

COMMUNITY
SOLUTIONS

BETTER
SYSTEMS.
LOWER
COSTS.
CHANGED
LIVES.

2016
ANNUAL REPORT

MISSION

We help communities adopt the best problem-solving tools from multiple sectors to **end homelessness and the conditions that create it.**

Why Community Solutions Now: A Letter from Our Founder



We are living through a moment of profound social disruption. As information becomes increasingly fragmented and faith in traditional institutions declines, more and more people are sensing the unraveling of the shared fabric that has traditionally connected communities. Electoral trends around the world seem to reinforce this notion.

What might be possible if we began to see this moment as an opportunity for new types of community behaviors and problem-solving institutions to arise? That question has emerged as a core discipline for our team at Community Solutions.

Community Solutions works upstream and downstream of homelessness by helping communities end it where it happens and improve the conditions of inequality that make it more likely to happen in the future, especially in neighborhoods of concentrated poverty. We are partnering with communities to forge a new, more participatory problem-solving infrastructure, rooted in real-time data and driven by the principles of inclusive, human-centered design. The problem-solving skills and tools we teach enable meaningful collaboration, produce trustworthy information, highlight the value of local assets, and remind communities that problems like homelessness are both urgent and solvable.

In this spirit, our annual report focuses on the key partnerships that helped us drive innovation and change lives in 2016. Over the past year, our collaboration with groups like IDEO and the Institute for Healthcare Improvement has helped communities move more than 28,000 homeless Americans into homes. We've also worked with government and private sector partners to ask how innovative real estate models could improve neighborhoods and mitigate the more harmful effects of gentrification. We've partnered with hospitals and private sector health insurers to improve health equity in low-income neighborhoods, and we've teamed up with countries around the world to begin adapting our proven methodology to a variety of international contexts.

Our team comes to work for a simple reason: we are convinced that complex problems like homelessness can be solved by communities working together in new ways.

Thanks for sharing our faith in that future.

Warmly,

A handwritten signature in black ink that reads "Rosanne Haggerty".

Rosanne Haggerty
President, Community Solutions

OUR METHODOLOGY

Complex social problems are constantly changing, and they can't be solved by a single actor working alone. Our methodology combines the best problem-solving tools from multiple sectors to help communities innovate rigorously and responsively together.



DATA ANALYTICS

Zoom in on the heart of the problem



QUALITY IMPROVEMENT

Test and evaluate each idea with objective data



HUMAN-CENTERED DESIGN

Engage people experiencing the problem to surface ideas



FACILITATION

Create the conditions for groups to innovate collaboratively

1 IDENTIFY THE PROBLEM AND DEFINE SUCCESS



Where do outlier data reveal key system failures, and what would "normal" data look like?

INNOVATE IN TEAMS

What conditions are necessary for multiple stakeholders to test and refine solutions together?



2 PROBE THE USER EXPERIENCE



What testable solutions emerge from the human experience of the data?

3 TEST AND IMPROVE A PROPOSED SOLUTION



How can potential solutions be tested, measured and refined?

to **end homelessness** and the conditions that create it.

Homelessness is a moral crisis that has lost its sense of urgency. To solve it, communities need the same tools they might use to respond to an epidemic or a natural disaster: real-time data, streamlined response systems, a menu of evidence-backed strategies and a command center mentality. Community Solutions is working with 70 US communities to end chronic and veteran homelessness, while scaling our methodology in new contexts around the world.

Built for Zero

We're coordinating a movement of 70 communities to end chronic and veteran homelessness. The effort helps communities achieve zero by developing coordinated, community-wide housing systems rooted in real-time, by-name data on homelessness.

KEY WINS IN 2016

- 8 communities have **ended chronic or veteran homelessness**
- 21 communities are now **driving measurable reductions in homelessness**, month over month
- **28,000+ Americans housed** by participating communities



Scaling our Approach Globally

We're working to scale key insights on homelessness to communities around the world by exporting our most significant learning and by training organizations on our core problem-solving methodology.

