in the long term. The committee was interested in renaming the entire campus and was working on options. Since the areas were established, she wanted to choose a name that could be used for the 600 building series. She thought there could be a competition to select a new name and noted having a good name was very important.

**\*9:07 a.m.**    **Member Delgado arrived.**

There was no public comment or action taken on this item.

**19-080C**    **AGENDA ITEM 6** Update, discussion, and possible direction regarding Governor's Bowl Park (1498 E. 7<sup>th</sup> Street, Reno) as a potential future location for homeless services.

Assistant County Manager Kate Thomas stated this item was requested by the City of Reno. She knew there had been discussion about a potential location for an alternate site for the Community Assistance Center. She noted this was placed on the agenda so the Board could have a discussion.

Vice Chair Jardon explained the Governor's Bowl was located near Interstate 80 eastbound and Interstate 580 southbound with a baseball field on the right. This location would be impacted by the Spaghetti Bowl redesign and she wanted to see whether the State of Nevada would be interested in a partnership with the local jurisdictions to acquire the property for future homeless services. She stated she was unsure what type of services could be located there, but they were always looking for appropriate locations for the expansion of homeless services. She asserted the single most difficult task for homeless services was finding appropriate locations. She thought this location could be a benefit to the region if an agreement could be reached. The item was styled to determine whether the Board was interested in sending a letter of interest in the property should it become available.

Member Dahir wondered whether this would provide permanency because other businesses could build around the location. Vice Chair Jardon stated the baseball field was a good size and the parking lot was decent, but she thought the site would not be significantly large. She said finding any location for homeless services was always a challenge. She stated the location would be beneficial if there was a way to obtain it. She understood the Spaghetti Bowl project would impact part of the site but not a large part. She stated there was a baseball league that played on the field which would need to find a new place to play. Member Dahir thought it was an interesting idea to consider.

Member Lawson wondered whether there were firm ideas for the property. Vice Chair Jardon stated this was the beginning of the consideration of this property so nothing was decided yet. She noted she did not want the opportunity for the property to pass without declaring interest in it for homeless services.

Member Berkbigler asked whether the baseball field would definitely leave that location. Vice Chair Jardon said her understanding was only part of the baseball field would be impacted but she did not know how much. Member Berkbigler expressed concern about putting homeless services where kids might be playing baseball. Vice Chair Jardon stated the baseball field would have to be relocated.

Member Delgado thought it was an advantage for local governments to consider opportunities such as this with the growth in the area. He acknowledged this was in the early stages and the process would include consideration for the best fit for services and the geographical location. He said the property could accommodate multiple services at one location.

Vice Chair Jardon thought direction was needed to draft a letter of interest for the site and send it to the appropriate parties at the State. She wanted the motion to be general because they did not know exactly what the intent for the property was.

Ms. Thomas stated the item was agendaized to take action.

Member Hartung thought the Board should meet with the Nevada Department of Transportation (NDOT) to see exactly how much of the baseball field would be impacted prior to a letter of interest being sent. He said he did not want to take away an area that was used for public use. He wanted NDOT to discuss its plans with the Board prior to making a decision. Vice Chair Jardon stated time was of the essence. She noted the field would not be cut in half but it would be impacted. She suggested the letter of interest could be sent followed by a meeting with NDOT for a presentation of intent for the property. She thought the jurisdictions could work together to find another location for the baseball league. Member Hartung said it would be useful to know NDOT's intended use for the property.

Member Dahir agreed with Member Hartung but thought it was important to draft a letter of interest.

Member Lawson opined sending a letter of interest and researching the prospect was not a bad idea. He said there was no harm even if it did not proceed.

Member Delgado wondered whether the motion should be broadened to include homeless services and human services at the location.

There was no response to the call for public comment.

On motion by Member Dahir, seconded by Member Lawson, which motion duly carried on a 6-0 vote with Chair Lucey absent, it was ordered that support be provided to staff to draw up a letter showing support and expand proposed uses to include human services.

**19-081C**     **AGENDA ITEM 7** Update, discussion, and possible direction on a monthly status report for the Eddy House.

Diaz Dixon, Chief Executive Director of the Eddy House, stated it was his first day in his new position and he did not know about a monthly status report. He said many things would happen at the Eddy House over the next few months and staff was working very hard with fundraising efforts to move into their new facility. He said he

would contact the County to catch up on current happenings. Vice Chair Jardon congratulated Mr. Dixon on his new position. She stated she looked forward to an update the following month.

There was no public comment or action taken on this item..

**19-082C**     **AGENDA ITEM 8** Board members announcements, reports and updates to include requests for future board agenda items.

Member Berkbigler said she requested a meal site analysis but it did not make it on the agenda. She said the Board received a document for review which included all meal site issues.

Vice Chair Jardon said nutrition was an important topic in the community. She expressed appreciation to the Truckee Meadow Water Authority (TMWA) for the use of their property for a nutrition site; a meeting would occur later that day with some of the volunteers. She spoke about concerns of a legal document she received and thought it lacked context. She hoped issues were resolved because it was a site with the potential to serve a needed population.

Member Dahir wanted details about homeless housing for the winter to be brought back to the Board. He thought it would be beneficial to see if there were other options besides a big tent to protect people from the weather. He commented they would take necessary precautions to protect and care for people, but wanted staff to check with churches as possible options for additional shelter.

Vice Chair Jardon expressed concern about the weather getting cold soon. She noted the City of Reno had an overflow shelter and the Record Street facility had a large tent, but she was unsure whether that would protect the growing population. She said the faith-based community would be instrumental in assisting citizens during the winter months.

Member Berkbigler questioned whether Human Services Agency Director Amber Howell could answer questions about the processes. Vice Chair Jardon stated the Board was not agendized to discuss this but said anyone could make public comment about the topic if they wanted. Assistant County Manager Kate Thomas stated the analysis was part of the packet so it was on public record. She confirmed discussion of the information could take place.

Ms. Howell said staff had discussed separating the nutrition services from the Record Street shelter. Prior to doing that, she thought it would be helpful to determine where residents were coming from, how they were getting there, and what types of services they needed. She said she and Sheriff Balaam facilitated meetings with service providers of residences in the area and noted the meetings were successful. She explained they learned a significant amount which helped them understand how to serve the

population. She conducted a PowerPoint presentation with data about travel methods to meal site locations and information about what area people came from.

Ms. Howell indicated the survey determined where meal sites should be located to make it easier for people to get their nutritional needs met. She said they agreed it would be nice to have multiple locations in Sparks and Reno, but the data indicated the higher-populated area was the best location for the site. She stated a meeting scheduled for later in the day would feature a discussion about steps moving forward. She mentioned there was an opportunity to partner with the Northern Nevada Food Bank because people at the shelter and low-income people struggling with food security had a need for additional nutrition towards the end of the month. She said they found a good location in Sparks. She hoped they would have the space to be able to provide the additional basic items people needed. She said they learned that individuals residing at Record Street received a meal, but they needed to ensure everyone received one meal, not more.

Vice Chair Jardon thanked Ms. Howell for the presentation and said the reason behind this was to have dispersed sites. There were so many people at the Record Street site for meals that it was causing issues. She said people were lined up onto 4th Street, which concerned many local businesses. She wanted everyone to be safe and not have to wait in line for more than an hour to get a meal. She said securing a third site would be even better for people. She stated one thing included in the legal document was a request for volunteers to clean the Sani-huts. She stated the City of Reno paid for the Sani-huts and trash dumpsters, but Sani-hut employees should clean the units.

Ms. Howell stated Washoe County did not see the contract before it went out. Vice Chair Jardon said she suspected that was the case.

Member Dahir asked whether they were able to collect data with these programs. He thought everything had to move forward for people to have a place of health. He wondered whether this would bring them to a better place. Ms. Howell said it was a piece of a complex puzzle. Many individuals who received nutritional services were not necessarily in the shelter, so understanding food insecurity in certain zip codes was very helpful as they reached out to the State to address the issues. She agreed it was exciting during the hours of food service but it was stressful to those who needed food; she hoped this would lessen the stress. She indicated the nutrition providers had relationships with the individuals and knew their needs.

Member Dahir thought it was great to work hand-in-hand with the providers. He said some people were not currently homeless but were at risk because of issues like food security. He stated part of the data collected was crucial because knowing people's needs and ensuring they knew how to obtain available services was more important than just collecting names.

Member Hartung brought up a rumor that TMWA had placed conditions on the property they provided for the nutrition program, but he stated the rumor was untrue.

Vice Chair Jardon said there was an expectation that everyone should work together to clean up after themselves to ensure order for the next crew.

Member Lawson wanted the Eddy House, Catholic Services, and NNAMHS to provide monthly data to the Board. He thought gathering combined information was the only way to make informed decisions that would make a difference for the community. He said there was a real opportunity to make a difference with teens and veterans experiencing homelessness.

Vice Chair Jardon stated a visioning meeting was scheduled on September 19th at the McKinley Arts & Culture Center at 9:00 a.m. She said representatives from OrgCode Consulting, Inc. would make a presentation with findings gathered over the past year. They were looking forward to having the community come out and participate. She explained the first part of the day would be styled as a workshop with one formal presentation from OrgCode, then possible action items in the afternoon.

There was no public comment on this item.

**19-083C**     **AGENDA ITEM 9** Public Comment.

Mr. Jay Kolbet-Clausell said he completed his first two weeks at the Parr Detention Facility. He stated he had been part of the Reno Initiative for Shelter and Equality (Rise) for ten years and helped provide services including meals on Saturdays and emergency housing programs. He asserted it had been difficult and said he looked forward to the time when everyone worked together more. He expressed gratitude to the more than 700 volunteers who helped serve meals annually. He stated the contract for the program was not extremely effective as some agencies did not contribute as promised, and he thought the contract lacked more than just legal language. He indicated the shelter campus was a safe place for volunteers and no incidents had caused harm to any volunteer at the location. He stated it was dangerous for people who came there for services and he wanted this to be a no frostbite winter. He noted library staff came to the shelter during the lineup for mealtime and signed up 37 people for library cards. He said some people discovered they did not owe library fees as they thought.

Ms. Catherine MacIntosh said she was a master's level intern at Rise. She reminded the public that homeless individuals were people too. She wanted to know what the City of Reno and Washoe County planned to do to protect neighbors and friends without houses during the winter. She wanted the City of Reno to stop disassembling camps during the winter months and allow people to live without uprooting them. It would be too difficult for many people to find other housing in a timely manner, which could push them to an unsafe place.

Ms. Jennifer Cassady said she was a meal service provider for Rise and indicated she did not sign the contract with them and stopped volunteering there. The document was stigmatizing and she said people were not dangerous just because they did not have an address. She said the requirement to clean the restrooms was outrageous. She stated there was more she would discuss at the meeting tonight but wanted to say the legal language in the contract was not what stopped them from volunteering. She thought her most significant concern about the distributed document was that officials did not see it and she was concerned about the lack of communication. She expressed interest in the Governor's Bowl as a potential site for human services and looked forward to status updates. She asked staff to consider consulting with the people who actually used the services to gain true feedback. She wanted people to be allowed to stay in encampments and not be uprooted and required to find other means of housing. She thought uprooting homeless communities was a health concern.

