



# Theory of Change (ToC) Pathway to Change

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## El Dorado County Homelessness 5-Year Plan



# EDC Homelessness Problem

☀ A complex set of conditions made more challenging by virtue of our rural setting

- ✦ Economic downturn
- ✦ Drugs
- ✦ Domestic violence
- ✦ Poorly accessed mental health services
- ✦ Alcoholism
- ✦ Lack of job opportunity
- ✦ Soldiers with PTSD
- ✦ Lack of community support
- ✦ Foster children aging out
- ✦ Paroled criminals

# EDC Homelessness Current Service Delivery

- ☀️ “Crisis” management approach somewhat effective in meeting immediate needs
- ☀️ Lack of clarity in:
  - ✦ Outcomes
  - ✦ Resource allocation
  - ✦ Coordination of service delivery
- ☀️ Minimal impact in determining, articulating & driving toward desired change

# EDC Homelessness Current Service Delivery

- ✿ Virtually no impact identifying, implementing & monitoring success of long-term, sustainable methods & strategies

# EDC Homelessness Impact

- ☼ Law enforcement unduly burdened
- ☼ Businesses negatively impacted
- ☼ Service process not efficient nor cost effective
- ☼ Political hot potato!

# The Good News!

- ☀ COC – timing was right
- ☀ EDC funded 50% of the Homelessness Theory of Change process – Phase 1 of the Homelessness Project
- ☀ 50% In-Kind donation

# The Good News!

- ☀ Multidisciplinary team with wide range of skill sets, perspectives & experiences
  - ✦ Community leaders
  - ✦ Government officials
  - ✦ Law enforcement professionals
  - ✦ Non-profits
  - ✦ Churches

# Facilitators

☀ Matt Huckabay

✦ Executive Director

✦ The Center for Violence-Free Relationships

☀ Jana Pingle

✦ JP Consulting

✦ Operations Consultant (Volunteer)

# ToC Multidisciplinary Team

☀️ Scott Thurmond

✦ Homeless Coordinator

✦ EDC Continuum of Care

☀️ Pastor Mary Maaga, PhD

☀️ Lt. Tom Murdoch

✦ Sheriff's Office, El Dorado County

☀️ Andrew Craven

✦ Deputy Chief Probation Officer

✦ EDC Probation Department

# ToC Multidisciplinary Team

 Brian Veerkamp

✦ District Three Supervisor

✦ El Dorado County

 Art Edwards

✦ Hangtown Haven, Inc.

 Becky Nylander

✦ Hangtown Haven, Inc.

✦ Green Valley Church

# ToC Multidisciplinary Team

☀ Cheyanne Lane

✦ Supportive Services Coordinator

✦ Tahoe Youth & Family Services

☀ Don Ashton

✦ Director

✦ Health & Human Services, El Dorado County

☀ Lt. Kim Nida

✦ City of Placerville Police Dept

# ToC Multidisciplinary Team

☀ Don Vanderkar

✦ Hangtown Haven, Inc.

☀ Jennifer La Force

✦ CFO/Secretary

✦ Only Kindness' Community Resource Center

☀ Jennifer Sands

✦ Board Member, United Outreach

✦ Member EDC Continuum of Care

# ToC Multidisciplinary Team

 Jessica Brandt

✦ CAO Administrative Analyst

✦ County of El Dorado

 Kathy Witherow

✦ Assistant to Supervisor Veerkamp

✦ El Dorado County

 Kristin Brinks

✦ Program Manager II

✦ EDC Health & Human Services Agency

# ToC Multidisciplinary Team

## ☀ Shannon Bezak

- ✦ Director of Hope House

- ✦ Green Valley Community Church Care Leader

## ☀ Theresa McAdams

- ✦ Director of Food, Clothing & Shelter Ministries

- ✦ Green Valley Community Church

## ☀ Wendy Thomas

- ✦ Placerville City Council Representative

# What is Theory of Change (ToC)?

- ☀ A process to first identify then focus a group on common goal(s)
- ☀ An illustration of how various moving parts must work in concert to obtain a desired outcome
- ☀ Blueprint of how complex change will unfold – building the Pathway to Change

Adapted from: The Community Builder's Approach to Theory of Change, Andrea A. Anderson, Ph.D.