KEY WINS IN 2016

- **Partnered with the Canadian Alliance to End Homelessness** to bring the 20,000 Homes Campaign to more than 30 Canadian cities
- **Adapted our methodology for use by leaders in 12 countries** through the Institute of Global Homelessness Leadership Program
- **Executed pilot with three Western European cities** to gather by-name data on European homelessness



2016 HIGHLIGHT: THE FIRST LARGE COMMUNITY ENDS VETERAN HOMELESSNESS

COMMUNITY: Riverside County, CA

POPULATION: 2 million

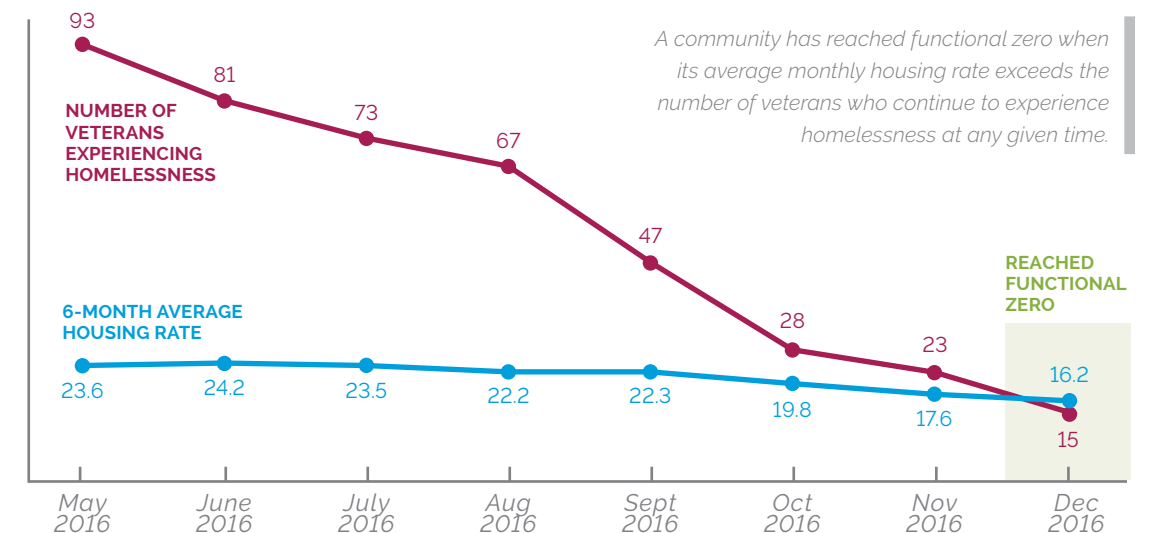
SIZE: 7,200 sq. miles

AVERAGE MONTHLY HOUSING RATE: 16.2

HOMELESS VETERANS REMAINING: 15

Riverside County, CA is the tenth most populous county in the United States. A year ago, more than 200 of its veterans were experiencing homelessness. Today, that number has dropped to functional zero, meaning the County has fewer veterans experiencing homelessness than it has proven it can house in a single, routine month.

As part of our national Built for Zero campaign, Community Solutions has helped the local team develop a real-time, by-name list of veterans experiencing homelessness and adapt Quality Improvement strategies from the healthcare and manufacturing industries to drive down the number of names on that list over time.



“Veteran homelessness is too big for any agency to solve alone, and that’s especially true in large communities. We helped Riverside turn that challenge into a strength by uniting all the players around shared data and a common goal.”