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In her closing comments, Vice Chair Jardon said she knew the legal document came out and people voiced legitimate concerns. She thought the context of the contract was the issue and was cause for concern. In following social media, the people in the audience were present because they cared about this population and wanted to make a positive change in the community. She saw people that spent their lives fighting homelessness and it upset her. She stated everyone was in this together and the problem could not be solved alone. She commented it was important for all entities to keep positive lines of communication open because progress would stop as soon as people started to resist. She noted tremendous progress had been made over the last few years and she wanted it to continue.

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**10:01 a.m.** There being no further business to discuss, the meeting was adjourned without objection.

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**BOB LUCEY**, Chair  
Community Homelessness Advisory Board

ATTEST:

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**NANCY PARENT**, County Clerk

*Minutes Prepared by:  
Doni Gassaway, Deputy County Clerk*

**COMMUNITY HOMELESSNESS ADVISORY BOARD  
WASHOE COUNTY, NEVADA**

THURSDAY

9:00 A.M.

SEPTEMBER 19, 2019

PRESENT:

**Bob Lucey, Chair**  
**Neoma Jardon, Vice Chair**  
**Marsha Berkgigler, Member**  
**Oscar Delgado, Member**  
**Kristopher Dahir, Member**  
**Ed Lawson, Member**

**Jan Galassini, Chief Deputy County Clerk**  
**Paul Lipparelli, Assistant District Attorney**

The Community Homelessness Advisory Board convened at 9:02 a.m. at the McKinley Arts & Culture Center, 925 Riverside Drive, Nevada. Following the Pledge of Allegiance to the flag of our Country, the Clerk called the roll and the Board conducted the following business:

Associate Director of OrgCode Consulting, Inc. Tracy Flaherty-Willmott and Associate David Tweedie introduced themselves. Chair Lucey pointed out that Reno City Vice Mayor Naomi Duerr and Sparks City Councilmember Charlene Bybee were also present.

**19-086C**      **AGENDA ITEM 2** Public Comment.

Ms. Elise Weatherly thanked Second Judicial Court Judge Egan Walker for two separate decisions he made regarding Reverend Marvin Neal and the custody of her grandson. She told a story about her daughter's homelessness and said money should not be given to those who would not work for it.

Mr. Jeff Church provided documents to the Board, copies of which were placed on file with the Clerk. He expressed frustration that the public could only comment before the presentations or after decisions were made. Quoting from the OrgCode Consulting, Inc. report, he said the purpose was to connect individuals experiencing homelessness to permanent housing without preconditions. He expressed concern that drug addicts and criminals, among others, would receive free housing without conditions. He wished to have 10 minutes to present an opposite point of view. He promoted several videos which addressed homelessness.

Mr. Jay Kolbet-Clausell remarked it was difficult to obtain information about this meeting, telling two stories about encounters with Reno Direct and a representative from the Regional Transportation Commission. He implored the Board to

be aware of their subconscious biases regarding women, especially since everyone was willing to discuss solutions to these issues.

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Chair Lucey explained this was a strategic visioning session and it was not a meeting to make decisions; it would be utilized for data sharing based on the study conducted by OrgCode. Though the study was paid for by the City of Reno, it was for the benefit of all jurisdictions. He hoped Washoe County and the Cities of Reno and Sparks could use the information to create a path forward. He stressed each entity worked tirelessly to address homelessness, citing the formation of the Community Homelessness Advisory Board (CHAB). He noted the CHAB had gained validity and momentum over the prior 18 months, due in large part to the involvement of the public and a number of agencies. He reiterated no decisions would be made. He indicated questions and discussions would be encouraged at the end of OrgCode's presentation. He reminded attendees to maintain decorum during the meeting.

**19-087C**      **AGENDA ITEM 3**      Review of the Current Homeless Response System in Reno – OrgCode Consulting, Inc.

David Tweedie, Associate with OrgCode Consulting, Inc., conducted a PowerPoint presentation, a copy of which was placed on file with the Clerk. He reviewed slides with the following titles: OrgCode Consulting, Inc.; The Merry Misfits of OrgCode; Operational Review Elements, Executive Summary; Roadmap for Ending Homelessness (2 slides); Recommendation 1 (2 slides); Recommendation 2; Coordinated Entry/Access Process; Descending Acuity; Recommendation 3; Recommendation 4; Amazon's Effective Tax Rates Over 10 Years; People Permanently Housed; Point-in-Time Count of Homelessness; By-Name List; People Housed and Still Experiencing Homelessness; Recommendation 5; Recommendation 6; Recommendation 7; Housing First Saves Money (2 slides); Prioritization and Timeline; and In Summary.

Mr. Tweedie commented there was a desire for solutions across Washoe County and the Cities of Reno and Sparks. He recognized the work involved with this was complex. He mentioned OrgCode staff would facilitate roundtable discussions at this meeting to explore some of the solutions offered.

Reno City Clerk Ashley Turney noted that, with the arrival of Councilmember Jenny Brekhus, there was a quorum of the Reno City Council. She called a meeting of that Council to order and took roll call. On her request for public comment, Mr. Jeff Church expressed frustration that the public was only given four days' notice for this meeting.

Mr. Tweedie stated OrgCode worked with more than 400 continuum of care (COC) entities which received United States Department of Housing and Urban Development funding to help prevent and end homelessness. Over the prior 15 years, OrgCode worked across the United States and all seven provinces of Canada. He said it

was not merely enough to coordinate entry into their services; they needed to facilitate passage through and exit from it. Providing housing was only the first step and they needed to help ensure people would never experience the indignity of homelessness.

Mr. Tweedie mentioned online surveys were used to allow people to anonymously provide feedback. He stated OrgCode's intention was to hear from as many people as possible to inform what the appropriate pathways forward might be. He stressed strong leadership was needed to help prevent and end homelessness. He contested it was easier for a person to refrain from substance abuse, get connected to a doctor, and receive mental and physical health services from a home as opposed to a shelter. He admitted providing housing first was a challenge, not just for his staff but for any collective group of people working in homelessness services.

Mr. Tweedie stated the biggest predictor of future homelessness was having experienced it in the past. He provided an illustration of someone initially staying with family members, then friends, then people they didn't know well, and finally people with whom they needed to trade something for a place to stay. In that situation, people would often rather be homeless than turn to a shelter. In addition to wanting to prevent that situation, he indicated providing housing was financially wise; one homeless person cost a community \$1 million a year. He noted the longer someone stayed in a homeless shelter, the less likely they would be to seek to end their own homelessness.

Mr. Tweedie stated there was no one solution for having an adequate supply of housing, but the available housing should go to the most vulnerable or sick. Additionally, effort must be made to ensure those people stayed housed and worked toward a robust, healthy life. He indicated part of the visioning session would be used to determine what Nevadans valued and how they envisioned their homeless services. Ultimately, the groups would determine which community services could support specific goals, such as preventing death or ensuring housing that could be maintained.

Mr. Tweedie questioned what it would take to make homeless shelters only part of a process and not the ultimate destination for the homeless. He posited homelessness was not caused simply by the failure of homelessness services, but by the failure of the behavior health, foster care, and criminal justice systems. He felt it was important to shift from managing homelessness to ending homelessness by connecting the most vulnerable to housing resources using criteria such as the length of time homeless or the likelihood of death.

Mr. Tweedie said the first step in preventing the trauma of homelessness was rallying homelessness supports and other systems, such as mental health teams, hospitals, and police forces, which were not running at peak efficiency. The second part involved shelters evaluating what was and was not working. Based on evidence, a housing-first approach was proven to be the most effective, instead of requiring people to resolve every issue in their lives before earning the right to housing.

Mr. Tweedie stated the leadership around homelessness needed to be related to a COC rather than a single entity; it needed to be a body that was most connected to homelessness services. Determining who led this was pivotal. He said their responsibilities would include designating and operating a homeless management information system to track outcomes, and coordinating entry into and out of services. This visioning session was set up in response to the recommendation to determine the lead agency for a COC. He remarked the discussions should determine which agencies were not included to ensure the best coverage to end homelessness. In evaluating the effectiveness of certain entities, it was important to support each entity to better end homelessness. He stressed the leadership needed to understand the urgency of the work they were performing because it was not simple.

Mr. Tweedie emphasized the importance of having a coordinated response to entry into the system, regardless of whether a person came through the Department of Veterans Affairs, the Department of Mental Health, or a shelter. Additionally, determining how to ensure all people had the correct documentation and how to build on each person's strengths was important. He noted the leadership team needed to convey that they did not have all the answers but had more information and resources than a person who was experiencing their first episode of homelessness.

**9:38 a.m. Member Berkbigler left the meeting.**

Mr. Tweedie defined coordinated outreach as targeting people who were not requesting services versus passively accepting those who showed up for services. He said people should not slip through the cracks because of faults in technological processes. He indicated housing navigators needed to become experts in engaging funders and traversing the many steps in obtaining housing. Eliminating a few of these steps could result in someone spending less time homeless. He explained the ongoing supply of housing resources did not only include government-funded housing, but it included the full, up-to-date portfolio of available housing. He said a mechanism telling when vacancies opened up or would open up needed to exist, as did a system matching people experiencing homelessness with the proper solution.

Mr. Tweedie mentioned communities were shifting away from having tiebreakers between individuals with the same assessment scores, which were based on factors such as substance abuse, mental health, and physical illness challenges. Rather, they were moving toward a dynamic prioritization based on more general dangers. He thought discussions could be held locally to decide whether that was applicable in Nevada as well.

Mr. Tweedie reiterated shelters should be a first response in situations where prevention and diversion did not succeed; they should be a process by which people get housed. He felt activities that did not focus on housing, such as feeding programs, muddied the message that shelters were working to end people's housing issues. He acknowledged Volunteers of America had a significant part in that process but they were not the total answer. He said the people in this visioning session might not

align on everything but there could be systems of commonality. Another aspect was measuring the effectiveness of the community's resources with regard to utilizing a housing-first approach and connecting people with the support needed to prevent future homelessness.

Mr. Tweedie cautioned that high levels of granularity were not always beneficial to leadership, who needed to know the number of people permanently housed on an ongoing basis. He said the statistics should not be about output, they should be about the outcome. Citing local point-in-time statistics, he said the totals were increasing over time, but more alarmingly the counts only reflected the numbers on a single day of the year. He indicated many communities in North America were using personalized lists of homeless individuals, including their names. The ultimate goal was a dashboard that showed who was already in the system in a given month, who entered the system, who left into permanent housing, who left the system but was not permanently housed, and the final count. This would provide a real-time metric that showed where any breakdowns in the process were occurring, such as a lack of housing supply or the length of time it took someone to get housed. He pointed out halving the time it took someone to get housed would effectively double the housing supply. He indicated relying on permanent supportive housing or rapid re-housing alone were not the only answers. These federally-funded resources were valuable, but the entire diversity of housing options needed to be considered.

Mr. Tweedie recognized there was a lot of work involved with targeting specific populations and systems as well. He said he wanted to have the right data communicated in a way that was meaningful, which could mean streamlining the questions asked to obtain the most meaningful pieces of information. He pointed out the data in the 'Housing First Saves Money' slides were not based on local statistics. He admitted housing alone did not cause these costs to drop to zero but it did drop them substantially. He also said housing provided quality of life savings since people were not interacting daily with police or mental health services. The estimated cost savings was one reason that a housing-first approach was a nationally-prescribed best practice.

Mr. Tweedie said OrgCode was a little behind on their timeline but several steps after the visioning session were already underway. OrgCode was available to support the lead agency and allow the community to have a voice in the visioning.