# What is a Pathway to Change?

- ☀ Map that illustrates the relationship between actions & outcomes
- ☀ Map that shows how outcomes are related to each other over the lifespan of a project

# ToC Project Sessions

- ☀ Identify Target Population
- ☀ Establish Long-Term Goals
- ☀ Create a Pathway to Change
  - ✦ Identify Intermediate Goals & Pre-Conditions
  - ✦ Develop Measurements / Indicators for Success
  - ✦ Identify Interventions / Actions / Strategies
- ☀ Create Narrative

# Target Population

## Who Will We Work With / Serve?

### ☀️ Two Target Populations

#### ★ Transitional Homeless

- ◆ Motivated to change circumstance
- ◆ Issues identifiable & fixable
- ◆ Homeless for 12 months or less (longer if working towards resolution)
- ◆ Ability to sustain

#### ★ Chronic Homeless

- ◆ Homeless 12 months or longer - &/or -
- ◆ Homeless 4 or more times in the last 3 years
- ◆ Willing &/or Unwilling

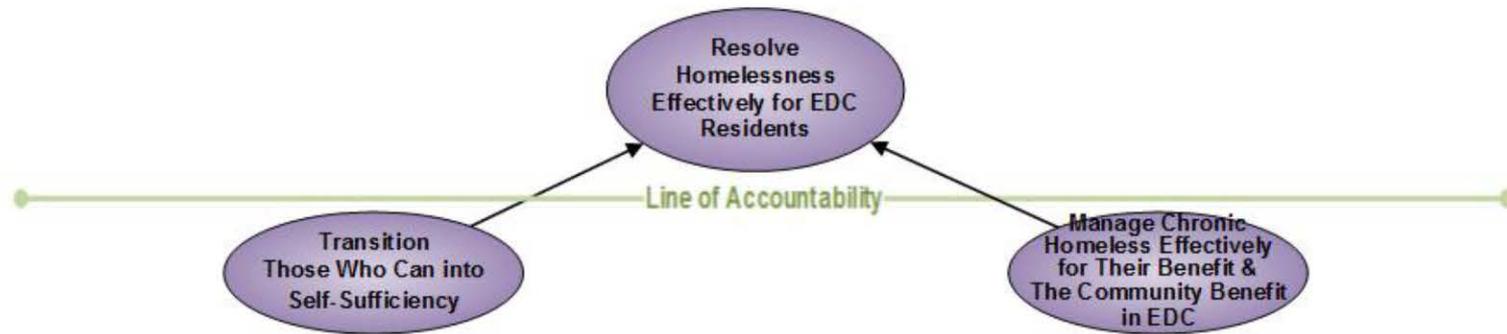
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Effectively for EDC  
Residents**

