COACH
(Clark County Outreach and Assistance to the Chronically Homeless)

Program Evaluation and Policy Analysis

Team Members
– Sandy von Wolffradt (State of Nevada)
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COACH

• A three-year HOPE grant from the Social Security Administration

  » $450,000

  » Supplemental Security Income

  » Social Security Disability Benefits
Outcome Evaluation

Approvals 2004 - 2006

Clark County

Agencies

Approvals
Outcome Evaluation

HOPE Enrollees vs. Approvals

- Clark County
- Santa Cruz
- White Bird Clinic

Approvals vs. Enrollees

- Blue diamonds: Approvals
- Black line: Exponential fit of Approvals
Outcome Evaluation

SSA Cost per Application

Agencies

Clark County

Exceed $80,000
Outcome Evaluation

TOP PERFORMERS IN REGIONS

Enrollees Approvals

Boston New York Philadelphia Atlanta Chicago Dallas Kansas City Denver San Francisco Seattle
Outcome Evaluation

TOP 5 PERFORMERS

- Clark County, NV
- Denver, CO
- Los Angeles, CA
- Santa Cruz, CA
- Roseville, MN

Enrollees
Approvals
## Outcome Evaluation

### Benchmarking

#### Top Five Performers

<table>
<thead>
<tr>
<th>Ranking</th>
<th>Grantee</th>
<th>Type of Organization</th>
<th>Approvals</th>
<th>SSA $ / App.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Clark County Social Services</td>
<td>County Government</td>
<td>131</td>
<td>$2,672</td>
</tr>
<tr>
<td>2</td>
<td>Colorado Coalition for the Homeless, Denver</td>
<td>Non-profit Corporation</td>
<td>93</td>
<td>$3,763</td>
</tr>
<tr>
<td>3</td>
<td>Volunteers of America, Los Angeles</td>
<td>National Human Services Non-profit Organization</td>
<td>79</td>
<td>$4,430</td>
</tr>
<tr>
<td>4</td>
<td>County of Santa Cruz, CA</td>
<td>County Government</td>
<td>74</td>
<td>$4,532</td>
</tr>
<tr>
<td>5</td>
<td>Salvation Army North, MN</td>
<td>National Non-profit Organization</td>
<td>69</td>
<td>$5,072</td>
</tr>
</tbody>
</table>
Workflow Process Analysis

- **Existing Staffing:**
  - One (1) supervisor (multi-programs)
  - Two (2) full-time case workers
  - Four (4) part-time assistants

- **Areas of Concern**
  - Understaffing
  - Communications
    - With applicants
    - Within agency - inconsistencies
  - Southern Nevada Adult Mental Health Services (SNAMHS)
    - Main reason for loss of contact with mentally-ill applicants
    - Staffing (COACH to match SNAMHS increases)
Workflow Process Analysis

Recommended Improvements

• Participate in One Stop Shop for homeless
• Utilize Technology
  – Scanning equipment
  – WESTAT (Private Data Agency)
• Improved Transportation
  – Bus tokens vs unlimited passes
• Training
  – Lack of cross-training
  – Plan for attrition
• Outreach Practice
  – Almost all outreach is through referrals
Workflow Process Analysis

Strengths:

Customer Service - Applicants Receive Full Assistance
- Documents
- Doctors’ visits
- Arrangements for housing assistance
- Food vouchers, personal transportation, etc.
- Exceptional staff accessibility

• Qualified Staff
  - Very knowledgable
  - Certified in the field (mental cases)
  - Average approval time: 3-6 Months

• Strong Support From Other Agencies
Cost Analysis

2006 COACH Budget

- Staff Salary: 39%
- Contractual: 1%
- Supplies: 11%
- Medical Records/ID's: 3%
- Travel: 3%
- Staff Fringe: 43%
Cost Analysis

Enrollees By Program Type and "Loss" Enrollees
May 2004 - April 2006

- Other
- SSI
- SSD
- Loss
- Dis-Enrolled
- Pending
- Reconsideration

Legend:
- SSI
- SSD
- Loss
- Dis-Enrolled
- Pending
- Other
- Reconsideration
Cost Analysis

Dollars Spent on Medical & Housing Assistance
During Year Two of Grant Per Program Type

- Reconsideration
- SSI
- SSD
- LOSS
- Pending

- Medical Assistance Services
- Dwelling Assistance Services
Cost Analysis

Volume of Work with Associated Expense
By Type of Program
Per Social Worker
Cost Analysis

Average Housing & Medical Assistance
Paid for Enrollees By the County
Pre- & Post-Enrollment

Dwelling Assistance Services  Medical Assistance Services
## Viable Alternatives

<table>
<thead>
<tr>
<th>Description</th>
<th># Employees</th>
<th>Cost/Yr</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to fund program as is and seek additional SSA grant funding</td>
<td>4 to 8 FTE’s</td>
<td>Est. $300k</td>
<td>SSA Benefits for 65 homeless per year</td>
</tr>
<tr>
<td>Continue to fund program but move to different department within the County</td>
<td>4 to 8 FTE’s</td>
<td>Est. $300k</td>
<td>SSA Benefits for 65 homeless per year</td>
</tr>
<tr>
<td>Continue program only if additional grant funding can be obtained</td>
<td>4 to 8 FTE’s</td>
<td>N/A</td>
<td>Only if funding is available / Program at risk.</td>
</tr>
<tr>
<td>Discontinue program</td>
<td>0</td>
<td>N/A</td>
<td>None, but more indirect costs in the long run</td>
</tr>
<tr>
<td>Outsource program to private non-profit agency</td>
<td>0</td>
<td>$ More</td>
<td>None, performance likely to decline</td>
</tr>
</tbody>
</table>
Recommendations

• Continue to fund program as is, even when grant funding is depleted (fiscal and social benefits far outweigh costs)

• Conduct comprehensive cost-benefit-analysis

• Keep program in Social Services Department where it has become the “Top Performer” in the nation

• Address staffing and technology needs

• Seek additional grant funding
Recommendations

- Shift a portion of program cost from contracted doctors to additional COACH staffing
- Create uniform reporting codes to monitor program (SSD, SSD-R, R-SSI)
- Identify the number of SSI/SSD enrollees (quarterly) from the County that were not enrolled through COACH program
- Implement a more corroborative method of patient-release notification by SNAMHS
- Partner with other agencies (Homeless Coalition) to handle specific area of processing enrollees
Conclusion

• The Clark County COACH program is clearly the best performer in the Nation
• County will benefit by continuing to fund the existing program
• Additional information provided in documented program evaluation
• It has been our pleasure to work with County staff to prepare this evaluation