**19-088C**     **AGENDA ITEM 4** Overview of activities and collaborations required to prevent and end chronic homelessness – OrgCode Consulting, Inc.

Associate Director of OrgCode Consulting, Inc. Tracy Flaherty-Willmott conducted a PowerPoint presentation, a copy of which was placed on file with the Clerk. She reviewed slides with the following titles: Outline for our Day Together; Why We Are Gathered; Objectives For Our Day Together; A Lot Afoot in Reno-Sparks-Washoe; Participation; What is Asked; Ending Homelessness is Possible; Personal & System Motivation; Myths Impede Success; Motivation (2 slides); You Could Be Given All the Technical Assistance; Turning Motivation Into Action; Do People In Your Community

Believe What You Believe?; When People Cannot Compel People with WHY; The Alternative to Inspiration; Why Shaming and Blaming Into Submission Does Not Work; Why Do You Want to End/Address Homelessness; The Foundation of a Road Map; We believe...; 5 Core Principles; We believe...; What Does Ending Homelessness Mean?; and Table Discussion.

Ms. Flaherty-Willmott said the purpose of the meeting was to figure out how to make progress in preventing and ending homelessness. She noted it was her first time connecting with community partners but she had been the project manager on this initiative since July of 2018. She felt it was important for communities to consider what they were doing to end homelessness and, if it was not working, to evaluate it along with evidence-informed practices to determine a plan of action. She told a brief story of her home island of Newfoundland, Canada.

Ms. Flaherty-Willmott explained an operational review was an opportunity to do a needs assessment. OrgCode was doing that all across North America, Australia, and New Zealand. She said communities were evaluating whether evidence suggested there were different ways to prevent and end homelessness. She pointed out the point-in-time statistics showed the homeless numbers continued to increase, which presented an opportunity to do things differently. She opined the vast majority of housing, enforcement, and healthcare resources went toward treating symptoms of homelessness rather than getting people the support they needed.

Ms. Flaherty-Willmott said one reason some communities were reconsidering the actions they had been taking was because an approach based on law enforcement did not work to address complicated social issues such as homelessness. In San Diego, for example, each law enforcement interaction cost \$56,000. She said no one aspect, from law enforcement to first responders to mental health providers to emergency service providers, was the solution. She suggested a balance had to be struck between ensuring public safety was identified and arresting people as a way to address homelessness. A second reason communities were reconsidering their actions was because homelessness began to feel normal after a while; having a dignified place to be could feel unnatural. She explained communities were doing things differently because people experiencing homelessness were in pain and afraid, and because of the pain of people who lost loved ones. She felt communities needed to figure out how to reclaim the potential of those people's lives, decrease the economic costs around homelessness, and capitalize on the opportunity for people to be connected to their community.

Ms. Flaherty-Willmott mentioned there would be an opportunity to break into small groups and discuss why people wanted to prevent and end homelessness. She stated ending homelessness was possible but difficult. Doing so involved all sectors of the community naming the problem, owning any steps taken in the past that exacerbated the problem, and resolving to do something different. She indicated some of the eligibility criteria put in place over the prior decade reduced the capacity to help people return to a state of housing stability. Additionally, some personal and system motivations

to end homelessness could get in the way of success. She stated the only way to prevent and end homelessness was through a sense of shared ownership and a sense of urgency.

Ms. Flaherty-Willmott pointed out the region had over 400 permanent supportive housing units but no one she spoke to could tell her where they were. As such, they were not helping the community prevent and end homelessness. She said the number of people experiencing chronic homelessness was increasing every year and the average length of homelessness was up to nine years. Communities needed to recognize people in that situation had nine years of trauma, including more interactions with emergency responders and exposure to violence. Remaining homeless was traumatic, which decreased the likelihood of being housed quickly.

Ms. Flaherty-Willmott remarked that organizations like the Reno Area Alliance for the Homeless (RAAH), business owners, political leaders, and the general public all had a vested interest in solving the problem, even if the reasons for that interest varied. She said it was natural for there to be a lot of passion about the topic because there was a lot of pain; harnessing that energy was important rather than assuming there was one solution. She said leadership needed to ensure businesses wanted to continue operating in the area, which was important for the economy, as well as ensuring tourists felt safe and residents in the community had the opportunity to live with dignity.

Ms. Flaherty-Willmott explained there would be an opportunity to have small group discussions with people who held different values and beliefs. Facilitators who worked in homelessness fields would be asked to lead the discussions. She stressed everything done during this session was designed to increase the understanding of what was working in communities and to increase the sense of shared ownership. She said the focus of this session was to determine the reason why this community worked to prevent and end homelessness. She opined the solution for ending homelessness was tied to housing. She clarified that did not mean person's rent and bills would be paid and that person could do whatever they wanted; it meant changing the old criteria which had been used to demonstrate a person's readiness to be housed. Research showed the solution to ending homelessness was not only directly tied to housing, but also helping people get the support they needed to address the issues that brought them into homelessness.

Ms. Flaherty-Willmott stated she used to adhere to the belief that services should only be available to people who were worthy by presenting themselves in a certain way. With time, new policies took form, including simplifying intake forms and visiting families where they were staying. She stated some policies were created with the best intentions but they had nothing to do with assisting people, they were about protecting the agency.

Ms. Flaherty-Willmott said people experiencing homelessness were often called 'the homeless', which made them lose their humanity. This sometimes allowed decisions to be made without considering consequences. She stated all people experiencing homelessness were not the same and some beliefs about them were untrue. Despite the strong correlation between poverty and homelessness, someone in poverty

would not necessarily experience homelessness; less than 1 percent of any community experienced homelessness. She said much could be learned from people who experienced intergenerational poverty but not homelessness. She said many people with mental illnesses did not experience homelessness, though people who experienced long-term homelessness were more likely to have compromised mental wellness. Citing the 'Myths Impede Success' slide, she pointed out most people with alcohol or substance dependence struggled with their addictions but were not homeless.

Ms. Flaherty-Willmott said some people were motivated to help because they felt it was part of their life's work. Others were motivated by personal morality, whether because of a belief that nobody deserved to live like that or a belief that resources were provided to those who would make the most of them. She referenced an earlier slide, which claimed a community could save \$2.2 million by housing and supporting people. The final primary motivation to end homelessness was concern about the impact to the safety of the community. She stressed none of these motivations was more important than another. She said most communities told OrgCode about what they did to help address the issue first, and only then would they discuss how they did so. She said some communities considered permanent supportive housing as truly permanent while others limited it to two years. She said communities rarely talked about why they were motivated to help. She expressed talking about why made it easier to collaborate and find solutions rather than argue over finite resources.

Ms. Flaherty-Willmott commented the difficult part was harnessing the various beliefs and motivations to make decisions using a common voice. It was important that people understood why decisions were being made that were different than the ones in the past. She explained assistance was historically given to people experiencing homelessness for the first time without considering their needs. However, in areas where chronic homelessness was on the rise, consideration needed to be given to doing things differently since too few people were leaving the system. She said leadership also had to figure out how to ensure the work being done produced results.

Ms. Flaherty-Willmott said different motivations could result in tensions with the approaches utilized. She said there would always be people who did not heed the evidence-based key practices that were proven to prevent and end homelessness. She opined that, without a clear understanding of the motivation behind trying to help, people relied on strategies that were fun but ineffective. This could result in people resorting to manipulation to try to achieve their goals. Leadership that shamed and blamed could inadvertently undermine the continuum of care. She remarked two goals of the visioning session were determining a shared vision and a method to proceed with accountability and transparency.

**10:43 a.m.** The Board recessed.

**11:04 a.m.** The Board reconvened with Member Berkbigler absent.

Chair Lucey announced there was no longer a quorum of the Reno City Council.

Ms. Flaherty-Willmott reviewed a timeline for the remainder of the visioning session. She asked each person present to think about why they were interested in preventing and ending homelessness, at which point everyone would break into small groups to discuss their motivations. She requested each table write down the reasons to be collected and used by the Community Homelessness Advisory Board to create one shared vision.

**11:07 a.m.** Attendees broke into small groups; there was no quorum of the Community Homelessness Advisory Board in any group.

**11:23 a.m.** The Board reconvened with Members Berkbigler and Delgado absent.

David Tweedie, Associate with OrgCode Consulting, Inc., pointed out he saw several recurring themes in the answers gathered, one of which was the belief that housing was a basic human right. There was an additional belief that everyone was a stakeholder in the community. He saw a desire to collaboratively improve services to everyone and not rely on each agency's portion of the overall responsibility. He indicated he would compile the answers written, but he observed the results showed more commonalities than some other communities OrgCode had worked with.

Ms. Flaherty-Willmott stated one person's desire to help end homelessness for economic reasons was not mutually exclusive from someone else's motivation to help because housing was a basic human right. That could also reduce the cost of emergency responses. She stressed the importance of creating principles which would provide the framework for how to dedicate finite resources, measure success, and recognize not all programs would be successful. Sometimes failures provided the groundwork for changing the process. She reviewed some of the common beliefs held by communities across North America who had changed how they attempted to end homelessness. She mentioned she took part in many programs that were, in hindsight, horrible programs, but they were thought to be the best at the time. Having transparency and accountability meant taking responsibility for some of those programs but tweaking them to demonstrate that everyone had a right to service. She said innovation took risks but it had to come with a sense of ownership and urgency.

Ms. Flaherty-Willmott reviewed the core principles that worked in other communities. The first was treating people with respect and dignity as opposed to imposing various home-readiness requirements. The second was allowing people to have a choice in their housing because people placed in locations they did not want were less likely to stay there. Regarding recovery orientation, she pointed out people were expected to have all their issues resolved first and they would be rewarded with housing. She contested substance abuse would likely increase in a homeless state because substances were used to take away pain and fear. Even the substances people took were dictated by their housing situation. Women, for example, might take substances that kept them awake

so they could be safer. She acknowledged substance abuse might go up initially when someone was first housed because being housed might feel abnormal. Research and experience showed substance use usually decreased over time as long as housing stability continued. She argued doing nothing but housing someone with mental illness improved the symptoms associated with their mental wellness.

Ms. Flaherty-Willmott admitted each person or family's needs varied in their journey back from homelessness. Service providers needed to be ready to adapt and address issues most relevant to the particular situation. Lastly, it should be acknowledged that people experiencing chronic homelessness created long-term relationships; they needed help reintegrating into their community or they could gravitate back to their old social relationships.

Ms. Flaherty-Willmott said communities needed to determine how to serve people without creating barriers which branded some people as unworthy of services. A social service agency that refused to serve people served no purpose. She indicated there were still expectations that needed to be met with low-barrier services. Acknowledging human dignity and utilizing a person-centric approach ensured that decisions were made to prevent and end homelessness.

Ms. Flaherty-Willmott explained ending homelessness did not mean that zero people within the region would experience housing instability, crisis, or homelessness. It meant there would be a community response to those experiencing housing instability. She said one goal was to help people resolve their housing crises by finding other safe places that did not require them to leave their community. This did not include the use of shelters, which could still be traumatic for people; third-party agencies were for people who did not have immediate access to shelter or basic needs. She said even shelters which provided access to basic needs could still cause a person's vulnerability to increase.

