



BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

#6
Addendum

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Name: Third District
Department No.: 011
For Agenda Of: May 15, 2012
Placement: Departmental
Estimated Tme: 1 hour
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Third District Supervisor Doreen Farr
Contact Info: Third District Office: (805) 568-2192
SUBJECT: Homeless Support Systems Merger/Reorganization

County Counsel Concurrence

N/A

Auditor-Controller Concurrence

N/A

Other Concurrence:

As to form: Select_Concurrence

Recommended Actions: That the Board of Supervisors:

- A. Receive a report about the potential merger of Bringing Our Community Home: the Ten-Year Plan to End Chronic Homelessness (BOCH), Common Ground and the County Homeless Advisory Committee(s);
- B. Direct CEO to return with a plan to implement the County's support for the new collaborative structure for the 2012/13 fiscal year.

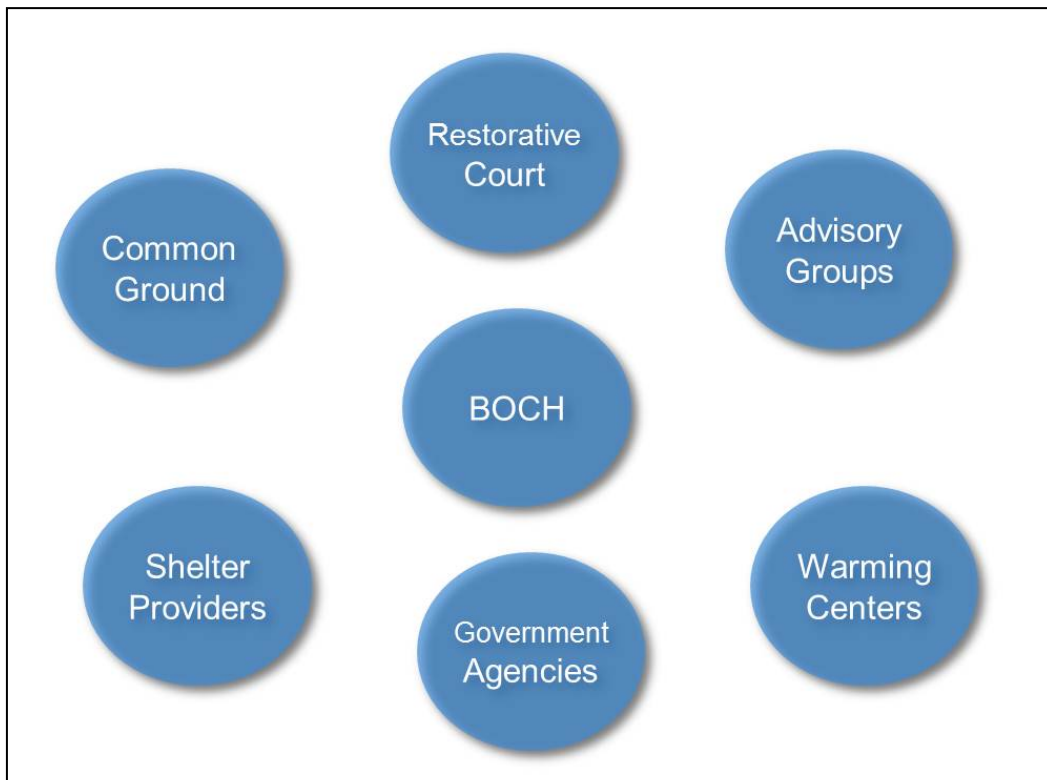
Summary Text:

This item is on the Board of Supervisors agenda to seek support for the merger of Bringing Our Community Home: the Ten-Year Plan to End Chronic Homelessness (BOCH), Common Ground Santa Barbara and the County Homeless Advisory Committees in Santa Barbara, Lompoc and Santa Maria. In the current economic climate, the impacts to social service delivery and need for housing have seriously affected our most vulnerable community members and the number of those who need service continues to grow. The reality of diminishing resources makes it critical for government, the private sector and the non-profit community to collaborate whenever possible to provide efficient and effective service. The merging of homeless-related services, resources and expertise within a comprehensive public/private partnership will establish a structured process for policymaking, coordination, implementation, and evaluation of services allocated to housing those vulnerable people living on our streets. This collaborative effort will promote accountability and responsibility by creating a centralized infrastructure with dedicated staff, and establishing a structured process to pursue a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among participants.