- Melanie Lewis Dickerson,
Community Solutions



REIMAGINING HOMELESSNESS DATA AND TECHNOLOGY THROUGH DESIGN

PROBLEM:

An aging and over-regulated approach to data and technology in the housing and homeless services sector

INNOVATION PARTNERS:

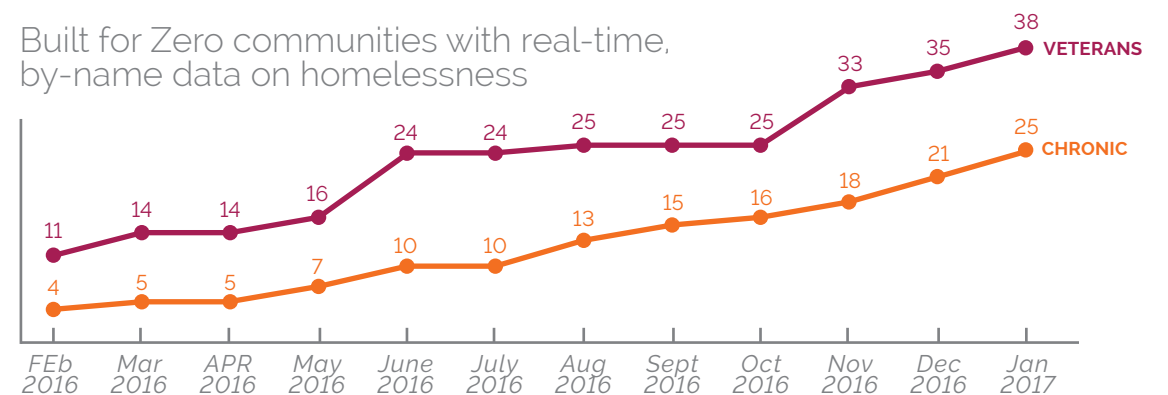
IDEO, 70 communities participating in our Built for Zero campaign

Through a series of collaborative design activities, we asked local leaders and data managers to imagine an ideal system. A clear point of view emerged: communities don't want a data and technology infrastructure focused on compliance; they want one that helps them predict outcomes, choose effective strategies and match people to homes in real time.

Participants generated concrete and engaging ideas— like automated improvement insights, and the creation of an Airbnb-like interface for searching local housing inventory. We have since engaged our government partners to see what might be possible and have created a technology strike team to help communities remove technology barriers where workable solutions may already exist. We have also engaged technology partners in Silicon Valley around ways to make existing data tools more flexible while reshaping the market to incentivize more agile products.

By shifting the key questions from reporting and compliance to problem solving, we're helping communities ensure that technology is an accelerator to ending homelessness, not a barrier.