Mr. Gordon Gossage asked for the definition of chronic homelessness. Ms. Flaherty-Willmott responded the American definition of chronic homelessness was any homeless situation that lasted for more than a year. Mr. Tweedie clarified it was defined by a year or more of living somewhere not meant for human habitation or in an emergency shelter, with an accompanying disabling condition. He listed a number of physical and mental health conditions.

Mr. Gossage asked which North American city best achieved its goal. Mr. Tweedie answered both Salt Lake City, Utah and New Orleans, Louisiana reduced their homelessness by more than 90 percent. Ms. Flaherty-Willmott listed a number of Canadian communities of comparable size to this region which also achieved this. She added that Canada defined chronic homelessness as being homeless for six months with no disability requirement.

Ms. Flaherty-Willmott invited people to discuss whether any of the beliefs adopted by successful communities triggered anything.

**11:51 a.m.** Attendees broke into small groups; there was no quorum of the Community Homelessness Advisory Board in any group.

**12:02 p.m.** The Board reconvened with Members Berkbigler and Delgado absent.

Ms. Flaherty-Willmott asked which beliefs were the most challenging to get behind. She said sometimes people attributed the most challenging 15 to 20 percent of people experiencing homelessness as the face of homelessness. She admitted there would always be people who refused support and outreach, and the housing needed by people who were very unwell was different than for healthy individuals. This is where permanent supportive housing units and assisted living became very important; the whole realm of housing options needed to be considered. She said many of the people who most needed services were historically told they were not eligible for various reasons. She changed her perception from wondering what was wrong with a person to wondering what happened to them. Communities needed to revisit how they defined success and how they provided options that made sense based on people's needs.

Mr. Donald Gallimore Sr. said his group discussed the 5 to 20 percent of people who were not amenable to solutions. He said the group was unsure whether to prioritize the 80 percent or to consider the smaller percentage in the prioritization process. When Ms. Flaherty-Willott posed the question to the audience, the general consensus was the 80 percent should not receive higher priority.

Ms. Lisa Lee of the Foundation for Recovery said there were a number of programs that failed people and she identified with those people. She told a story of a person who has been on a prioritization list for two and a half years but was now going back to prison. She said they had not been able to locate a rental option for this person with multiple barriers. She thought the community needed to be more proactive, not just in seeking out vouchers for market-rate rentals but with single room occupancies and group living. As someone who experienced eight years of episodic homelessness, she explained her sense of isolation drove her back outside. Some people felt they were isolated from their community when they were housed. She stated the system failed to meet their needs as individuals, noting people used to camping in groups needed to be set up in group living situations.

In response to Mr. Gossage's inquiry about triage, Ms. Flaherty-Willmott responded systems and programs tended to select nice people sooner than those with numerous challenges, or those whose relationships with the homeless community could reduce the likelihood of staying housed. She said people rejecting help was more symptomatic of the system not meeting the needs of the people. Mr. Gossage posited triage was used to help different types of people rather than determining eligibility.

Mr. Tweedie responded with an example of how three different medical emergencies would be prioritized based on the stakes of the injuries. Mr. Gossage concluded no one should be turned away. Mr. Tweedie agreed but not because of a scarcity of resources. He stated it did not come down to helping the 80 percent over the

20 percent, but rather directing the right intervention to the right person based on their level of vulnerability.

There was no public comment or action taken on this item.

**12:15 p.m.** The Board recessed.

**1:18 p.m.** The Board reconvened with Members Berkbigler and Delgado absent.

**19-089C** **AGENDA ITEM 5** System Design Session: Creating a High Functioning System of Care.

- a. Visioning Exercise
- b. Small Group Discussion on Redesign/Enhancement Activities
- c. Breakthrough Thinking for Priority Setting & Action Planning

Associate Director of OrgCode Consulting, Inc. Tracy Flaherty-Willmott conducted a PowerPoint presentation, a copy of which was placed on file with the Clerk. She reviewed slides with the following titles: The Opportunity for Creative Destruction; Every system is perfectly designed; Conservation; Creative Destruction; Renewal & Re-Organization; Rebirth; System of Care; Interconnectivity of our System; Things to Remember...; High Functioning Systems; Opportunities for Enhancements; Time to Generate Creative Destruction; Clearly Explain the Problem to be Solved; Explore Goals, Activities, Partners; and Next Steps.

Ms. Flaherty-Willmott indicated some approaches inadvertently compounded the community's homelessness issue and stressed the importance of learning from those mistakes. She compared a service system to a forest, saying the agencies getting the most attention thrived the most. New ways of doing things never materialized because long-standing approaches had reached a stage of maturity. In this conservation stage, it was important to never underestimate the drive for self-preservation. She stated it was natural to preserve what was being done.

Continuing her comparison, Ms. Flaherty-Willmott said soil in any area that was burned too long became destroyed. However, certain trees required massive heat to produce seeds. She said the canopy within conservation kept some of the potential of a system of care locked. In some communities, a creative destruction approach meant discontinuing all processes and starting over from scratch. Other communities recognized the value of controlled burns, enhancing or tweaking certain programs and stopping certain approaches that got in the way of ending homelessness. She admitted renewal and re-organization could be uncomfortable because old methodology was gone, even if those old methods did not work. However, as progress was seen and people recognized that different approaches were not bad, potential could be unlocked.

Ms. Flaherty-Willmott commented one of the biggest challenges was creating a system of care that worked collaboratively where each agency was dedicated to the same vision. While collecting data was important, it did not tell what the system of

care was doing well and what didn't work. She said the lead agency needed the authority to create a performance framework which incentivized obtaining the desired results. It needed to increase the sense of urgency around funding, policy creation, and quality control. She noted connecting people to permanent solutions meant connecting people who were utilizing one service to other services as needed. She said faith-based agencies were instrumental in helping people gain and stay in housing by supplying furniture and other basic needs.

Ms. Flaherty-Willmott stated communities who did not have a shared vision often reverted to doing things how they had always been done. The vision needed to be shared by political leaders, service providers, businesspeople, and faith-based agencies. She pointed out most communities had not invested in affordable housing in decades but were shocked that homelessness was an issue. People running agencies were responsible for people's livelihoods and incentives to fight for those agencies regardless of the outcomes achieved resulted when money was lost. She noted data needed to be evaluated to see whether agencies were achieving the rehousing outcomes they wanted.

Ms. Flaherty-Willmott remarked the science of ending homelessness was tied not only to continuum of care (COC) activities, but to a performance framework. She thought those working with the most vulnerable needed the most training and the highest compensation. She also felt expectations and procedures should be standardized among shelters across the community. It was important that the finite resources provided by federal or state governments were used on the target population for which they were received. These were all things a lead agency needed to do to get the results they needed.

Ms. Flaherty-Willmott said OrgCode would provide five areas where they had recommendations for enhancement. She said there was an opportunity to be innovative and include potential priorities within the COC to achieve the desired results. She explained how the next breakout session would occur and assigned individuals familiar with each topic to lead those discussions.

Ms. Flaherty-Willmott encouraged people to take on various roles, including playing devil's advocate; different opinions and beliefs were positive things. She wanted the discussions to be informed by a sense of urgency.

There was no public comment or action taken on this item.

**1:39 p.m.** Attendees broke into small groups; there was no quorum of the Community Homelessness Advisory Board in any group.

**2:24 p.m.** The Board reconvened with Members Berkbigler and Delgado absent.

**19-090C**      **AGENDA ITEM 6** Finalizing Next Steps for Preventing and Ending Chronic Homelessness.

Associate Director of OrgCode Consulting, Inc. Tracy Flaherty-Willmott noted the Community Homelessness Advisory Board would soon lose quorum and public comment needed to be taken before that happened. She stated Associate David Tweedie would compile summaries of the answers written down during the breakout sessions; these would be used to help create a platform and make recommendations around guiding principles. She concluded this session was only a starting point, not a conclusion.

There was no public comment or action taken on this item.

**19-091C**      **AGENDA ITEM 8** Public Comment.

Mr. Gordon Gossage was called but opted not to speak.

Mr. Tim McGivney, author of an article called "Reno's Homeless Plan Will Never Work – I should Know", expressed frustration at the short notice for this meeting. He stated the entity Quality of Life – Reno (QOL) had a plan that would work because he felt a housing-first approach would not. He claimed the town of Burien, Washington irradiated homelessness using a plan similar to QOL's. He claimed Reno Gospel Mission did not accept federal funding so their program helped people with drug dependency while the Veterans of America experienced violence because they could not require sobriety. He wanted an end of federal funding.

Chief Deputy County Clerk Jan Galassini noted Ms. Elise Weatherly left but provided a copy of her comments for the record.

\* \* \* \* \*

**2:30 p.m.**      There being no further business to discuss, the meeting was adjourned without objection.

\_\_\_\_\_  
**BOB LUCEY**, Chair  
Community Homelessness Advisory Board

ATTEST:

\_\_\_\_\_  
**NANCY PARENT**, County Clerk

*Minutes Prepared by:  
Derek Sonderfan, Deputy County Clerk*



# Devin McFarland & Nick Tscheekar



**COMMUNITY  
FOUNDATION**  
*of Western Nevada*

# Development of The Village

- The Community Foundation's entry into housing
- Community Housing Land Trust established in April 2018
- Truly a community project



# Timeline

- Fundraising Ongoing
- Site Prep / Transportation Complete
- Construction / Assembly Complete
- Landscaping and Fencing Complete
- Set Up & Resident Selection Ongoing
- Grand Opening August

# Project Costs

## Project Costs:

• Land 4 acres	\$1,300,000
• Dorms and buildings	\$1,900,000
• Transportation, assembly, fencing etc.	\$2,200,000
• Site prep, utilities, infrastructure contingency	\$3,400,000
• Fees and misc. expenses	<u>\$ 700,000</u>
<b>Total Costs:</b>	<b>\$9.5 Million</b>

# Funding Needed: \$3.1 Million approximate

## Project Funding / Revenue:

• Donated Land 4 acres	\$ 1,300,000
• Estimated In-kind Construction Support	\$ 400,000
• Significant Donations to date	\$ 2,300,000
• Dorms/Building Loan @ 1%	<u>\$ 2,400,000</u>
<b>Funding Totals</b>	<b>\$ 5,900,000</b>
Revenue Needed	<u>\$ 9,500,000</u>
<b>Remaining Funding Needed</b>	<b>\$ 3,100,000</b>

# Lodger Qualifications

- Must be at least 18 years old
- Minimum gross monthly income: \$1,320
- Maximum gross monthly income: \$2,735
- Two months proof of income
- Background check
- \$400 security deposit
- Rent is \$400/month



# Amenities

- Onsite Parking
- Furnished Rooms
- Onsite laundry, meeting and recreations spaces
- Wi-Fi
- Outdoor gathering area



# Community Profile

- 80 lodgers as of 9/30/19
- 13% veterans
- Income sources
- Referrals
- Goals and community programs
- Evaluation



# Thank You!

## For More Information:

VillageOnSageStreet.com

775-499-5198

## For Donations:

Chris Askin, President & CEO

Community Foundation

[caskin@nevadafund.org](mailto:caskin@nevadafund.org)

Nevadafund.org

775-333-5499



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# Community Homelessness Advisory Board Presentation

October 7, 2019

# Five Keys to Effective Emergency Shelter

National Best Practices

*Courtesy National Alliance to End Homelessness*



Housing First Approach



Safe & Appropriate Diversion



Immediate & Low-Barrier Access



Housing-Focused, Rapid Exit Services



Data to Measure Performance

# SHELTER FLOW

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**Record Street  
Facility**

