

A New Model of Collaboration:

Homeless Support Systems Merger

June 26, 2012



COUNTY EXECUTIVE OFFICE

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Current Model

- Ten Year Plan to End Chronic Homelessness –(Bringing Our Community Home) **BOCH**
- Common Ground SB Campaign
- Homeless Advisory Committees
- Unaffiliated Community Action Groups
- Public & Nonprofit Service Agencies
- Uncoordinated efforts= isolated impacts
- Various government departments with County and City staff participation

Proposed Model

- **Creates “Policy Council”** of Elected Officials to direct cost effective & efficient response
- **Creates “Coordination Committee”** of Key Leaders who set program & funding priorities
- **Empowers “Community Action Groups”** to participate in solutions
- Encourages **collaboration between service providers**
- **“Homeless Coordinator” a Facilitator & support staff who report to Coordination Committee**
- **Phased approach** to employ new strategies.



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Collective Impact Approach:

Methodology--

- Different sectors come together on a common agenda to solve a specific social problem;
- Actions are supported by a shared measurement system, mutually reinforcing activities, frequent and ongoing communication;
- The effort is staffed by an independent backbone organization

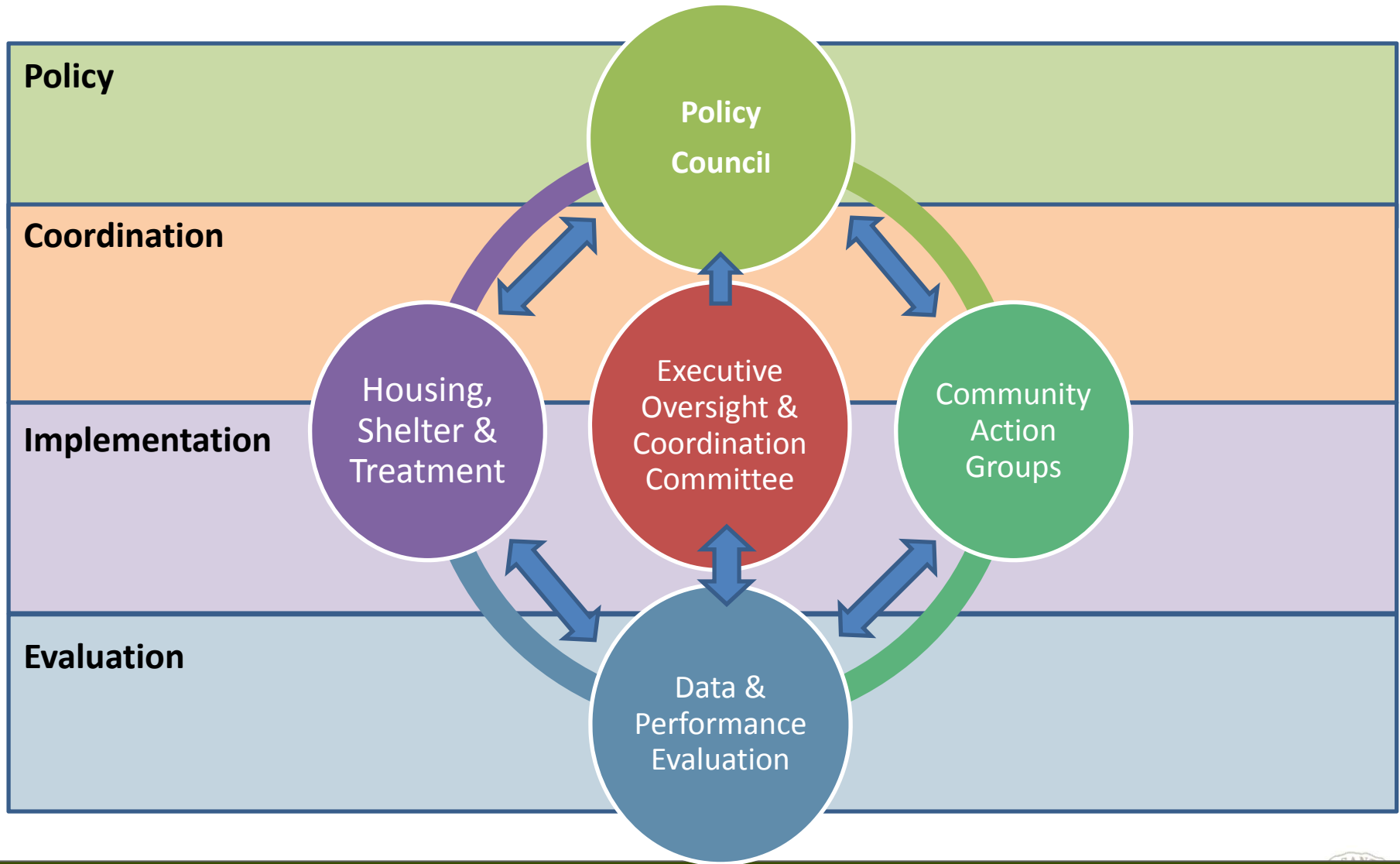


Goals of the New Structure include:

- Improving broad cross-sector coordination;
- Improving all aspects of the homeless service provider continuum;
- Establishing reliable longitudinal measurements of effectiveness and use data for decision making;
- Utilizing existing resources to the maximum extent in a way that complements ongoing efforts and targets future funding and programming opportunities.



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Policy

- Representation by Board of Supervisors
- Participate in setting policy and priorities

Coordination

- Participation of CEO's Office - ACEO & Dept Execs
- Internal coordination and allocation of existing resources
- *Homelessness is sentinel issue for IAPC & Dept Head debrief*
- *County Department Heads - Expertise*

Implementation

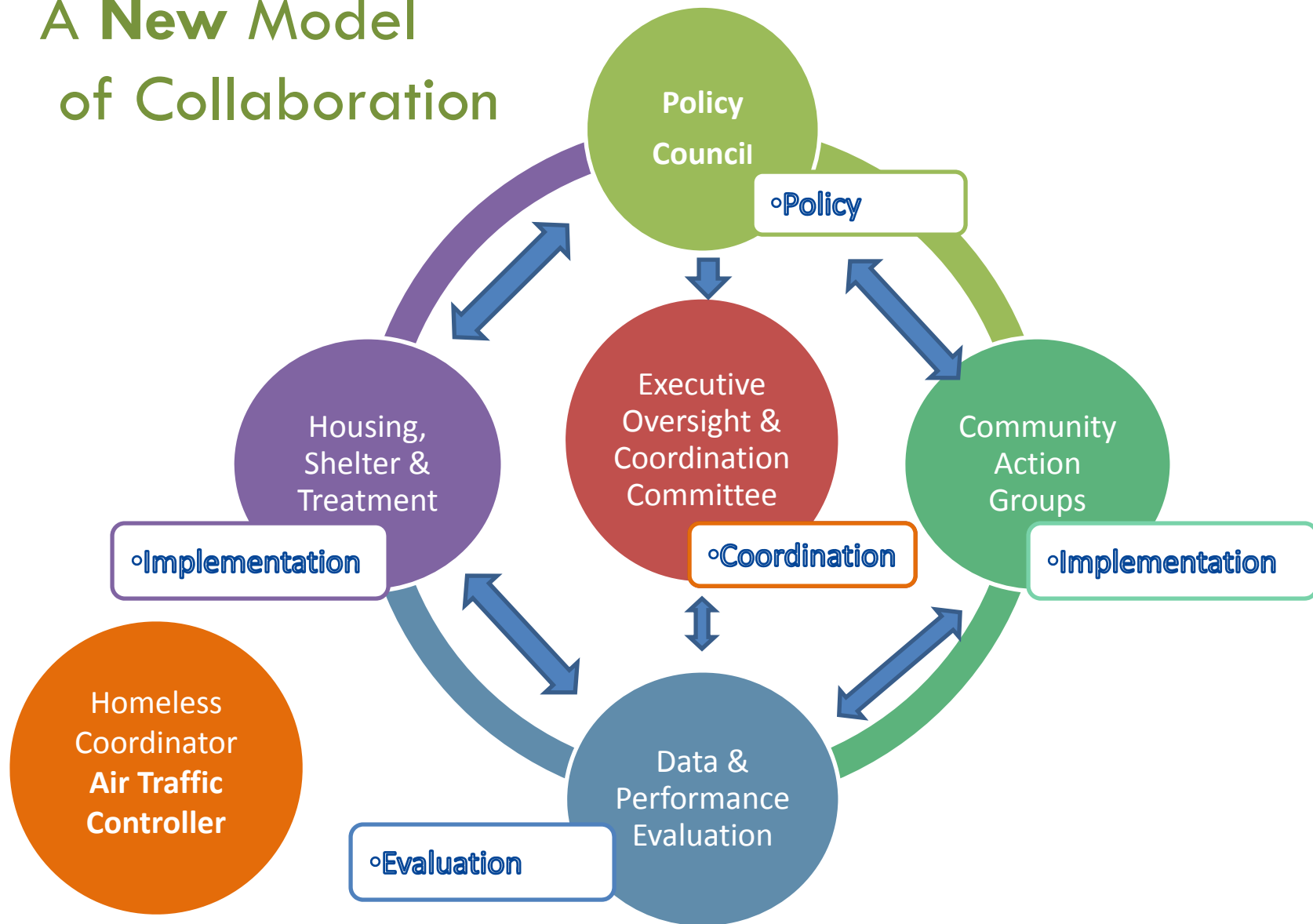
- Continuum of Care (HUD)
- County Departments (treatment, services, housing, grants etc.)
- Delivery & facilitation of Data gathering & analysis (HMIS)

