



# CITY OF SANTA BARBARA

## COUNCIL AGENDA REPORT

**AGENDA DATE:** August 13, 2013

**TO:** Mayor and Councilmembers

**FROM:** Administration, Housing & Human Services Division, Community Development Department

**SUBJECT:** Central Coast Collaborative On Homelessness Memorandum Of Understanding

### RECOMMENDATION:

That Council authorize the City Administrator to execute a Memorandum of Understanding with the Northern Santa Barbara County United Way for the Central Coast Collaborative on Homelessness effort, subject to City Attorney approval as to form.

### DISCUSSION:

On October 23, 2012, Council approved a Memorandum of Understanding (MOU) with the Northern Santa Barbara County United Way (NSBCUW) for the period of October 1, 2012 to June 30, 2013 for the Central Coast Collaborative on Homelessness (C3H) effort. Council also appointed two council members (Schneider and Francisco) and two alternates (Murillo and Hotchkiss) to serve on the C3H Policy Council.

The Policy Council has met three times and has full Countywide representation. The Policy Council includes ten representatives from the following jurisdictions: City of Santa Barbara (2); County Board of Supervisors (2); City of Santa Maria (2); City of Goleta (1); City of Lompoc (1); City of Carpinteria (1) and City of Buellton (1).

In addition, the Executive Oversight, Coordination and Housing, Shelter and Treatment committees have been meeting on a regular basis. C3H staff has also been working with "Community Action Groups" (CAG's) to help empower community members, faith organizations, business entities, and advocacy groups to participate in building solutions.

Recent accomplishments of C3H include:

1. Coordinating the Point in Time Count, a count of sheltered and unsheltered homeless persons on a single night.
2. Tracking county-wide housing placements.

3. Forming a Task Force to deal proactively with the impacts of Casa Esperanza transitioning to a sober-based facility.
4. Developing an outreach strategy regarding the Patient Protection and Affordable Care Act and health care reform and how they relate to homelessness.
5. Setting the C3H Coordination Committee up to serve as the Continuum of Care Committee for the County's Housing and Urban Development (HUD) grant review process, which means that the group will evaluate and rank proposals for HUD funding such as Continuum of Care and Emergency Solutions grants.
6. Preparing an "asset map" and developing measurement tools (in process).
7. Adding the City of Santa Maria as sponsor.

The purpose of the MOU is to collaborate and share resources to further the strategy of C3H. Sponsors include:

County of Santa Barbara	\$75,000
City of Santa Barbara	\$75,000
Housing Authority of the City of Santa Barbara	\$13,000
City of Santa Maria	\$12,000
Santa Barbara Foundation	<u>\$75,000*</u>
	\$250,000

(\* \$75,000 received for Calendar Year 2013; application for \$75,000 pending for Calendar Year 2014)

Positions are allocated in the C3H budget as follows:

- .57 Full-time Employee (FTE) Facilitator
- .75 FTE Community Coordinator
- .5 FTE Special Projects & Legislative Analyst

The Facilitator receives direct supervision and direction from the Executive Oversight Committee and exercises supervision of the two staff members. The Facilitator is guiding the process by assisting in the development and implementation of the collaboration's goals and objectives. She also establishes schedules and methods for communication between the Coordination Committee, Policy Council and other related committees. She is also responsible for monitoring the progress and performance of the collaborative.

The Community Coordinator works closely with individual Community Action Groups (CAG); participates and assists in planning and facilitating the monthly Coordination Committee meetings; keeps the Coordination Committee informed of CAG work countywide; works to ensure successful team relationships within the Coordination Committee as well as between and among stakeholder groups; and assists in the communication of information between the Coordination Committee and Policy Council and the CAG's.

The Special Projects & Legislative Analyst is currently working on an asset map of homeless services. She also assists with meeting notifications and minutes as well as coordination, analysis and documentation of committee efforts.

**BUDGET/FINANCIAL INFORMATION:**

City funds for this effort were appropriated as part of the City's Fiscal Year 2014 budget and staff is recommending that Council formally commit the funds and approve the Memorandum of Understanding with the Northern Santa Barbara County United Way.

The County of Santa Barbara, the City of Santa Maria and the Housing Authority of the City of Santa Barbara have committed funds to this effort and a grant is pending with the Santa Barbara Foundation.

The draft Memorandum of Understanding is attached.