It is anticipated that the dedicated staff (coordinator) will reside within a community nonprofit. The goals of the new structure are 1) to improve broad cross-sector coordination; 2) to focus on improving all parts of the homeless service provider continuum instead of focusing on isolated activities and goals; 3) to establish shared measurements of effectiveness; and 4) to utilize existing resources to the maximum extent in a way that complements ongoing efforts and targets future funding and programming opportunities.

The current service delivery system includes many isolated government, non-profit, business and community based programs and services focused on individual aspects of homelessness. These efforts may or may not communicate within any central organizing body such as BOCH or Common Ground. These services may or may not include cohesive data collection and performance evaluation, and there is currently no common goal or clearly articulated outcome for the services that are provided. The current system does not promote collaboration among service providers or encourage coordination of resources. Staff members from various County departments are involved in many of the current homeless service programs. There is no singular department or County staff member that provides cohesion among the many services, and/or evaluation of the taxpayer resources allocated toward homeless services.

Current Service Delivery System



The purpose of this reorganization is to link all of the various isolated entities into one collaborative effort to facilitate clear policy direction, coordinated response to problems, information sharing, effective regional implementation and measurable performance evaluation. Appropriate County staff from Public Health, Alcohol, Drug and Mental Health, Social Services, Community Services, Veterans Affairs, Probation, Sheriffs and the courts will be efficiently coordinated into this new structure, optimizing staff time and using County and community wide resources more strategically.

As an example, on May 1, 2012 the Community Services Department (CSD) provided information to the Board of Supervisors about the Santa Barbara County HOME Consortium and CDBG Urban County Partnership 2011/12 Annual Action Plan and Annual Plan Substantial Amendments. As part of the Emergency Service Grant Substantial Amendment, CSD articulated how the vision of this new merged structure is “congruent with the County’s vision for an improved Continuum of Care”. (See Attachment B - Draft 2011 ESG Substantial Amendment p. 3) The Housing, Shelter and Treatment group includes all of the existing Continuum of Care partners and expands the Continuum to engage those service providers who may not currently be a part of the Continuum of Care because they do not receive funding from HUD.

In the report to your Board on April 17, 2012 regarding Mentally Ill and Homeless Recidivism Cost Analysis, it was reported that the cost of housing an individual with support services is approximately \$33,560 and the approximate cost of incarceration is \$44,572. That report used data from the 2006 BOCH: Ten Year Plan and the 2010 Common Ground project to determine that there are approximately 6,350 homeless men, women and children in Santa Barbara County. The report found that 77% of homeless individuals spent time incarcerated and 33% suffered from serious mental illness. Using these numbers, a modest goal of reducing chronic homelessness by 5%, or housing just 300 individuals with known recidivism, mental and physical health issues would save the County approximately \$3,000,000 per year. At the April 17th meeting, the Board directed staff to come back with improved figures that more accurately reflect the actual cost of providing housing and related services in comparison to incarceration of homeless individuals.

Background:

In 2006, the Board of Supervisors approved *Bringing Our Community Home: the Ten-Year Plan to End Chronic Homelessness throughout Santa Barbara County*. The Ten Year Plan has guided allocation of supportive services and helped to integrate homeless services with housing decisions for the past six years. In 2007, the South Coast Homeless Advisory Committee (SCHAC), which had been meeting informally since the mid-1980’s as an information-sharing venue, was formalized as an advisory body and expanded to participating jurisdictions. The SCHAC, Lompoc Homeless Advisory Committee and Santa Maria Homeless Advisory Committee are also affiliated with the Ten Year Plan.