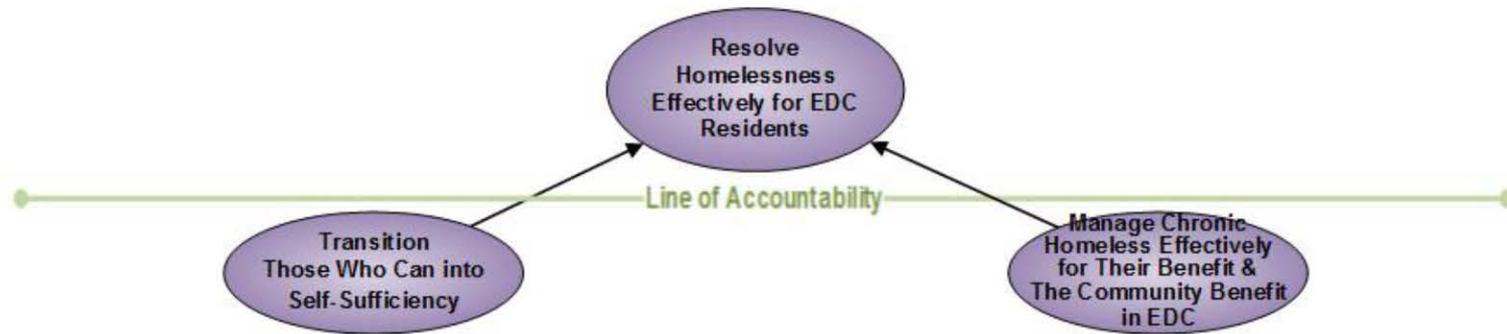
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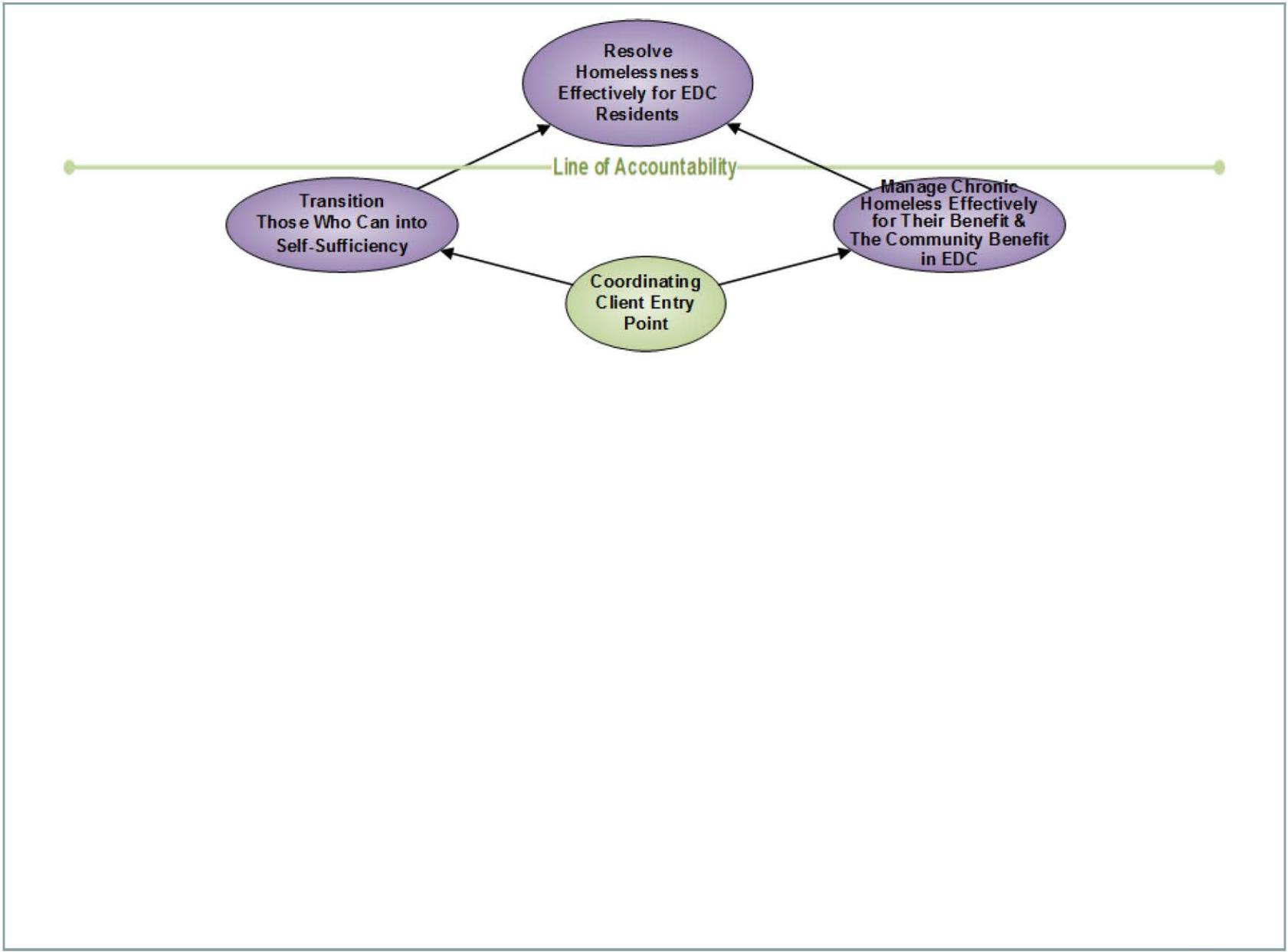
Line of Accountability