**ATTACHMENT:** Draft Central Coast Collaborative on Homelessness (C3H)  
Sponsors and Host Agency Memorandum of Understanding

**PREPARED BY:** Sue Gray, Community Development Business Manager

**SUBMITTED BY:** Paul Casey, Assistant City Administrator/Community  
Development Director

**APPROVED BY:** City Administrator's Office

**CENTRAL COAST COLLABORATIVE ON HOMELESSNESS (C3H)  
SPONSORS AND HOST AGENCY MEMORANDUM OF UNDERSTANDING**

July 2013

This Memorandum of Understanding, herein after referred to as "MOU," is entered into between the Northern Santa Barbara County United Way (hereinafter referred to as "NSBCUW-Host Agency") and the project funding sources (hereinafter referred to as the "Sponsors") identified below, for the purpose of collaborating and sharing resources to further the strategy of the Central Coast Collaborative on Homelessness (hereinafter referred to as "C3H").

**SPONSORS** As of the execution of the MOU, the following entities have agreed to serve as Sponsors for this project:

○ County of Santa Barbara	\$75,000
○ City of Santa Barbara	\$75,000
○ Housing Authority of the City of Santa Barbara	\$13,000
○ City of Santa Maria	\$12,000
○ Santa Barbara Foundation	<u>\$75,000*</u>
	\$250,000

\* \$75,000 received for Calendar Year 2013; application pending for Calendar Year 2014 (\$75,000 requested)

During the term of this MOU, new entities may choose to join as Sponsors. New Sponsors will be asked to execute a copy of this MOU, and will agree to be bound by the Sponsor responsibilities set forth in the MOU.

**RESPONSIBILITIES OF SPONSORS**

Sponsors agree to:

- Contribute funds as specified above, subject to the applicable and required budgetary approval process of each Sponsor entity.
- Approve the members of the Executive Committee, which shall include the NSBCUW-Host Agency Executive Director. The Executive Committee will be responsible for reviewing the C3H program and providing guidance to assist C3H in achieving its goals and objectives.

**RESPONSIBILITIES OF NSBCUW-HOST AGENCY**

NSBCUW-Host Agency agrees to:

- Subscribe to the C3H Guiding Principles (Attachment A) and C3H Vision (Attachment B).

- Serve as the Fiscal Agent and maintain the operating fund for C3H and the accounting documents according to generally accepted accounting practices, and to annually report on the sources and uses of funds in compliance with the program budget.
- Serve as the employer of record for the C3H employees. As such, NSBCUW will enroll C3H employee in standard employee and retirement programs including vacation, sick days, and all other benefit agreements.
- Provide in-kind support as shown in the program budget (Attachment D).
- Receive additional funds from Sponsors or other sources for operations, fund matching, internal operations or subcontracting.
- Assign its Executive Director to serve as a member of the C3H Executive Committee and Coordinating Committee.

### **RESPONSIBILITIES OF C3H**

C3H agrees to:

- Make a commitment to serve as the lead agency in procuring funds to maintain its operations, on an annual basis.
- Establish executive committee to review C3H program and provide guidance to achieve goals and objectives.
- Support efforts to expand linkages and coordination with homeless program service providers.
- Ensure compliance with all state and federal regulatory standards and guidelines pertaining to funding provided to NSBCUW-Host Agency and fiscal agent.
- Support the work of the Community Coordinator and contract Facilitator as outlined in the job description (Attachment C).

### **FINANCIAL MATTERS**

The parties agree that NSBCUW-Host Agency may charge the operating fund an amount not to exceed 5% of NSBCUW-Host Agency's administrative costs incurred for serving as the Fiscal Agent, and \$55/per pay period to cover the administration of benefits for the C3H employee, up to a total amount of \$11,775.00 as set forth in the program budget attached hereto as Attachment D.

The parties agree that upon expiration or termination of this MOU, any unspent funds in the operating fund shall be returned to the Sponsors on a pro rata basis according to each Sponsor's contribution.

### **TERM AND TERMINATION**

The term of this MOU shall be from July 1, 2013 through June 30, 2014. This MOU may be terminated by any party, with or without cause, upon ninety (90) days prior written notice to the other parties. Any notice of termination shall specify the effective date of such termination. This MOU shall also terminate in the event that there are no longer monies in the operating fund to support the ongoing operations of C3H.

**INDEPENDENT CONTRACTOR**

NSBCUW-Host Agency, its employees, and agents are independent contractors and not employees of any of the Sponsors for any purpose whatsoever. Sponsors and NSBCUW-Host Agency do not have an employer-employee relationship and in that regard the Sponsors exercise no control whatsoever of the manner and means by which the NSBCUW -Host Agency, its employees and agents accomplish their work.