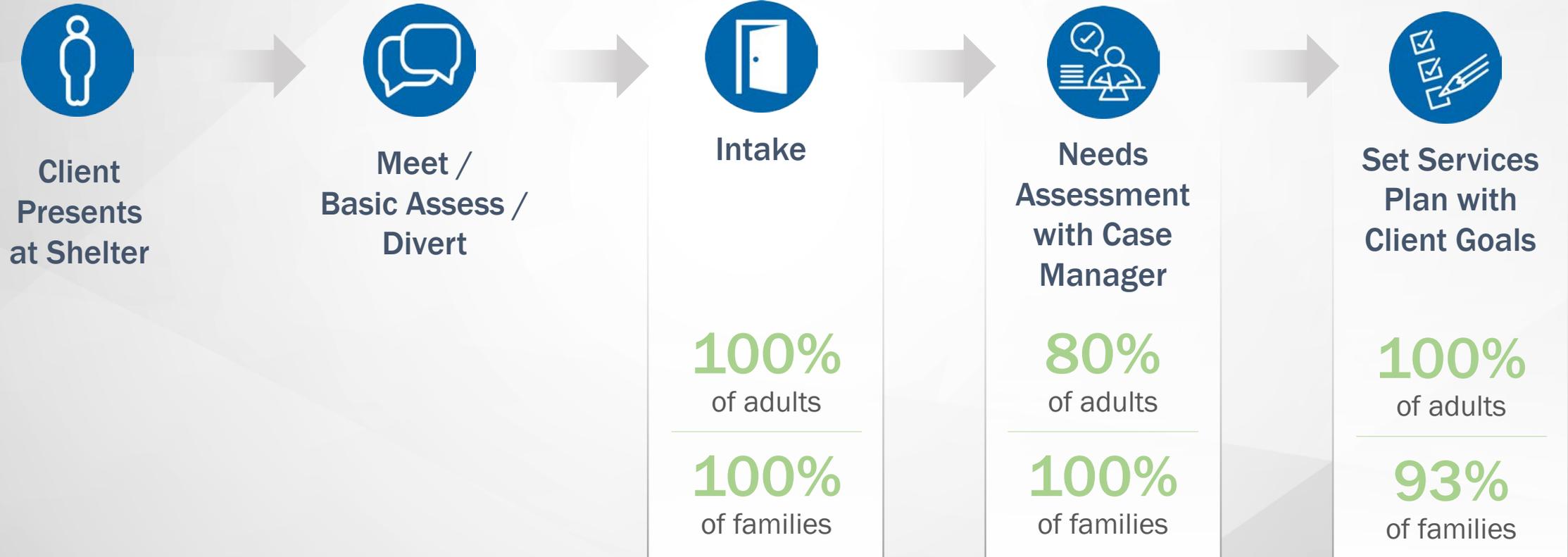


**Overflow Shelter  
(wait list)**



**Warming  
Room**

# CLIENT PROCESS



# 1,192

people homeless on a given night  
in Reno / Sparks / Washoe County CoC

*(2018 – courtesy National Alliance to End Homelessness)*



# 805

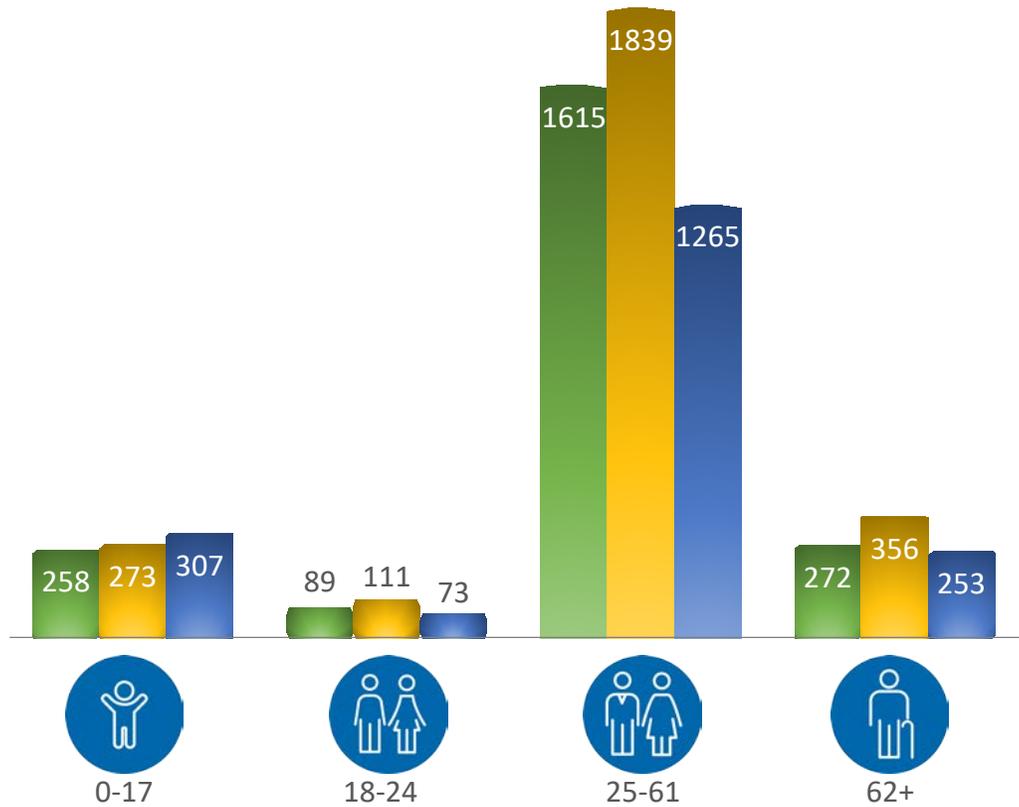
Unique people check into the  
Community Assistance Center,

# 1,306

 times per day.

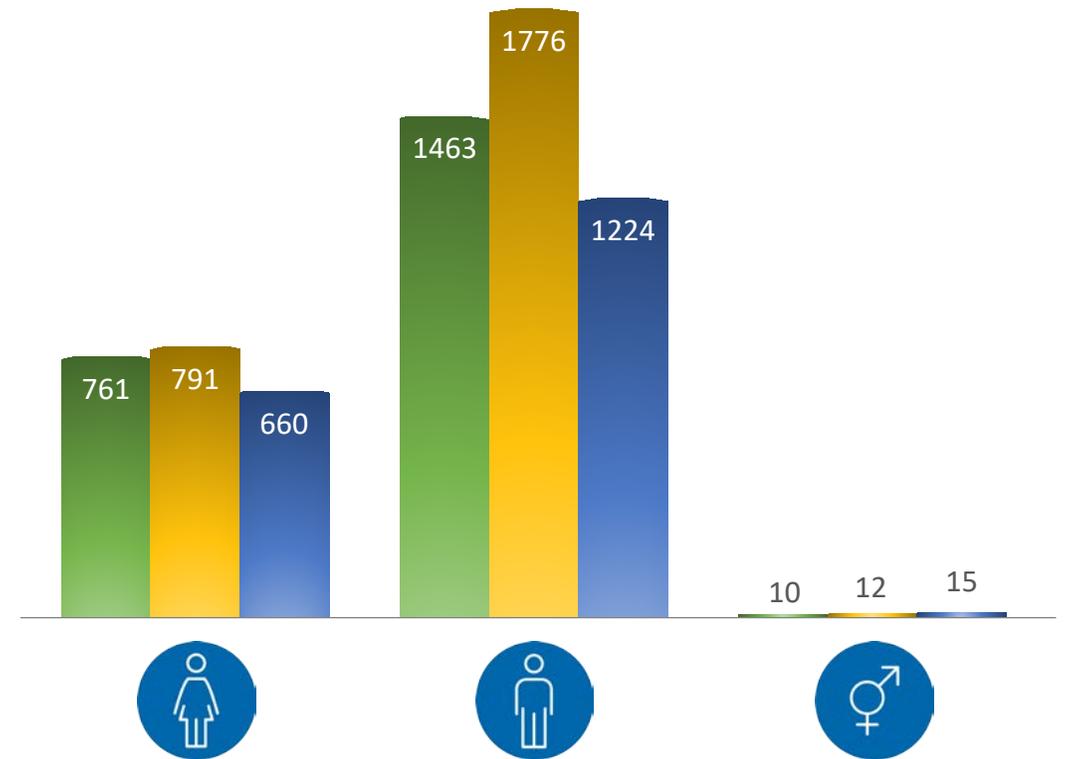
# DEMOGRAPHICS (YOY)

## AGE



2016-2017 2017-2018 2018-2019

## GENDER



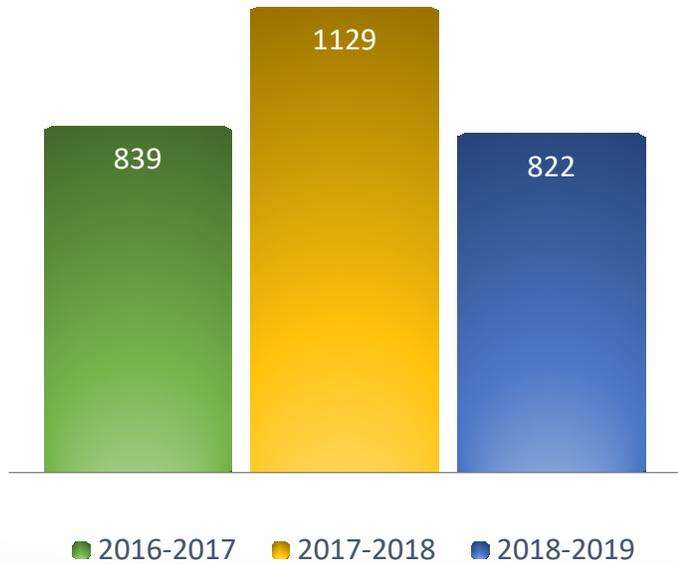
2016-2017 2017-2018 2018-2019

# DEMOGRAPHICS (YOY)

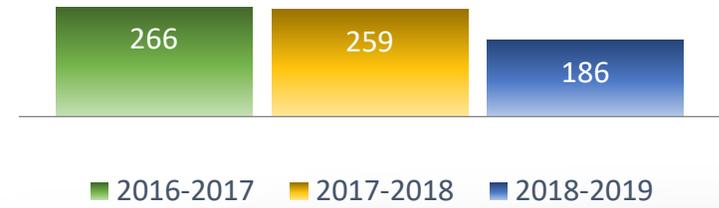
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DISABLED