Common Ground Santa Barbara is a collaborative effort of community members from the non-profit, governmental, business and faith communities of Santa Barbara County striving to end homelessness. Common Ground SB has been instrumental in recruiting over 500 volunteers to participate in administering the Vulnerability Index during the Point in Time Homeless Count required by HUD. Volunteer efforts associated with Common Ground and the faith community has supported operation of

#6 Addendum

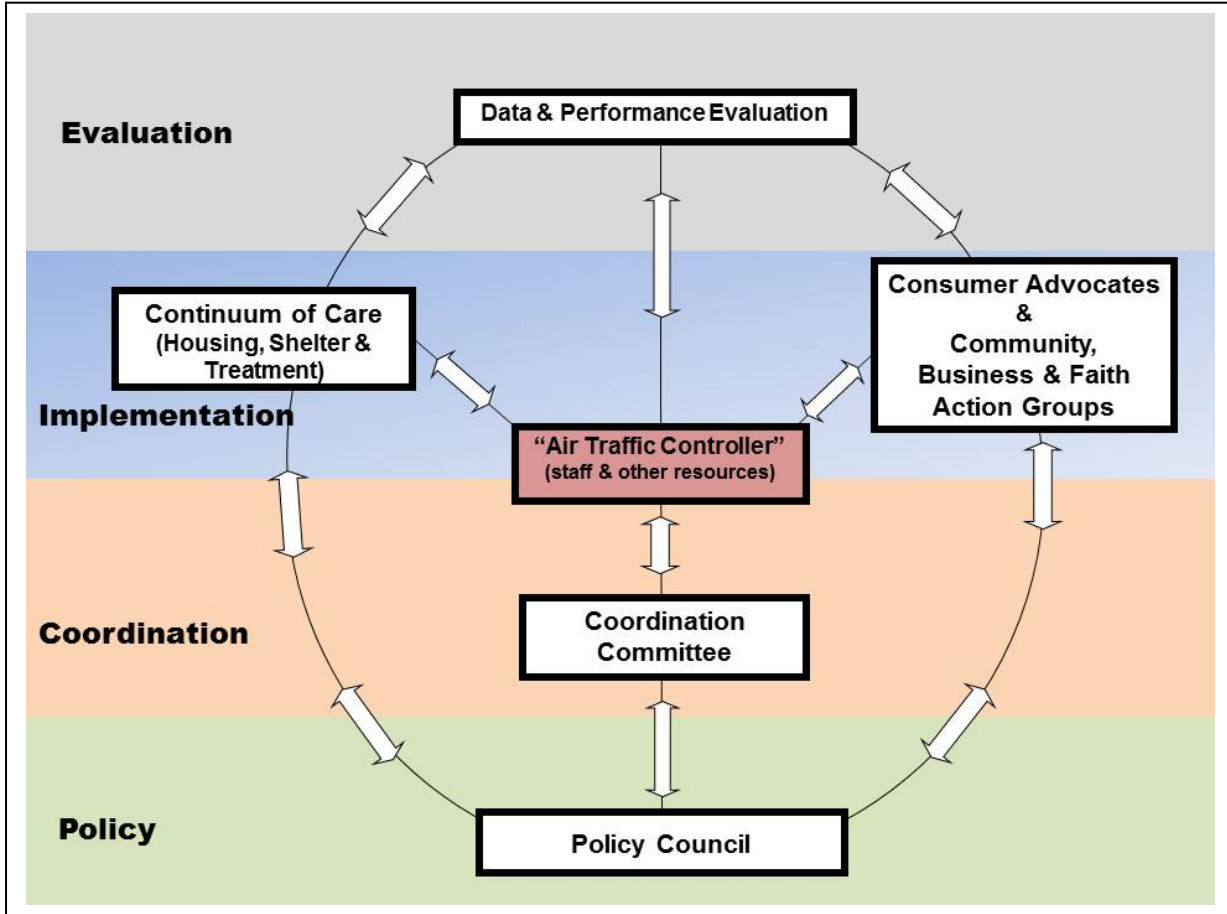
the Freedom Warming Centers throughout the County during times of inclement weather and many more volunteers are being trained and mobilized through the Homeless Advocacy Project.