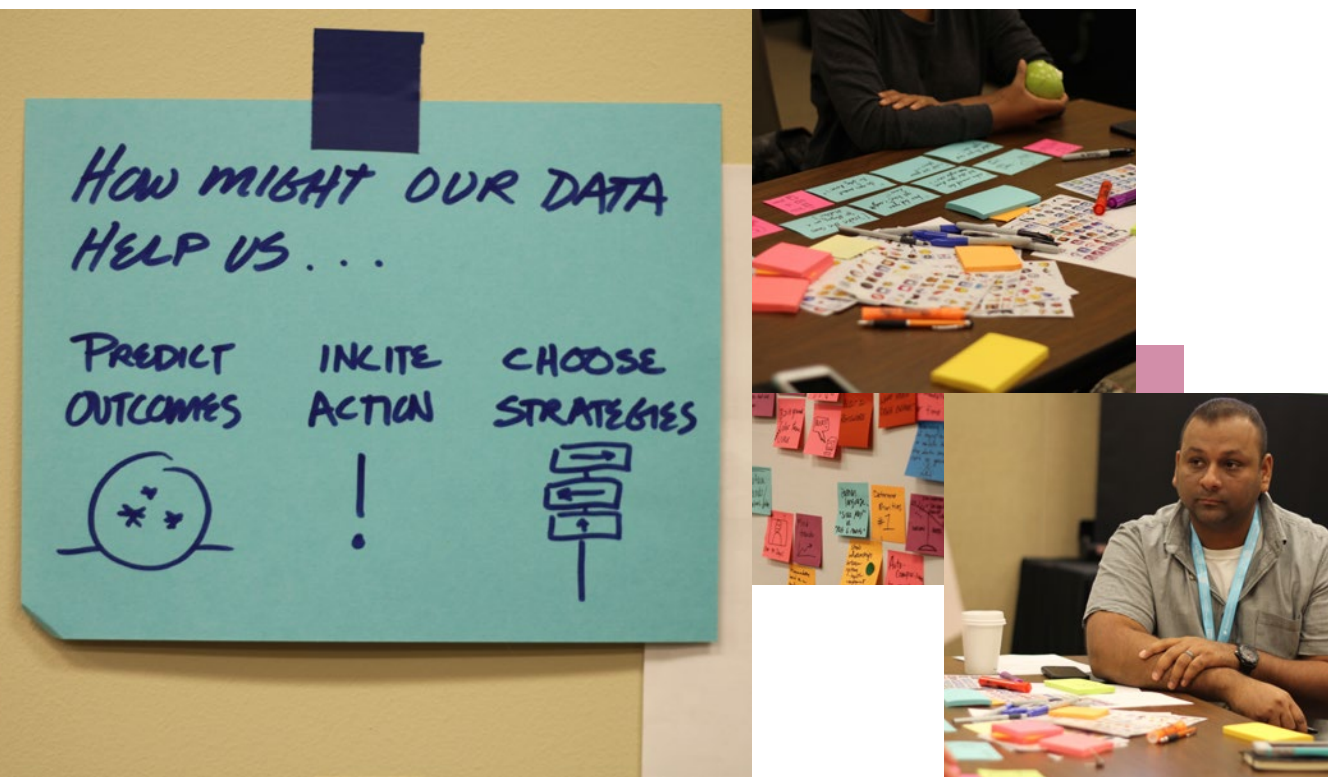
Built for Zero communities with real-time, by-name data on homelessness



Knowing everyone experiencing homelessness by name is crucial for helping communities optimize limited resources and end homelessness for all. That's why, in 2015, we set out to do something no one had ever done before: help communities identify every person experiencing chronic or veteran homelessness by name and in real time.

We've now helped 47 communities achieve that goal, but success has given rise to a new challenge: what kind of data infrastructure do communities need to make effective use of their data to end homelessness?

The first homeless data systems were designed to perform two basic functions: store data securely, and submit reports to the government. Community needs have changed since then, but federal regulations have kept that aging data framework largely frozen. To close the gap, we partnered with the renowned human-centered design firm, IDEO, to help communities participating in our Built for Zero campaign think creatively about the role of data and technology going forward.



to end homelessness and **the conditions** **that create it.**

Homelessness is a sign that key community systems have already broken down. Community Solutions works upstream of the problem by tackling its most pernicious drivers — joblessness, housing instability and poor public health — in neighborhoods of concentrated poverty. The solutions we test in these communities are designed to be shared and spread as part of a long-term endgame on homelessness.

The Brownsville Partnership

Brownsville is one of a handful of New York City neighborhoods where the major indicators of poverty overlap. The Partnership collaborates with residents, local nonprofits and other organizations to improve local employment outcomes, safety, and physical infrastructure.

KEY WINS IN 2016

- **Partnered with 20+ social service and job placement organizations** to pilot and refine novel job placement strategies
- **14% improvement in job placements** across local partners
- **Collaborated on 15+ placemaking interventions** aimed at improving Brownsville's built environment as well as increasing access to the arts and fresh foods



The North Hartford Partnership

The North Hartford Partnership helps residents of North Hartford, CT turn this once thriving neighborhood around. Coordinated by Community Solutions and supported by a broad base of partners, the Partnership works to improve the health and economic security of local residents and the physical conditions of the neighborhood simultaneously.

KEY WINS IN 2016

- **Completed neighborhood health risk assessment with Cigna** to pursue highest leverage opportunities for improving health outcomes
- **Launched partnership with the City of Hartford, the State of Connecticut and Saint Francis Hospital** to address social determinants impacting health outcomes in North Hartford



Real Estate

Our Real Estate team uses the tools of finance and development to help communities solve housing supply challenges and strengthen physical infrastructure in vulnerable neighborhoods.