**ASSIGNMENT**

No party may transfer or assign this MOU without the written consent of the other parties, which consent may be withheld at the absolute discretion of the parties from whom consent is sought.

**NONDISCRIMINATION**

NSBCUW-Host Agency agrees to be bound by the terms and conditions of nondiscrimination.

**AMENDMENT**

This MOU contains the entire agreement of the parties. No additional term or modification may be made unless such addition or modification is in writing and signed by the parties to this MOU. In the event that a new Sponsor is voted on and approved by the parties to this MOU, the new Sponsor will be asked to execute this MOU, which action shall not be treated as an amendment to this MOU nor require the existing parties to re-execute this MOU.

**COUNTERPARTS**

This MOU may be executed in several counterparts, all of which taken together shall constitute a single agreement between the parties.

**Host Agency:**

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Eddie Taylor  
Executive Director  
Northern Santa Barbara County United Way

**Sponsors:**

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James L. Armstrong  
City Administrator  
City of Santa Barbara

Date

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Chandra L. Wallar  
Executive Officer  
County of Santa Barbara

Date

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Rob Pearson  
Executive Director  
City of Santa Barbara Housing Authority  
C3H, Chairperson

Date

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Rick Haydon  
City Manager  
City of Santa Maria

Date

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Phylene Wiggins  
Community Investment Officer  
Santa Barbara Foundation

Date

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Sylvia Barnard  
C3H Vice Chairperson

Date

## **Central Coast Collaborative on Homelessness (C3H) Guiding Principles**

The Central Coast Collaborative on Homelessness (C3H) is based on a Collective Impact approach and will use the following methodology as Guiding Principles:

- 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.

These Guiding Principles will help to meet the following Goals:

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

**Central Coast Collaborative on Homelessness (C3H)  
Our Purpose**

The purpose statement of C3H :

***C3H will harness all resources available to reduce the number of people experiencing homelessness, as well as minimize the impacts of homelessness in Santa Barbara County.***

We aim to promote more efficient and effective use of resources to reduce homelessness and to meet both the needs of the most vulnerable as well as the needs of the community. C3H will:

- Coordinate the use of public and private resources.
- Develop a structure to support disciplined leadership including clear policy directive, the flexibility to coordinate responses, and guide the allocation of resources to quickly and efficiently implement solutions.

Stakeholders involved at all levels will benefit from:

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

Success of C3H will be determined by:

- ✓ Clearly stated outcomes that we are trying to achieve for our intended beneficiaries through each program and service offered.
- ✓ Defining, with reasonable specificity, what each of our programs and services actually does that leads to those outcomes.
- ✓ Demonstrating 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).

## Attachment C

## Central Coast Collaborative on Homelessness (C3H) Facilitator

*Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are **not** intended to reflect all duties performed within the job.*

### **Title: Facilitator (.50 FTE)**

Salary: \$65 - \$75/hr

1,200 hrs annually

\$78,000 - \$90,000 annually

This is an at-will contracted position that reports directly to the C3H Executive Oversight Committee.

### **Description**

Drawing on their previous experience and/or demonstrating the capacity to fill in gaps in their capabilities, the ideal candidate(s) possess the following mindset and skills:

- **Educator:** Capacity to educate colleagues and build broad awareness of the benefits of Collective Impact (CI) and how it differs from traditional approaches. In meetings, workshops, and other communications, convey the fundamental differences between traditional and CI approaches in order to reinforce the paradigm shift and encourage new mindsets and behaviors.
- **Strategist:** Able to integrate CI practices with business strategy development.
- **Innovator:** Foster innovation and support stakeholders to think differently about the business they are in and how they can benefit society and clients.
- **Facilitator:** CI initiatives by definition require cross-functional involvement from design through execution. The facilitator will help stakeholders to expand their thinking from having *authority* and *ownership* for a program area to needing to *influence* a range of issues with a focus on effectiveness.
- **Collaborator:** Effective multi-stakeholder engagement is required, including partnering with government, nonprofits, and the private sector. These efforts need to be lead through existing relationships as well as creating new ones as the effort expands.
- **Knowledge Agent:** Assure that appropriate resources are employed to track and measure both the benefits and social impact of homelessness initiatives. Proper measurement of outcomes will inform and guide future internal allocation decisions and will allow for transparent communication between stakeholders. Provide strong stewardship of these knowledge needs by championing an *integrated* approach to measurement – conducting a side-by-side assessment of financial/business and social value.

