



**BOARD OF SUPERVISORS  
AGENDA LETTER**

**Agenda Number:**

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

**Department Name:** CEO  
**Department No.:** 012  
**For Agenda Of:** February 5, 2013  
**Placement:** Departmental  
**Estimated Tme:** 30 minutes  
**Continued Item:** No  
**If Yes, date from:** - -  
**Vote Required:** 3/5

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**TO:** Board of Supervisors  
**FROM:** Department Chandra L. Wallar, County Executive Officer  
Director  
Contact Info: Terri Nisich, Assistant County Executive Officer  
**SUBJECT: Homeless Support Systems Merger – Progress Report**

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**County Counsel Concurrence**

N/A

**Auditor-Controller Concurrence**

N/A

**Other Concurrence:**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors:

- A. Receive report from staff regarding the progress to date on homeless support system restructuring effort now known as the Central Coast Collaborative on Homelessness (C3H).

**Summary Text:**

On June 26, 2012 the Board of Supervisors received a report on a new collaborative structure to address homelessness within Santa Barbara County. The Board of Supervisors unanimously supported the new structure, allocated \$75,000 toward the effort and directed the County Executive Office to return to the Board in six months with a progress report.

The proposed homeless structure and subsequent re-organization and partnerships of public and private resources were intended to reduce homelessness through the establishment of a centralized coordinating entity with the authority to improve the effectiveness of service at a systemic level and streamline service delivery to maximize the efficient use of resources.

The goals of the new structure included but were not limited to:

- 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.

## **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 had previously 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.

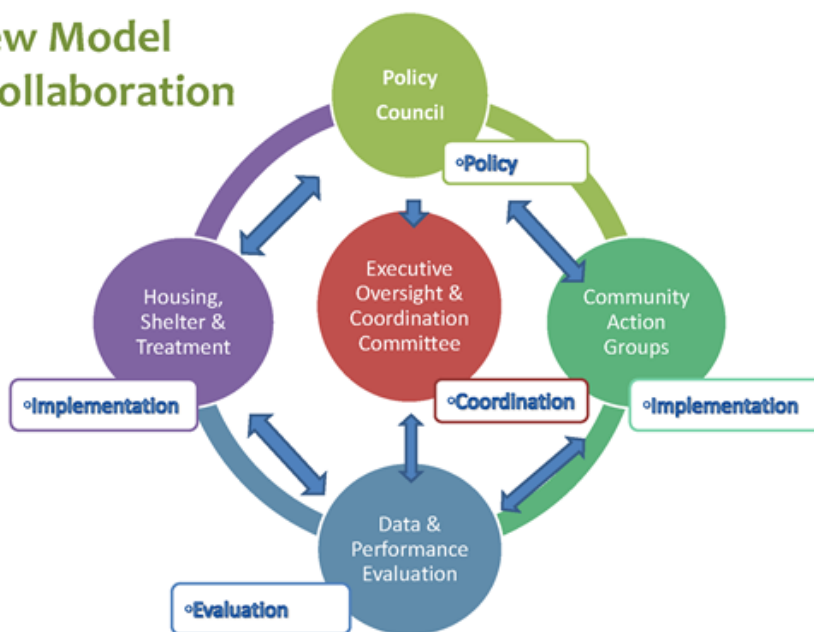
The vision of the proposed merger and new structure is to provide more effective and efficient homeless related services and accountability in a coordinated effort resulting in smarter practices and better outcomes for the collective communities within the Santa Barbara County region and those people we serve.

## **The New Model of Collaboration**

As referenced in the report to the Board of Supervisors on June 26, 2012, this new model, illustrated below, provides for broad cross sector coordination and *Collective Impact*. *Collective Impact* is the commitment of a group of important actors, from different sectors to a common agenda for solving a specific social problem. *Collective Impact* initiatives involve a centralized infrastructure, a dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities among all partners.

In order to embark upon the initiative and employ the concepts of *Collective Impact* to address the pressing issue of homelessness county-wide, the model, originally devised by key stakeholders from the community, has been employed over the last 7 month period to address the goals identified above.

### **A New Model of Collaboration**



## **Key Accomplishments in Functional Areas:**

### **Policy Council:**

*Who:* Elected Officials

*Role:* Set strategic vision and establish policies that reduce homelessness.

*Progress to Date:* Elected officials representing the County and cities have now been appointed by their respective jurisdictions to serve on the Policy Council. Third District Supervisor Doreen Farr and Fifth District Supervisor Steve Lavagnino serve on behalf of the County. Representatives from cities include: Mayor Helene Schneider and Councilmember Dale Francisco (Santa Barbara); Councilmember Terry Zuniga and Councilmember Jack Boysen (Santa Maria); Councilmember Paula Perotte (Goleta); Vice Mayor Gregg Carty (Carpinteria); Councilmember Holly Sierra (Buellton); and (Lompoc) which at the time of this writing is still in the process of identifying their representative. The first meeting of the full Policy Council is scheduled for Thursday, February 14, 2013. This is a Brown Act committee.