Evaluation

- HMIS – Enhance decision making, performance & outcomes
- “Point in time count” (HUD)
- Comprehensive approach/ Link to existing efforts
- Focus on continuous improvement



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Total Cost of Homeless Merger Effort Year 1

- Based on a draft of the Fiscal Year 2012/13 budget for the homeless restructuring effort, total costs for Year 1 are approximately \$245,000 contributed by participating and potential granting agencies. This preliminary budget includes the following:

Salaries & Benefits

Homeless Coordinator

Administrative Support

Subtotal Salaries & Benefits \$104,000

Services & Supplies

Professional services (facilitator and evaluation) \$83,000

Office support/supplies/technology \$58,000

Subtotal Services & Supplies \$141,000

Total Preliminary Program Costs FY 2012/2013 \$245,000



Success of reorganization determined by:

- ☑ Clearly stated outcomes we are trying to achieve for our intended beneficiaries through each program and service offered.
- ☑ Define, with reasonable specificity, what each of our programs and services actually does that leads to those outcomes.
- ☑ Demonstrate that our programs and services are informed by insights from those we serve as well as relevant research and/or the proven practices of others in the field (best practices).



Desired Future

To promote more efficient and effective use of resources in order to house vulnerable people living on the street.

The Model will:

- **Coordinate use of public & private funds** to lower costs
- Develop structure to support disciplined leadership including **clear policy directives**, the flexibility to **coordinate responses**, & guides the allocation of resources to quickly and efficiently **implement solutions**

Stakeholders involved at all levels will benefit from

- Clarity, engagement, & **clear lines of authority**
- **Respect & empowerment** that encourages flexibility & timely response
- Shared & consistent measurements to assure **accountability**



Recommendations

- Receive report from staff regarding the County's role in the proposed homeless merger, and;
- Direct County Executive officer to assign staff to serve on the Executive Committee of the new homeless structure as well as other staffing as necessary;
- Appropriate funds in the amount of \$75,000 from Contingency line item account 9898 to General County Program, line item account 7460;
- Direct staff to report back to the Board of Supervisors in six months regarding overall progress of the new homeless structure, impact on clients served programs, services and funding;
- Direct staff to return following further community consultation with appropriate actions to establish new structure.



Thank You!