### **DISTINGUISHING CHARACTERISTICS**

- Utilizes principles of Collective Impact and effective collaboration in execution of duties;
- Serves as key resource of the “Backbone Organization” of this merger effort on homelessness;
- Model behaviors and provides effective and ethical leadership;
- Creatively and strategically plans and is accountable for strategy and goal formation consistent with collective impact approaches;

- Engages stakeholders; communicates and collaborates effectively at multiple levels;
- Develops skills in self and others;
- Analyzes issues and data
- Understands the underlying psychology of why people act as they do and changes approach to affect positive outcomes; builds rapport throughout the community; and develops human potential. Key Concepts: Staff development; communication; listening; delegation; recognition; and buy-in.

#### **SUPERVISION RECEIVED AND EXERCISED**

- Receives direct supervision and direction from the Executive Committee of the Coordination Committee
- Exercises supervision of the Community Coordinator, Administrative staff and consultants

#### **Examples of Duties:**

- Plan, prioritize, assign, supervise and review the work of staff responsible for homeless merger efforts.
- Recommend and assist in the development and implementation of goals and objectives; implement approved policies and procedures;
- Establish schedules and methods for Coordination Committee, Policy Council and other merger related meetings and communication:
- Provide staff support to the Executive Committee of the Coordination Committee;
- Monitor merger effort progress and performance;
- Participate in the selection of staff; provide or coordinate staff development and training;
- Facilitate meetings; stay abreast of new trends and innovations in collective impact strategies;
- Make public presentations on merger efforts;
- Guides the process of how the stakeholders work together using input from

#### **QUALIFICATIONS:**

##### **Knowledge of:**

- Operations, services and activities of a community non-profit and public sector programs related to homelessness
- Principles and practices of effective communication and facilitation strategies
- Principles of project management, performance measurement, budget preparation and negotiations
- Modern and complex principles and practices of program development and administration
- Collective Impact approaches to collaborative efforts
- Principles of supervision, training and performance evaluation
- Public, private and community funders
- Current needs and emerging trends affecting homeless individuals in Santa Barbara County

##### **Ability to:**

- Work under minimum supervision
- Interpret and compile a variety of information.
- Make presentations to large groups, persuade and influence others, exercise objectivity and independent judgment.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with elected and appointed public officials, colleagues, community groups, the general public and others contacted in the course of work.

#### **Experience, Qualifications, Education:**

- Possesses knowledge of homelessness related programs and issues in Santa Barbara County.
- Current technical/professional knowledge of the Collective Impact approaches
- Experience facilitating the various stakeholders regarding homelessness and Collective Impact

## Central Coast Collaborative on Homelessness (C3H)

### Community Coordinator

#### **Title: Community Coordinator (.75 FTE)**

Salary: \$30 – \$45 hourly + 15% benefits

1560 hrs annually

\$53,820 - \$80,730 Annually

This is an at-will position that reports directly to the merger Facilitator and Executive Committee.

#### **Examples of Duties:**

- ❖ **Utilizes principles of Collective Impact and effective collaboration in execution of duties**
- ❖ **Serves as key component of the “Backbone Organization” of this merger effort on homelessness**
- ❖ **Oversees County Community Action Groups**
  - Helps recruit and create south county and north county CAGs
  - Regularly attends regional monthly CAG meetings
  - Works closely with Administrative Coordinator to coordinate information and communication from CAGs
  - Reports information to Coordination Committee
  - Works closely with individual CAG groups seeking focus areas for greater impact
  - Works specifically with empowerment groups and Friends without Homes to assist them to develop into CGSBC leadership roles
  - Partners with current Common Ground/HAP Volunteer Teams and helps multiply teams countywide
  - Exercises a high level of independent action and decision making
- ❖ **Coordination Committee Duties**
  - Regularly participates, assists in the planning and facilitation of monthly Coordination Committee meetings
  - Informs Coordination Committee on CAG work countywide
  - Implements vision and plans in coordination with the Coordination Committee and CAG Leadership
  - Interacts regularly with members of the Coordination Committee toward the identified outcomes
  - Works to insure successful team relationships within the Coordination Committee as well as between and among stakeholder groups
  - Assists in the communication of information between the Coordination Committee and Policy Council and the CAG’s
- ❖ **Point in Time Count/Registry Week**
  - Recruits Volunteers for HUD required PIT (Point in Time) Count and Registry Week
  - Participates in Registry Week leadership and training efforts
- ❖ **Public Meetings**
  - Attends regional public meetings (City Councils and County Board of Supervisors), as needed
- ❖ **National Efforts to End Homelessness**
  - Maintains continuous communication with Community Solutions/100khomes and other national efforts
  - Researches and visits other communities successfully engaged in helping to end Homelessness
  - Reads and researches up to date models and best practices regarding Homelessness
- ❖ **Mobilizes Grass Roots Countywide Effort**