### **Coordination Committee:**

*Who:* Agency, County Department Executives, Decision makers. This group is led by the Executive Oversight Committee which is a subset of the larger Coordination Committee.

*Role:* Set operational and resource priorities and implement policy decisions that reduce homelessness, develop short and long term goals to address needs and coordinate problem solving, and process improvement strategies. The Executive Oversight Committee oversees the day-to-day work of the homeless coordination team.

*Progress to Date:* Secured United Way of Northern Santa Barbara County as fiscal agent, retained homeless coordinator, program facilitator and additional staff support established office space in North and South County via North County United Way and in-kind contribution of the City of Santa Barbara, secured web presence through Hutton Parker Foundation provision of Non-Profit Network, secured Policy Council representatives via outreach to jurisdictions, coordinated and participated in Point in Time Count and Vulnerability Index, established immediate presence as Central Coast Collaborative on Homelessness (C3H), secured funding and met revenue targets for year one of effort (to date \$34,000 has been expended in the first quarter of operation. Expenditures pertain to salaries, benefits and contract services):

#### **Revenue Secured to Date**

Santa Barbara County	\$75,000
City of Santa Barbara	\$75,000
Second Story	\$25,000
Santa Barbara Foundation Innovations	<u>\$75,000</u>
<b>Total</b>	<b><u>\$250,000</u></b>

**Homeless Coordinator(s):**

*Who:* Administrator, coordinator, convener, and facilitator.

*Role:* Facilitate the work of various groups in C3H including the Coordination Committee, outreach to the community, and interface on a daily basis with community action groups, housing and treatment and shelter providers, and continually conduct performance evaluations. The coordinator is housed by a community non-profit.

*Progress to Date:* Retained Homeless Coordinator and Facilitator on November 1, 2012. All proposed groups are meeting and progress is underway. All fiscal obligations have been secured and needed contracts negotiated. Major efforts include the spearheading and coordination of Point in Time Count/Vulnerability Index development including all related trainings and infrastructure needs and coordination of all volunteer efforts.

**Housing/Shelter/Treatment (HST) & Community Action Group (CAG):**

*Who:* Backbone expert agencies and community partners.

*Role:* Deliver day to day services, emergency response, data providers, data collectors, resources, and information providers.

*Progress to Date:* **CAG:** Mobilized over 600 volunteers county wide representing over 100 agencies to participate in the Point in Time Count (PIT)/Vulnerability Index process. **HST:** The HST is comprised of over 35 representatives from agencies including Cottage Hospital, People Self-Help Housing, County Public Health Department, Transition House, Veterans Administration and County Alcohol Drug Mental Health Services Department. Their primary role and future work plan includes conducting research, collating data and evaluation of local and nationwide best practices pertaining to the provision of housing, shelter and treatment services followed by implementing the identified process improvements relevant to Santa Barbara County.

**Data, Performance & Evaluation Function:**

*Progress to Date:* The full collaborative facilitated the collection of data via the Point in Time Count and Vulnerability Index.

As noted, goals identified at the onset of this effort included the following:

- 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.

Based on the activities and accomplishments noted above, significant progress has been made primarily in the area of improving broad cross sector coordination as multiple individuals from government, law enforcement, healthcare, nonprofits, foundations and service and treatment sectors have been working

collaboratively to both devise and activate the new structure as well as collectively working to ensure the success of the Point in Time Count critical to the success of future efforts. In addition, at the Executive and Coordination Committee level critical ongoing interaction has occurred providing for analysis of grant opportunities and sharing of data, resources and training to maximize the use of existing resources. The Policy Committee will soon begin the process of establishing priorities which will then further the aggressive pursuit of data for decision making and ultimate improvements to the overall service continuum.

### **Next Steps**

Over the course of the next several months key activities planned include but are not limited to:

- Initial meeting of Policy Council with collective goal and priority setting
- Homeless Management Information System (HMIS Operational)
- Report to HUD to on mandatory information gathered via PIT
- Volunteers in from PIT formally begin formal participation CAGs to expand resource base
- PIT and VI data incorporated into decision making utilizing best practices for housing, treatment and service opportunities
- Existing and new funding sources, flow and dynamics explored to leverage additional funding for overall system of care

### **Performance Measures**

Performance and outcomes measures to be established by the Policy Council and Executive Oversight Committee will be provided to the Board of Supervisors.

### **Fiscal and Facility Impacts:**

Savings and efficiencies associated with more effective and coordinated use of County staff time and resources are anticipated and will be reported to the Board of Supervisors. In addition, efficient and coordinated use of County resources, direct cost savings and cost avoidance pertaining individuals obtaining supportive housing vs. incarceration and supportive housing/treatment programs vs. health care systems costs will be measured. County staff is presently tracking time associated with this effort.

### **Staffing Impacts:**

No new County positions are added to through this effort. A community nonprofit housed the homeless coordinator, facilitator and support staff positions.

**Legal Positions:**

**FTEs:**

### **Authored by:**

Terri Nisich, Asst. CEO