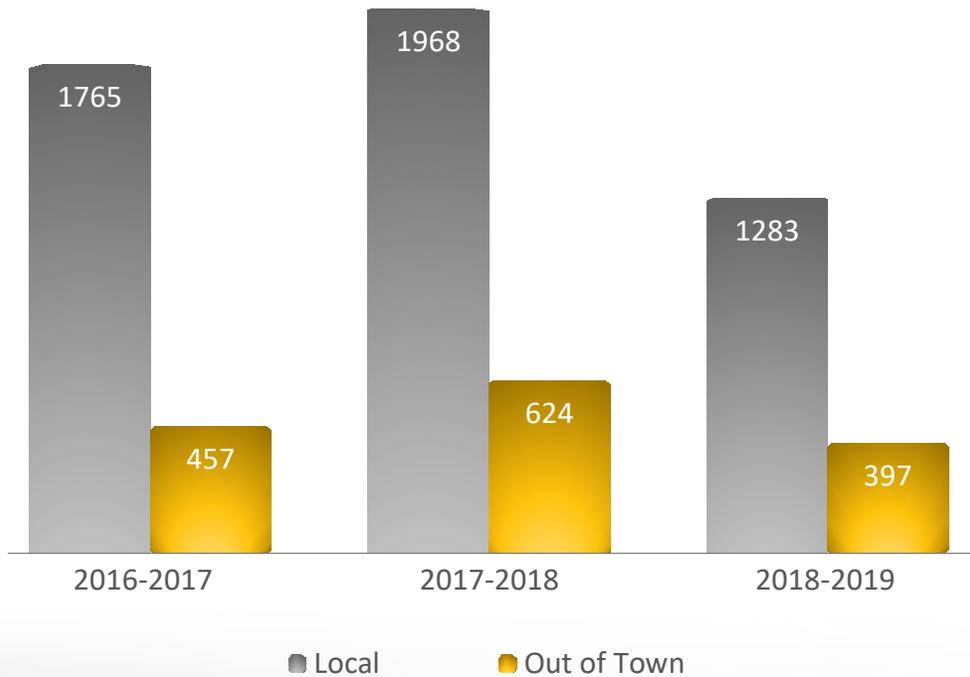
VETERAN



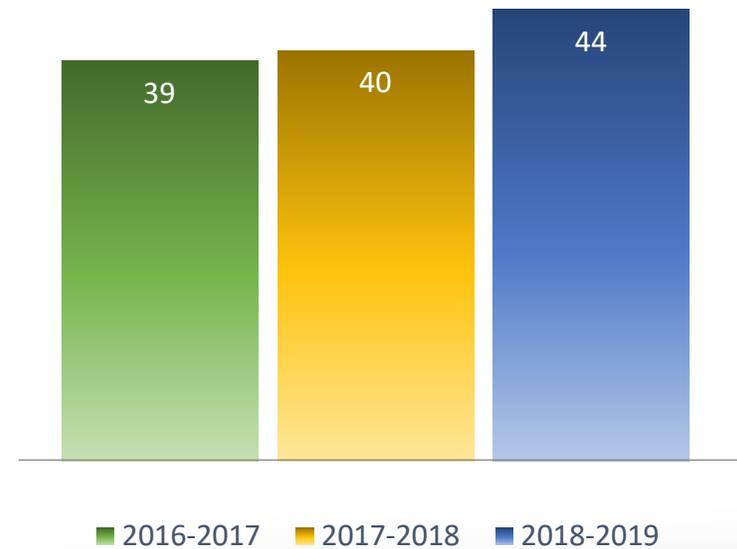
# DEMOGRAPHICS (YOY)



LOCAL vs OUT-OF-TOWN (YOY)

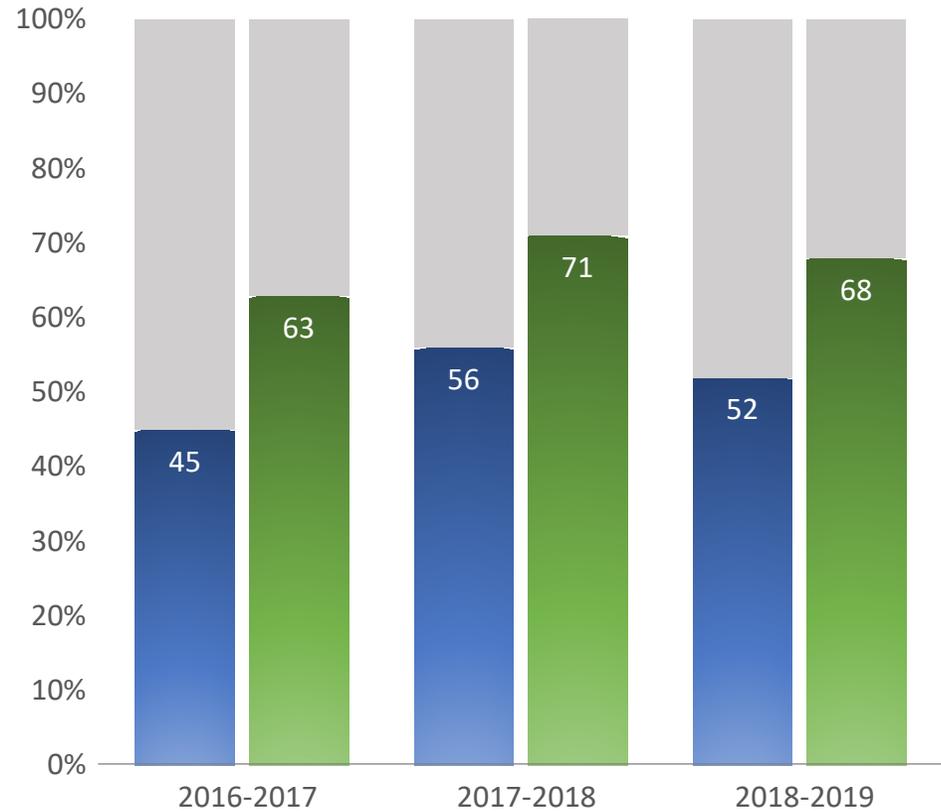


AVERAGE LENGTH OF STAY (DAYS)



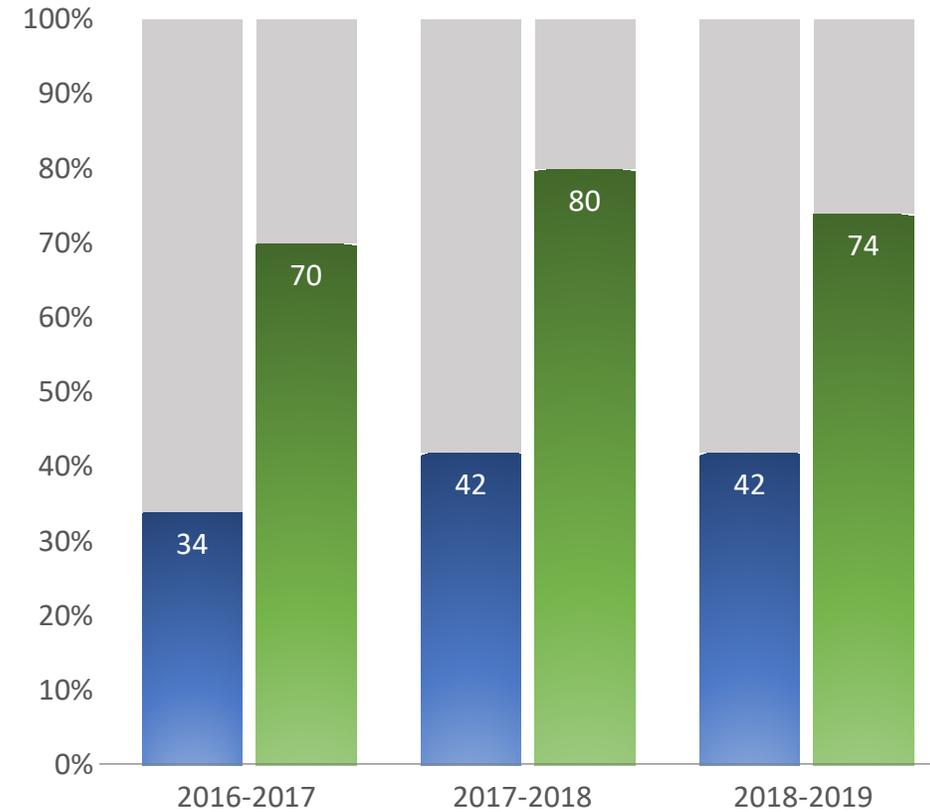


# TRENDS: YEAR-OVER-YEAR



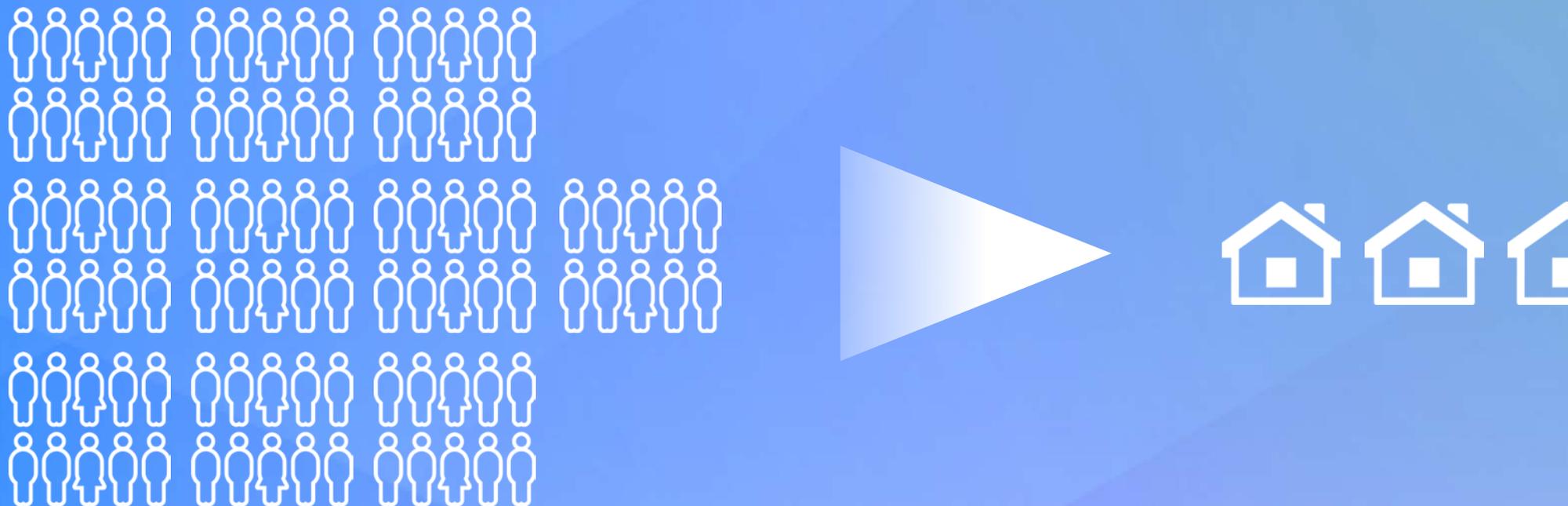
Exit to Income

■ Adults Exiting to Income   ■ Families Exiting to Income  
■ Total Number Exiting