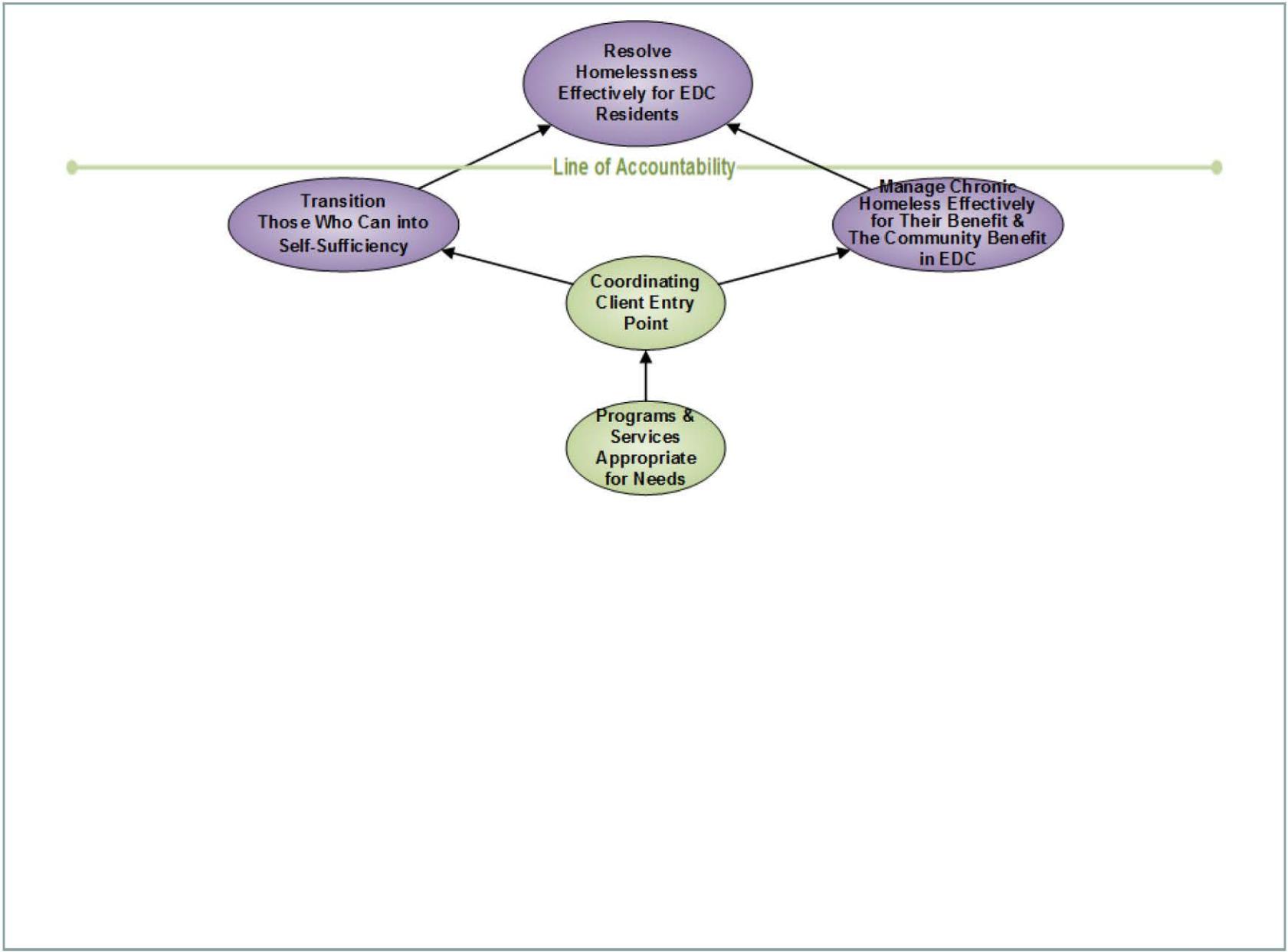


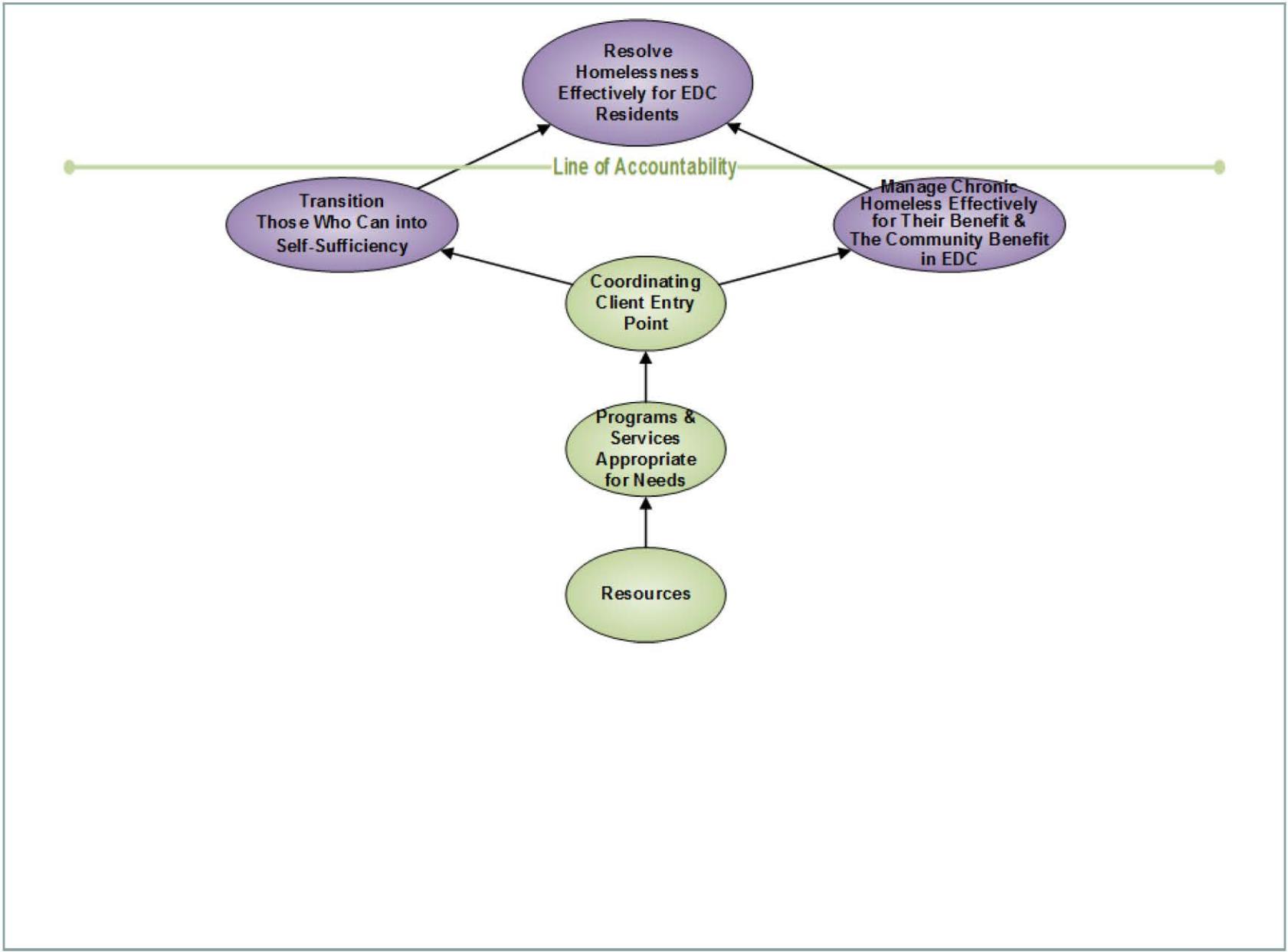