- Visit individual communities and meets with community leaders on homelessness related issues as directed by the Coordination Committee
- Assesses needs of individual communities and cities
- Assists process by discovering new sources of volunteerism within communities and cities
- Works with Faith Communities countywide
- Partners with local schools, colleges, universities as a means to educate the community and engage more volunteer leadership
- Works to educate communities on the realities of Homelessness and debunks myths utilizing best practices and data
- Represents CGSBC through local media and social marketing/on-line efforts
- Maintains up to date Social Networking Groups – Facebook, Twitter, etc...
- Works to raise funds for and within grass roots efforts

### **Distinguishing Characteristics:**

- **Intensity:** Goes after the goal with passion; is results oriented, and gets the job done.
- **Ethical Behavior:** Does what is right regardless of temptations and pressures to do otherwise; upholds the stakeholders' trust; Is responsible and caring.
- **Influence:** Affects successful outcomes for the effort through the use of leadership, collaboration, and a keen understanding of the effort, its goals, and the interests of all parties. Engaged; collaborative; strategic, situational awareness; inspirational; energizing-empowering; team orientation; and change agent.
- **Commitment:** Successfully builds relationships with and promotes involvement of diverse groups; considers the needs of diverse stakeholders when developing actions related to service; works closely with diverse groups to identify and develop and the strategic objectives of the effort; and is committed to public service.
- **Interpersonal Skills:** Possesses and uses versatile communication styles and approaches;
- **Resiliency:** Is adaptable; takes action; leads by example; exhibits tenacity. This person is ready, flexible, self-reliant, and has a reputation for finding opportunities in difficult situations.
- **Craftsmanship:** Takes ownership of work done and results accomplished; takes pride in delivering quality services to stakeholders; seeks out opportunities to develop new and creative solutions; imagines possibilities; defines a vision, and works to bring vision into reality. Innovative; imaginative; inventive; pride-in-work; accountability; self-development; and self-starter.

**Experience, Qualifications, Education:** Possesses knowledge of homelessness related programs and issues in Santa Barbara County. Current technical/professional knowledge of the complex principles, methods, standards, and techniques associated with the scope of work of coordinating community activities regarding homelessness.

**Central Coast Collaborative on Homelessness (C3H)**

**Special Projects/Legislative Analyst**

**Title: Special Projects/Legislative Analyst (.5 FTE)**

Salary: \$20 – \$35 hourly + 15% benefits

1040 hrs annually

\$23,920 - \$41,860 Annually

This is an at-will position that reports directly to the merger Facilitator and Executive Committee.

**Examples of Duties:**

**{TO BE INSERTED}**

DRAFT

Note: This is a working budget. The Executive Oversight Committee has the authority to modify as needed.

## Central Coast Collaborative on Homelessness Budget

FY 2013-14

<b>Salary &amp; Benefits</b>			
Community Coordinator	.75 fte	\$44/hr + 15% benefits = \$51/hr x 1560 hrs	79,560
Sp Projects/Leg Analyst	.5 fte	\$35/hr + 15% overhead = \$40/hr x 1040 hrs	41,860
<b>Capacity Building</b>			
Facilitation/Coordination		\$75/hr X 1040	90,000
		<b>Staff</b>	<b>Subtotal</b>
			<b>211,420</b>
<b>Services &amp; Supplies</b>			
Supplies			3,905
Telephone			200
Postage			500
Printing/Publication			2,500
Transportation/Travel		<i>Federal mileage rate \$.56.5/mile</i>	2,000
Conferences, Meetings, Etc			7,500
Program Supplies			2,200
Advertising/Web/Outreach			2,500
Grantwriting			3,000
Evaluation related costs (tbd)			2,500
Insurance (tbd)			
		<b>Services &amp; Supplies</b>	<b>Subtotal</b>
			<b>26,805</b>
		<b>TOTAL</b>	<b>238,225</b>
<b>Indirect Costs</b>			
Administrative (5%)			
		<b>Subtotal</b>	<b>11,775</b>
<b>TOTAL</b>	<b>TOTAL PROGRAM FISCAL YEAR 2013-14</b>		<b>250,000</b>