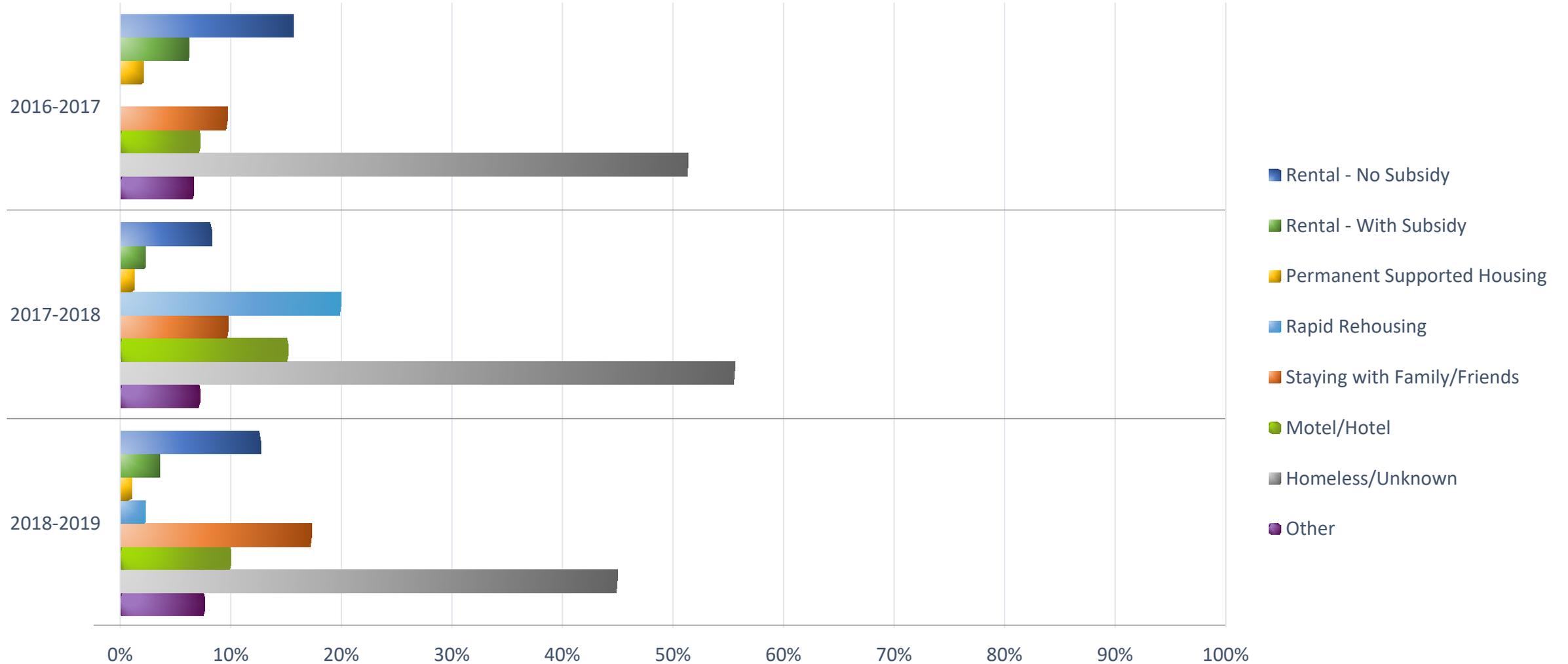
Transition to Housing

■ Adults Transitioning to Housing   ■ Families Transitioning to Housing  
■ Total Number Exiting



For every 100 clients ready to transition to housing in 2018-2019,  
only 2.67 applicable apartment units were available.

# EXIT DESTINATIONS



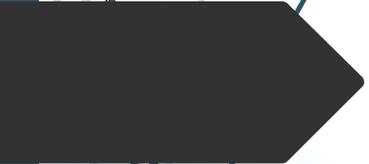


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# NYEP Housing Program & Use of Youth Prioritization Tool



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*September, 2019*

# Who is NYEP?

NYEP has been providing young women with high-accountability, housing-based programming in Washoe County for over 10 years. Our approach provides stability, guidance and support to willing and motivated young women who desire to create *meaningful lives* for themselves. All programming is grounded in structure, standards, consistency and accountability.

## NYEP's Goal

To increase innovative programs and services for youth that will effectively deliver safe housing, positive daily interaction, resource supports, skills training, monitoring and accountability to ensure youth are becoming productive, contributing community members.

**If you haven't come over for a tour, please do!**

# NYEP'S HOUSING PROGRAM

## **COMMUNITY LIVING PROGRAM**

Our comprehensive program, "Community Living Program," (CLP for short) re-creates a healthy home environment to provide 15 beds to "willing and capable" directionless, young women, 18-24, with sponsored support, housing and living skills necessary to put a life together and become a contributor. *Program beds are \$15-20K, same as jail!*

## **SONDER HOUSE LOW INCOME HOUSING**

The home is fully furnished. Rent is \$300/month and includes all utilities. Residents submit a monthly report with their rent that includes questions about what they are earning and saving. 100% of the young women are employed and/or in school or volunteering, maintaining a productive 40-hour week. This low income housing project began through a partnership with the City of Reno.

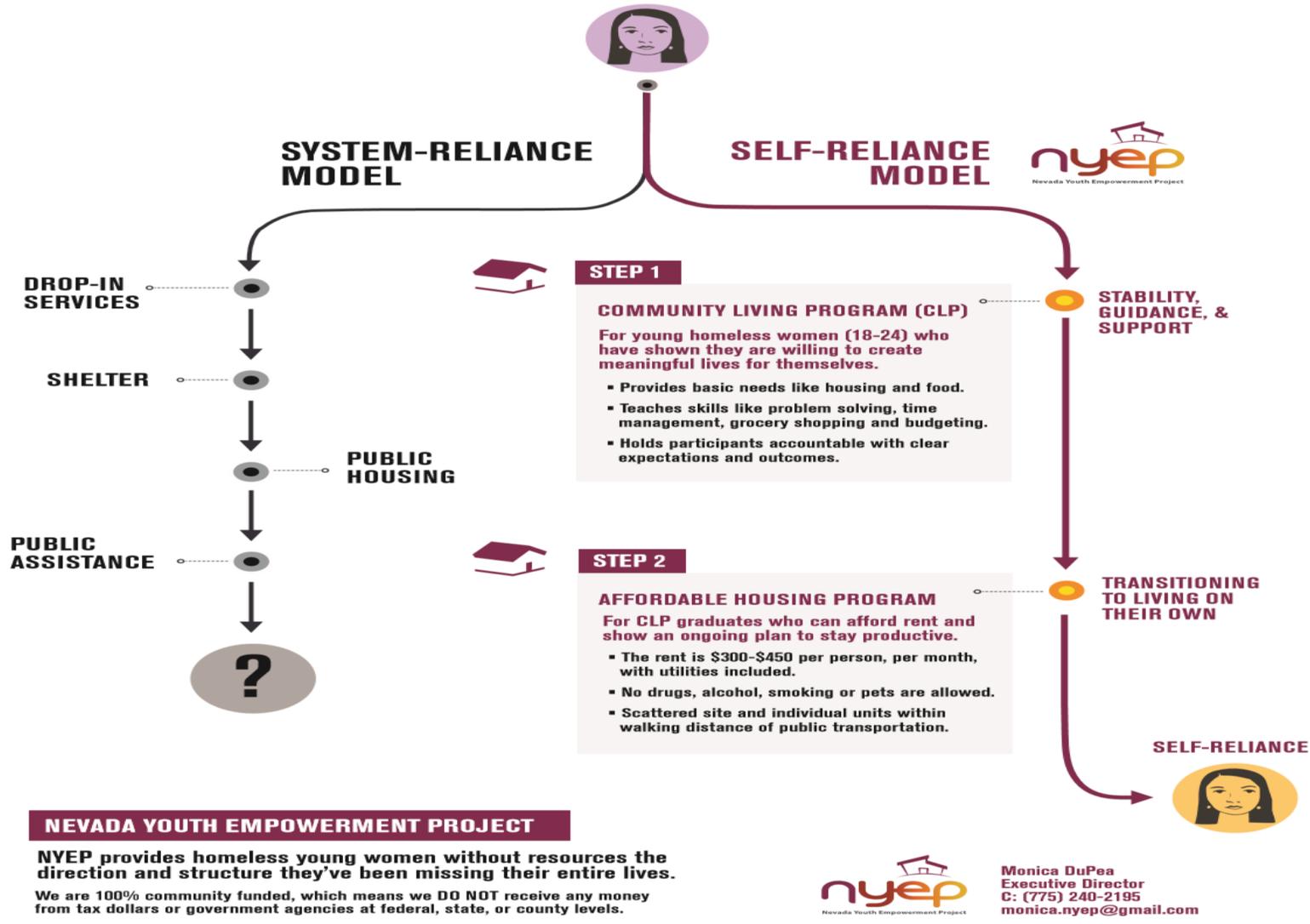
A dark blue arrow points to the right at the top left. Below it, several thin, curved lines in shades of blue and grey sweep across the left side of the slide.

## WE ENSURE A PATHWAY OUT FOR THOSE WE SERVE

- CLP graduates have difficulty finding affordable housing upon program graduation.
- A few of NYEP's board members started Truckee Meadows Housing Solutions, to develop low income housing.
- TMHS's first project is a 10 unit I-GEN Complex, where 5 units will be designated for CLP graduates and 5 units will be designated for senior housing. Rents will not exceed 30%AMI. *These units will replace Sonder House.*

# NYEP's PATHWAY OUT

How do you guide young women from poverty to opportunity?



NYEP's CLP is a housing based program that is similar in length to "transitional housing".



# YOU MUST ASSESS TO ADEQUATELY RESPOND

Recently, the City of Reno hired OrgCode to assess and advise our state of homelessness and make some recommendations so we can better respond to those presenting as homeless.

1. The report instructed shelter/housing providers to use The Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) to assess people experiencing homelessness. This tool is a brief survey that produces a score that's used to identify the level of housing needed, low-moderate-high, so providers can make successful matches.
2. Then we need to have a sufficient (number) of housing matches (types) to place people in. And there will need to be a variety of matches, for youth, families, and adults. All of the units collectively would make our "housing continuum".



# THERE'S EVEN A TOOL FOR YOUTH

In addition to our intake process, NYEP's CLP conducts a TAY VI-SPDAT on each resident, and it's entered in HMIS. This is a separate streamlined triage tool that's designed specifically for youth aged 24 or younger. It has 7 sections with questions around the following:

1. Basic Information
2. History of Housing and Homelessness
3. Risks
4. Socialization & Daily Functioning
5. Wellness
6. Scoring Summary
7. Follow up Questions (specific to local programs or the area)

## Basic Information

First Name	Nickname	Last Name	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
In what language do you feel best able to express yourself? <input type="text"/>			
Date of Birth	Age	Social Security Number	Consent to participate
DD/MM/YYYY <input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="radio"/> Yes <input type="radio"/> No

IF THE PERSON IS 17 YEARS OF AGE OR LESS, THEN SCORE 1.

SCORE:

1

## A. History of Housing and Homelessness

1. Where do you sleep most frequently? (check one)

- Shelters  Couch surfing  Other (specify):
- Transitional Housing  Outdoors
- Safe Haven  Refused

IF THE PERSON ANSWERS ANYTHING OTHER THAN "SHELTER", "TRANSITIONAL HOUSING", OR "SAFE HAVEN", THEN SCORE 1.

SCORE:

0

2. How long has it been since you lived in permanent stable housing?  Years  Refused

3. In the last three years, how many times have you been homeless?   Refused

IF THE PERSON HAS EXPERIENCED 1 OR MORE CONSECUTIVE YEARS OF HOMELESSNESS, AND/OR 4+ EPISODES OF HOMELESSNESS, THEN SCORE 1.