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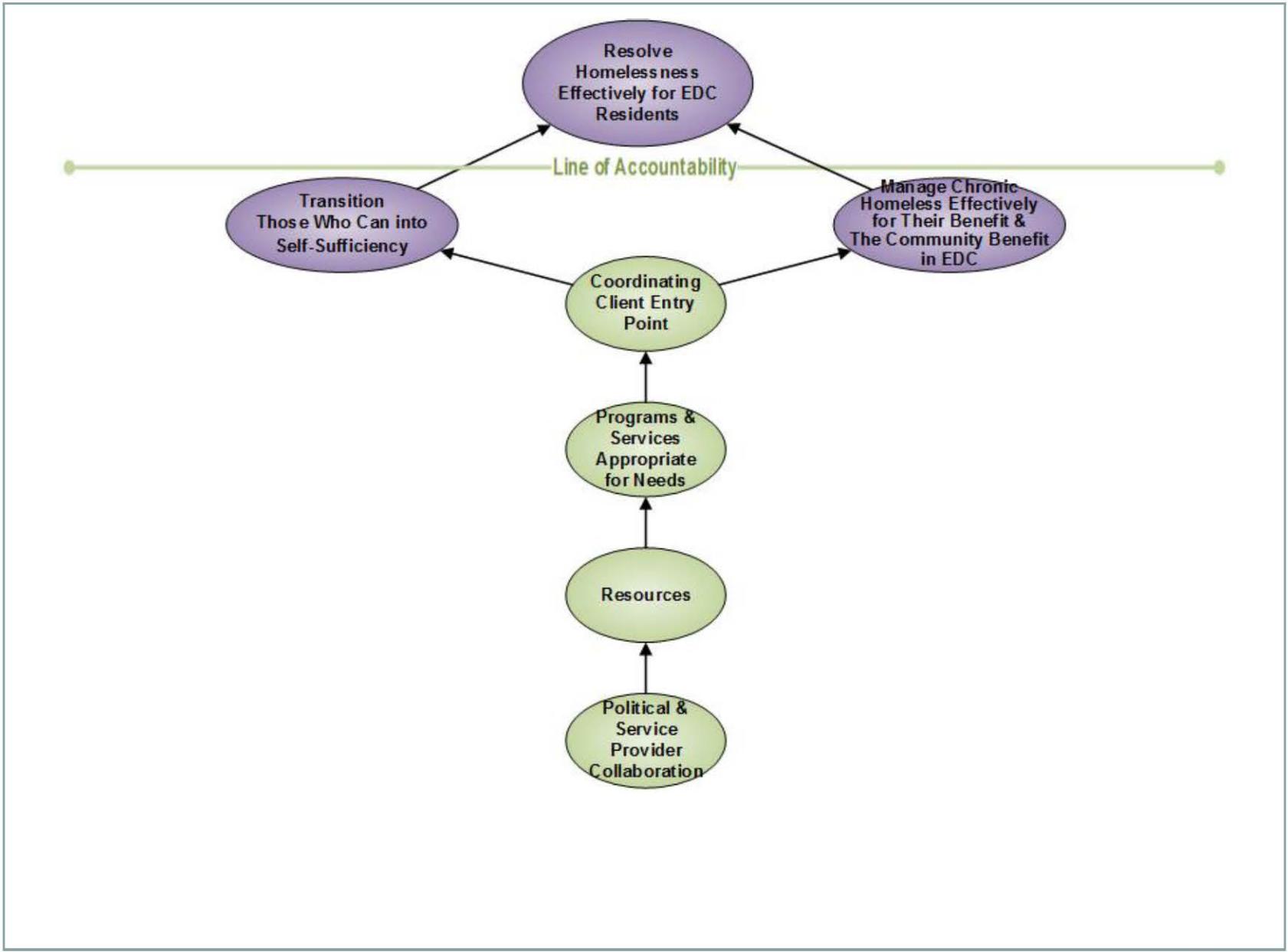
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