There is much activity in our community focused on helping those without homes, yet communication among efforts is sporadic and there is dissatisfaction regarding the net impact of these activities, which is currently unquantifiable. In the 2010-2011 Grand Jury Report entitled, "Homeless Mentally Ill Indigent Recidivism - This is Not Good for the County", it was asserted that "*there is no centralized, coordinating entity with the authority to marshal all public and private non-profit resources engaged in providing services to the mentally ill, indigent, homeless and jail recidivist.*" The proposed merger and subsequent re-organization and partnership of public and private resources are intended to improve the efficiency and effectiveness of current efforts and establish a centralized, coordinating entity with authority to improve service at a systemic level and streamline service delivery in the most cost effective way.

A recent report entitled *Searching out Solutions 2012* by the United States Interagency Council on Homelessness recommended that local jurisdictions collaborate across all sectors including the alignment and sharing of resources; develop and implement strategic plans to end homelessness; and implement only proven or promising practices. On April 17, 2012 the Board of Supervisors heard a Comparative Cost Analysis from the County Executive Office outlining cost savings associated with housing the mentally ill homeless indigent population, rather than cycling them from jail to the emergency room and then back to the streets. That presentation concluded that streamlining "*the service delivery and referral system is important for improving effectiveness of the parts of the system we can impact*". This new collaborative model will focus our efforts on the "Housing First" and "Housing Ready" models and help to identify duplication of activities, gaps in service and reduce the use of costly emergency and public safety related systems as a safety net thus better serving this needy population at the least cost to County and community resources.

The end result of the proposed merger is to provide more effective and efficient homeless related services and accountability in a coordinated effort resulting in smarter practices and better outcomes for our community and the people we serve.

Diagram of new merged structure and communication



A New Model of Collaboration

This new model as illustrated above provides for broad cross-sector coordination utilizing a *collective impact* approach. This approach requires the commitment of a diverse group of stakeholders working from a common agenda to solve a specific social problem. Solutions are generated through a centralized infrastructure, a dedicated staff and a structured process that leads to coordinated actions, shared responsibility, performance measurements, mutually reinforcing activities, and ongoing communication. A group of diverse stakeholders developed this model with in pursuit of using these strategies to address homelessness in Santa Barbara.

The model contains the following key roles:

Policy Council:	Who: Elected Officials Role: Setting vision and establishing policy the articulate response of homelessness includes resource allocation and goals for accountability.
-----------------	---

Coordinating Committee: Who: Key Leaders (Agency, County Department Executives, Decision makers)
 Role: Set priorities, develop short and long term goals to address policy needs, use best practices to implement solutions, share information and direct the day to day work of the staff.

“Air Traffic Controller” and staff: Who: Administrator, coordinator, convener, facilitator
 Role: Facilitates the work of the Coordinating Committee, outreaches to the community, interfaces on a regular basis with community action groups and housing treatment and shelter providers, continually oversees data and performance evaluation. Employed by a non-profit organization that does not provide direct services.

Other groups and roles: Consumer advocates, Continuum of Care & Community Business and Faith Action Groups. To include backbone expert agencies individuals delivering day to day services, emergency response, data providers, data collectors, and other necessary resources.

Performance Measure:

Performance and outcomes measures to be established and will provided to the Board of Supervisors upon completion

Fiscal and Facilities Impacts:

There are no fiscal and facility impacts associated with this action. Savings and efficiencies associated with more effective and coordinated use of County staff time and resource are however anticipated.

Staffing Impacts:

Legal Positions:

FTEs:

N/A

Special Instructions:

Attachments:

Authored by:

Stephanie Langsdorf