SCORE:

0

## B. Risks

4. In the past six months, how many times have you...

- a) Received health care at an emergency department/room?   Refused
- b) Taken an ambulance to the hospital?   Refused
- c) Been hospitalized as an inpatient?   Refused
- d) Used a crisis service, including sexual assault crisis, mental health crisis, family/intimate violence, distress centers and suicide prevention hotlines?   Refused
- e) Talked to police because you witnessed a crime, were the victim of a crime, or the alleged perpetrator of a crime or because the police told you that you must move along?   Refused
- f) Stayed one or more nights in a holding cell, jail, prison or juvenile detention, whether it was a short-term stay like the drunk tank, a longer stay for a more serious offence, or anything in between?   Refused

IF THE TOTAL NUMBER OF INTERACTIONS EQUALS 4 OR MORE, THEN SCORE 1 FOR EMERGENCY SERVICE USE.

SCORE:

0

5. Have you been attacked or beaten up since you've become homeless?  Y  N  Refused
6. Have you threatened to or tried to harm yourself or anyone else in the last year?  Y  N  Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR RISK OF HARM.

SCORE:

0

## C. Socialization & Daily Functioning

11. Is there any person, past landlord, business, bookie, dealer, or government group like the IRS that thinks you owe them money?  Y  N  Refused
12. Do you get any money from the government, an inheritance, an allowance, working under the table, a regular job, or anything like that?  Y  N  Refused

IF "YES" TO QUESTION 11 OR "NO" TO QUESTION 12, THEN SCORE 1 FOR MONEY MANAGEMENT.

SCORE:

0

13. Do you have planned activities, other than just surviving, that make you feel happy and fulfilled?  Y  N  Refused

IF "NO," THEN SCORE 1 FOR MEANINGFUL DAILY ACTIVITY.

SCORE:

0

14. Are you currently able to take care of basic needs like bathing, changing clothes, using a restroom, getting food and clean water and other things like that?  Y  N  Refused

IF "NO," THEN SCORE 1 FOR SELF-CARE.

SCORE:

0

### C. Socialization & Daily Functioning

11. Is there any person, past landlord, business, bookie, dealer, or government group like the IRS that thinks you owe them money?  Y  N  Refused

12. Do you get any money from the government, an inheritance, an allowance, working under the table, a regular job, or anything like that?  Y  N  Refused

IF "YES" TO QUESTION 11 OR "NO" TO QUESTION 12, THEN SCORE 1 FOR MONEY MANAGEMENT. SCORE: 0

13. Do you have planned activities, other than just surviving, that make you feel happy and fulfilled?  Y  N  Refused

IF "NO," THEN SCORE 1 FOR MEANINGFUL DAILY ACTIVITY. SCORE: 0

14. Are you currently able to take care of basic needs like bathing, changing clothes, using a restroom, getting food and clean water and other things like that?  Y  N  Refused

IF "NO," THEN SCORE 1 FOR SELF-CARE. SCORE: 0

### D. Wellness

16. Have you ever had to leave an apartment, shelter program, or other place you were staying because of your physical health?  Y  N  Refused

17. Do you have any chronic health issues with your liver, kidneys, stomach, lungs or heart?  Y  N  Refused

18. If there was space available in a program that specifically assists people that live with HIV or AIDS, would that be of interest to you?  Y  N  Refused

19. Do you have any physical disabilities that would limit the type of housing you could access, or would make it hard to live independently because you'd need help?  Y  N  Refused

20. When you are sick or not feeling well, do you avoid getting medical help?  Y  N  Refused

21. Are you currently pregnant, have you ever been pregnant, or have you ever gotten someone pregnant?  Y  N  Refused

IF "YES" TO ANY OF THE ABOVE, THEN SCORE 1 FOR PHYSICAL HEALTH. SCORE: 0

### Scoring Summary

DOMAIN	SUBTOTAL	RESULTS
PRE-SURVEY	1 /1	<b>Score: Recommendation:</b> 0-3: no moderate or high intensity services be provided at this time 4-7: assessment for time-limited supports with moderate intensity 8+: assessment for long-term housing with high service intensity
A. HISTORY OF HOUSING & HOMELESSNESS	0 /2	
B. RISKS	0 /4	
C. SOCIALIZATION & DAILY FUNCTIONS	0 /5	
D. WELLNESS	0 /5	
<b>GRAND TOTAL:</b>	<b>1 /17</b>	

### Follow-Up Questions

On a regular day, where is it easiest to find you and what time of day is easiest to do so? place: \_\_\_\_\_ time: \_\_\_\_:\_\_\_\_ or Night

Is there a phone number and/or email where someone can get in touch with you or leave you a message? phone: (\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_ email: \_\_\_\_\_

Ok, now I'd like to take your picture so that it is easier to find you and confirm your identity in the future. May I do so?  Yes  No  Refused

Communities are encouraged to think of additional questions that may be relevant to the programs being operated or your specific local context. This may include questions related to:

- military service and nature of discharge
- ageing out of care
- mobility issues
- legal status in country
- income and source of it
- current restrictions on where a person can legally reside
- children that may reside with the youth at some point in the future
- safety planning



# YOUTH SCORING SUMMARY

1. 0-3: no moderate or high intensity services be provided at this time
2. 4-7: assessment for time-limited supports with moderate intensity
3. 8+: assessment for long-term housing with high service intensity

The tool can be found here:

<https://d3n8a8pro7vhmx.cloudfront.net/orgcode/pages/313/attachments/original/1479851282/TAY-VI-SPDAT-v1.0-US-Fillable-Amended-July-13-2015.pdf?1479851282>

The tool training can be found here:

<https://register.gotowebinar.com/recording/4581975412835714571>

# WE NEED A CONTINUUM OF HOUSING MATCHES

We need **ALL TYPES** of housing,

Necessary critical **first step housing** pathways to lead youth/adults out of the shelter, aka “specialized housing, transitional housing and low income housing” are **missing**, for both adults and youths.

*That's an impossible leap for most to make;* from emergency shelter to affordable housing.

TYPE OF HOUSING	Emergency Shelter	Housing Based & Permanent Supportive	Transitional Housing	Extremely Low Income Housing	Very Low Income Housing	Low Income Housing	Affordable Housing	Fair Market Housing
<b>SUBSIDY:</b>	Full	Long-Term	Medium-Term	Income Qualify	Income Qualify	Income Qualify	Income Qualify	None
<b>DURATION:</b>	Short-Term 1 – 180 Days	No Limit on Length of Stay	6-24 Months	Length of stay depends on income	No Limit on Length of Stay			
<b>FEATURES:</b>	Site Based Immediate Access High Barriers	Site Based & Scattered Site Lease Low Barriers Services: Housing, Case Management, Living Skills Training	Site Based & Scattered Sites Must be Ready No High-Need Populations No Lease Housing Contingent on Participation in Services (like job training)	Site Based & Scattered Sites Lease Apply, Meet, Background Check, Waiting List Services include site amenities Income targeting below poverty level	Site Based & Scattered Sites Lease Apply, Meet, Background Check, Waiting List Services include site amenities Income targeting below poverty level	Site Based & Scattered Sites Lease Apply, Meet, Background Check, Waiting List Services include site amenities Income targeting below poverty level	Site Based & Scattered Sites Lease Apply, Meet, Background Check, Waiting List Services include site amenities Income targeting often at or below poverty level	Varies
<b>INCOME LEVEL:</b>	\$0 - ?	\$0 - \$22,050		\$0 - \$12,576	\$12,577 - \$20,600	\$20,601 - \$29,399	\$29,400 - \$41,200	\$41,201 +
<b>FY2018 Area Median Income (AMI):</b> \$41,200 (1) \$73,500 (4)				30 – 50% AMI			60% AMI	60 - 120% AMI
<b>MONTHLY RENT:</b>	\$0 - \$400			\$314 - \$1225			\$1470 - \$2060	\$2060 +
<b>AVERAGE COST OF RENT:</b>	\$1480							
<b>UNIT SHORTAGE:</b>				10,359*	1,453*	383*	50,600*	?
<b>POPULATIONS TO CONSIDER:</b>	Single Men, Single Women, Families (singles, couples), Pregnant, Young Adult – Females, Young Adult – Males, Seniors							
<b>SPECIAL BARRIERS TO CONSIDER:</b>	Offenders, Veterans, Disabled, Mentally Ill, Substance Addicted, Gay/Bi/Trans, Pets							
<b>HOMELESS DEATHS IN 2017 &amp; 2018:</b>	49							

\*Data from Truckee Meadows Regional Planning

NYEP's CLP sits in the second tier of housing types, and when graduating, they need low income housing, found in tiers 4-6.



With the housing shortage, we have a lot of work to do to ensure a sufficient number of, and types of, housing units are available to the emergency shelter, as well as to those seeking housing affordability, so they can continue their efforts in working to reach their highest potential.

# Opportunities to Make a Difference Together...

- Please consider touring the model CLP home and I-GEN housing site.
- Make a financial contribution.
- Join the NYEP or TMHS board, or advisory group. You can donate your professional skills to a non profit project.
- Check out [www.nyep.org](http://www.nyep.org) and [www.truckeemeadowshousingsolutions.org](http://www.truckeemeadowshousingsolutions.org) to learn more.
- Contact me, let's discuss your idea.

*Monica DuPea, Executive Director*  
(775) 240-2195  
[monica.nyep@gmail.com](mailto:monica.nyep@gmail.com)  
NYEP.ORG



# Devin McFarland & Nick Tscheekar



**COMMUNITY  
FOUNDATION**  
*of Western Nevada*

# Development of The Village

- The Community Foundation's entry into housing
- Community Housing Land Trust established in April 2018
- Truly a community project



# Timeline

- Fundraising Ongoing
- Site Prep / Transportation Complete
- Construction / Assembly Complete
- Landscaping and Fencing Complete
- Set Up & Resident Selection Ongoing
- Grand Opening August

# Project Costs

## Project Costs:

• Land 4 acres	\$1,300,000
• Dorms and buildings	\$1,900,000
• Transportation, assembly, fencing etc.	\$2,200,000
• Site prep, utilities, infrastructure contingency	\$3,400,000
• Fees and misc. expenses	<u>\$ 700,000</u>
<b>Total Costs:</b>	<b>\$9.5 Million</b>

# Funding Needed: \$3.1 Million approximate

## Project Funding / Revenue:

• Donated Land 4 acres	\$ 1,300,000
• Estimated In-kind Construction Support	\$ 400,000
• Significant Donations to date	\$ 2,300,000
• Dorms/Building Loan @ 1%	<u>\$ 2,400,000</u>
<b>Funding Totals</b>	<b>\$ 5,900,000</b>
Revenue Needed	<u>\$ 9,500,000</u>
<b>Remaining Funding Needed</b>	<b>\$ 3,100,000</b>

# Lodger Qualifications

- Must be at least 18 years old
- Minimum gross monthly income: \$1,320
- Maximum gross monthly income: \$2,735
- Two months proof of income
- Background check
- \$400 security deposit
- Rent is \$400/month



# Amenities

- Onsite Parking
- Furnished Rooms
- Onsite laundry, meeting and recreations spaces
- Wi-Fi
- Outdoor gathering area



# Community Profile

- 80 lodgers as of 9/30/19
- 13% veterans
- Income sources
- Referrals
- Goals and community programs
- Evaluation



# Thank You!

## For More Information:

VillageOnSageStreet.com

775-499-5198

## For Donations:

Chris Askin, President & CEO

Community Foundation

[caskin@nevadafund.org](mailto:caskin@nevadafund.org)

Nevadafund.org

775-333-5499



**NORTHERN CALIFORNIA  
& NORTHERN NEVADA**



**COMMUNITY  
FOUNDATION**  
*of Western Nevada*