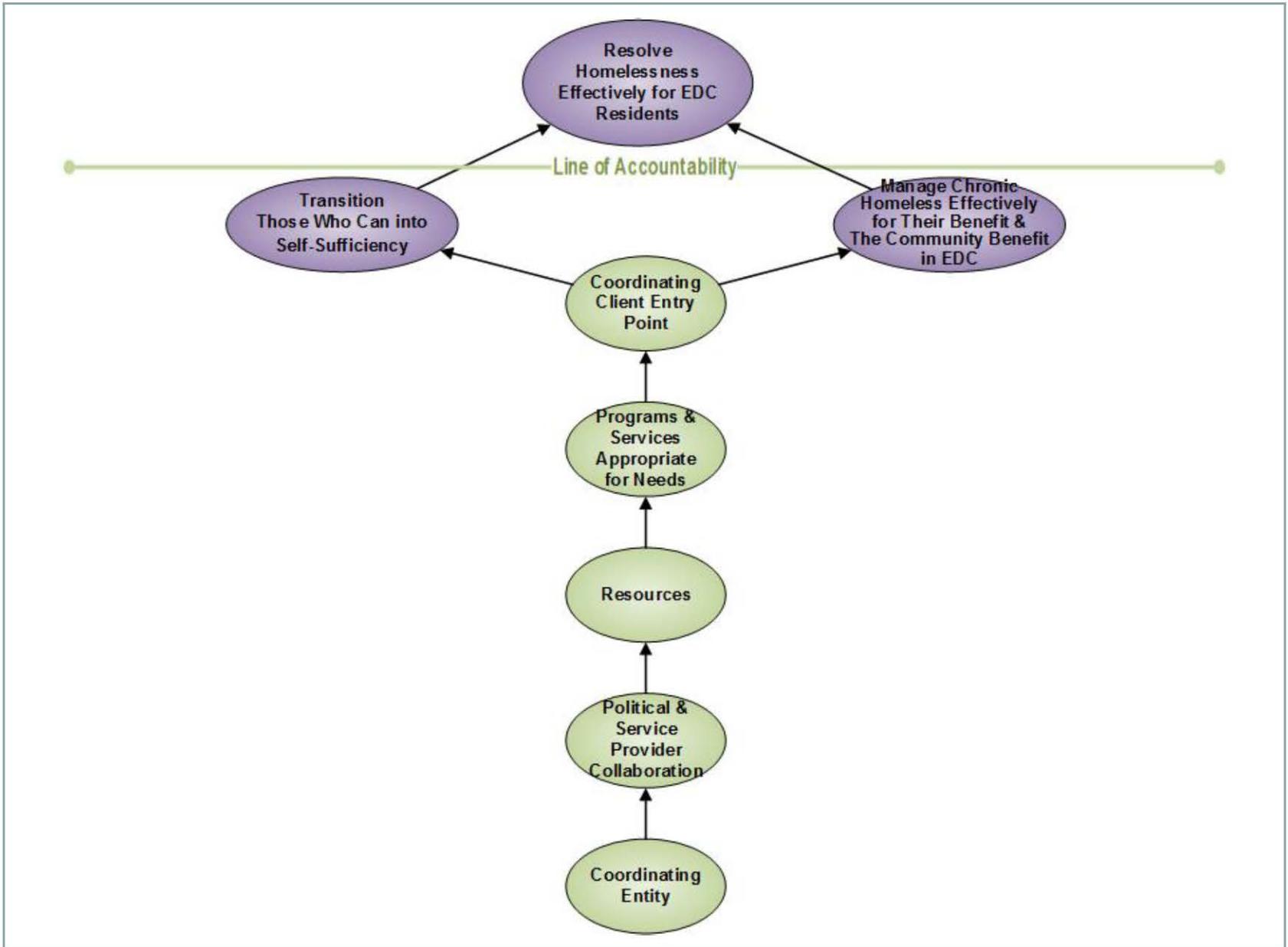