KEY WINS IN 2016

- **Opened the John and Jill Ker Conway Residence in Washington, DC**, a 124-unit building with 60 apartments for formerly homeless veterans
- **Debuted cost-saving plan to retrofit public housing in Brownsville, Brooklyn** at the Cooper Hewitt, Smithsonian Design Museum



GENTRIFICATION WITHOUT DISPLACEMENT

Brownsville, Brooklyn's large stock of public housing is deteriorating. Today, the neighborhood finds itself squarely in the path of gentrification, and residents, who have long called for improvements to housing and job opportunities, now fear these very improvements will raise rents and displace their families.

What if the preservation and improvement of public housing could anchor neighborhood revitalization in Brownsville? Our team is working with residents to develop innovative design and financing strategies that leverage public and private capital to improve existing public housing, expand quality housing options, spur commercial activity and promote job opportunities while preserving affordability for neighborhood residents.

HOUSING

- Leverage public and private capital to preserve and improve existing public housing at an operating cost savings
- Develop new, high quality affordable housing on underutilized public and private land

FINANCE

- Build a pool of private risk capital that can be leveraged for high impact neighborhood investments (\$10M+ raised to date)

NEIGHBORHOOD PLANNING

- Reconnect public housing "superblocks" to the surrounding street grid to spur pedestrian activity and improve public safety

COMMERCIAL ACTIVITY

- Leverage private capital to improve conditions for commercial activity
- Repurpose underused properties to foster business incubation and job training opportunities



THE ROAD TO HEALTH RUNS THROUGH THE WHOLE NEIGHBORHOOD

PROBLEM:

A 10-year life expectancy gap between the neighborhood of North Hartford and wealthier surrounding communities

INNOVATION PARTNERS:

Saint Francis Hospital, Cigna, the State of Connecticut and the City of Hartford

*Community Solutions' Hartford Director, **Rick Brush**, is leading our effort to improve health equity in North Hartford with **Dr. Mark McKinney**, Director of the Curtis D. Robinson Center for Health Equity and Vice President of Community Health Equity at Saint Francis Hospital and Medical Center.*

What really defines the partnership between Saint Francis Hospital and Community Solutions?

Mark: As a health system, not just a hospital, we are becoming more sophisticated in getting behind the causes of illness. That can feel a little bit like public health — the community, the diversity in the community, the challenges, the monetary issues. But really we're asking a dynamic question — how does any of that impact one's health and wellbeing? You may feel, "there is violence on my street," or, "I can't get to a pharmacy," or, "I can't get to a grocery store." There are health implications to that.

Rick: That's right. A lot of people don't realize that the healthcare system is only responsible for about ten percent of what makes someone healthy. The rest is socially determined by things like where you live, what you eat, the quality of your housing. We're working with Saint Francis to create an integrated experience of health here in North Hartford that stretches beyond the hospital so that living in this community won't be a health risk anymore. In fact, we think living here should be *good* for you.

How did this partnership between Community Solutions and Saint Francis Hospital begin?

Rick: Our prior collaboration focused on home health workers who connect the clinical and community health needs of residents, so there are already a number of significant partners at the table, including Saint Francis Hospital, Cigna, UConn, the City of Hartford, and the State of Connecticut. I don't think anything this broad has ever been tried, but the reality is that whole community health demands a whole community team. The opportunity here is to allow partners to work together, invest together, and generate results together in a way that will really turn around health in North Hartford.

Mark: Community Solutions had been building relationships in the North End of Hartford with a mission that, to us, was very complementary. Building relationships is often not front page news. But if we don't have relationships, where we're at now would never have happened. We're talking very concretely about a health system and a network of providers all with the same complementary strategy to have measurable impact in the community.

How does partnership enable you to find innovative solutions to North Hartford's health challenges?

Mark: We got most collaborative with Community Solutions with their involvement in what is called a "care team." You're a patient and you've come back into the hospital a lot and you are bumping through a lot of providers. The care team was designed to make it easier for you. We look at a situation and unpack it. The solution we identify for the patient is often not a hospital solution primarily.

Rick: This integrated care team approach is a great example because it's multiple organizations, multiple health systems, multiple health providers and community organizations coming together around individual patients and then populations. They're looking beyond their organizations to see how can we provide the best holistic care inside and outside clinics to improve outcomes. It's a way of understanding the broad community based issues that individuals of North Hartford face everyday that get in the way of optimal health and wellbeing. And to use data to do that as well. Part of the collaborative involves setting common metrics around goals that we're going after as a community. We track progress on those goals and use ongoing sources of data towards identifying new opportunities to collaborate.



Mark McKinney,
Saint Francis Hospital
(left)
with **Rick Brush,**
Community Solutions
(right)

TACKLING UNEMPLOYMENT

PROBLEM:

Brownsville residents use workforce development resources more than their peers in other neighborhoods, but they are significantly less likely to find jobs

INNOVATION PARTNERS:

NYC Department of Small Business Services, workforce and social service organizations, Brownsville residents

Brownsville residents want to work, but they have often struggled to navigate existing job training and placement programs successfully. We're partnering with businesses and workforce agencies to reimagine the workforce development system with key resident barriers in mind.



Wafa

School lunch associate

JOB SEARCH:
9 years

KEY BARRIERS:
Training, Soft skills coaching



Kirby

Security guard

JOB SEARCH:
2 years

KEY BARRIERS:
Transportation, Childcare



Quaming

Design intern and cashier

JOB SEARCH:
6 months

KEY BARRIERS:
Lack of in-neighborhood Job options



Iona

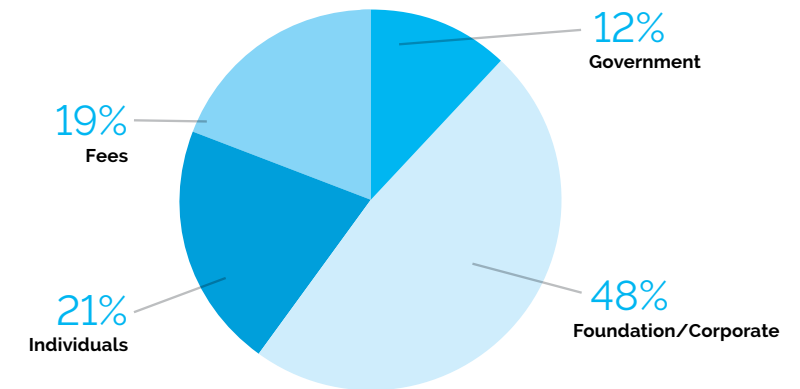
Home health aide

JOB SEARCH:
2 months

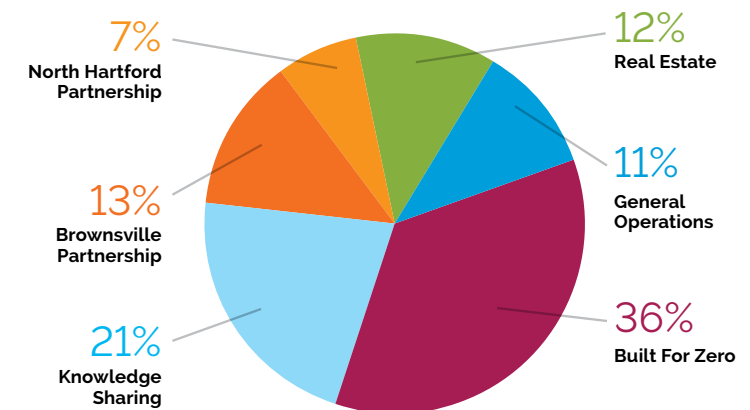
KEY BARRIERS:
Certification

2016 FINANCIALS*

REVENUE
\$8,390,725



EXPENSES
\$8,387,932



* Pre Audited

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