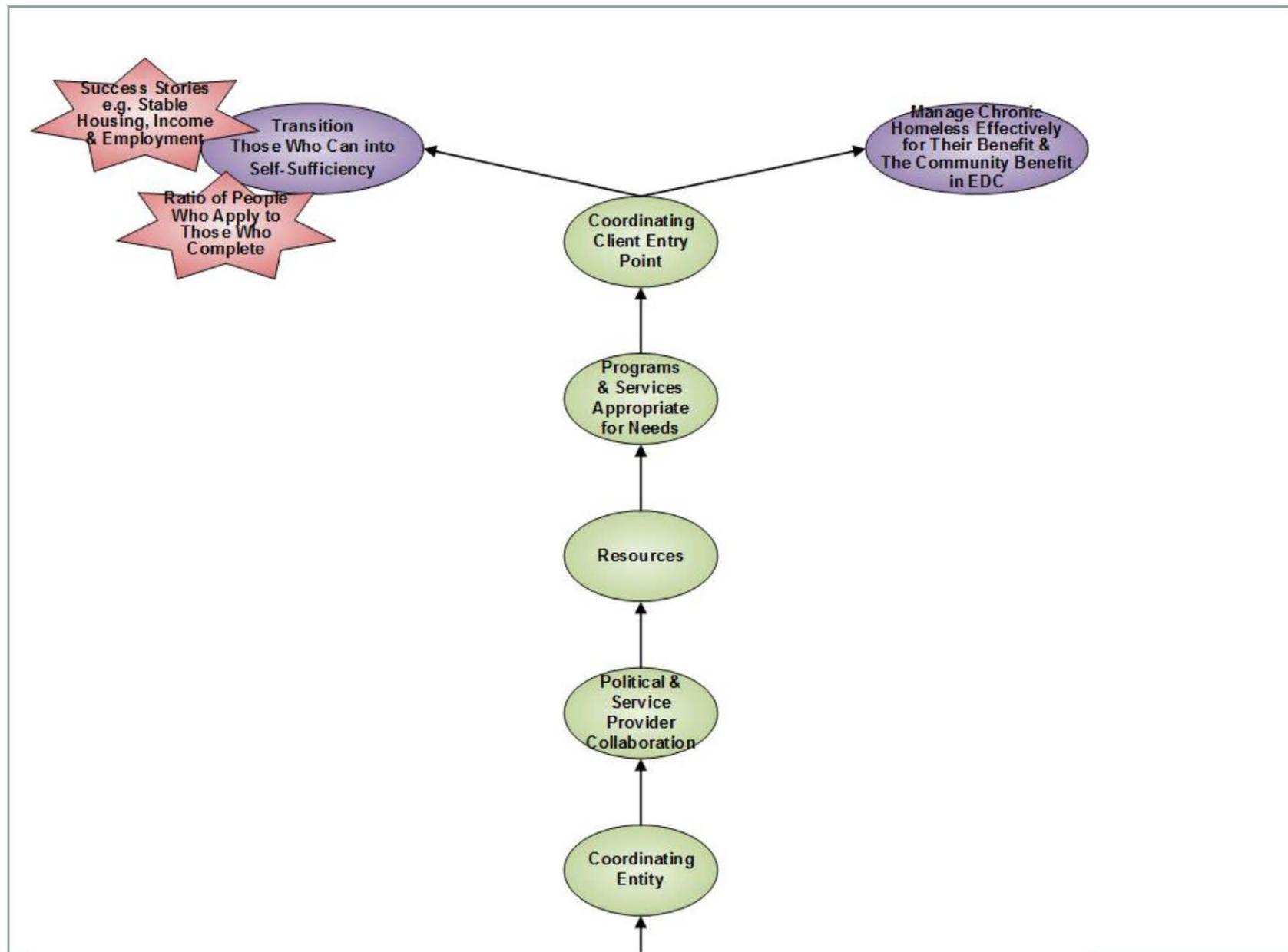




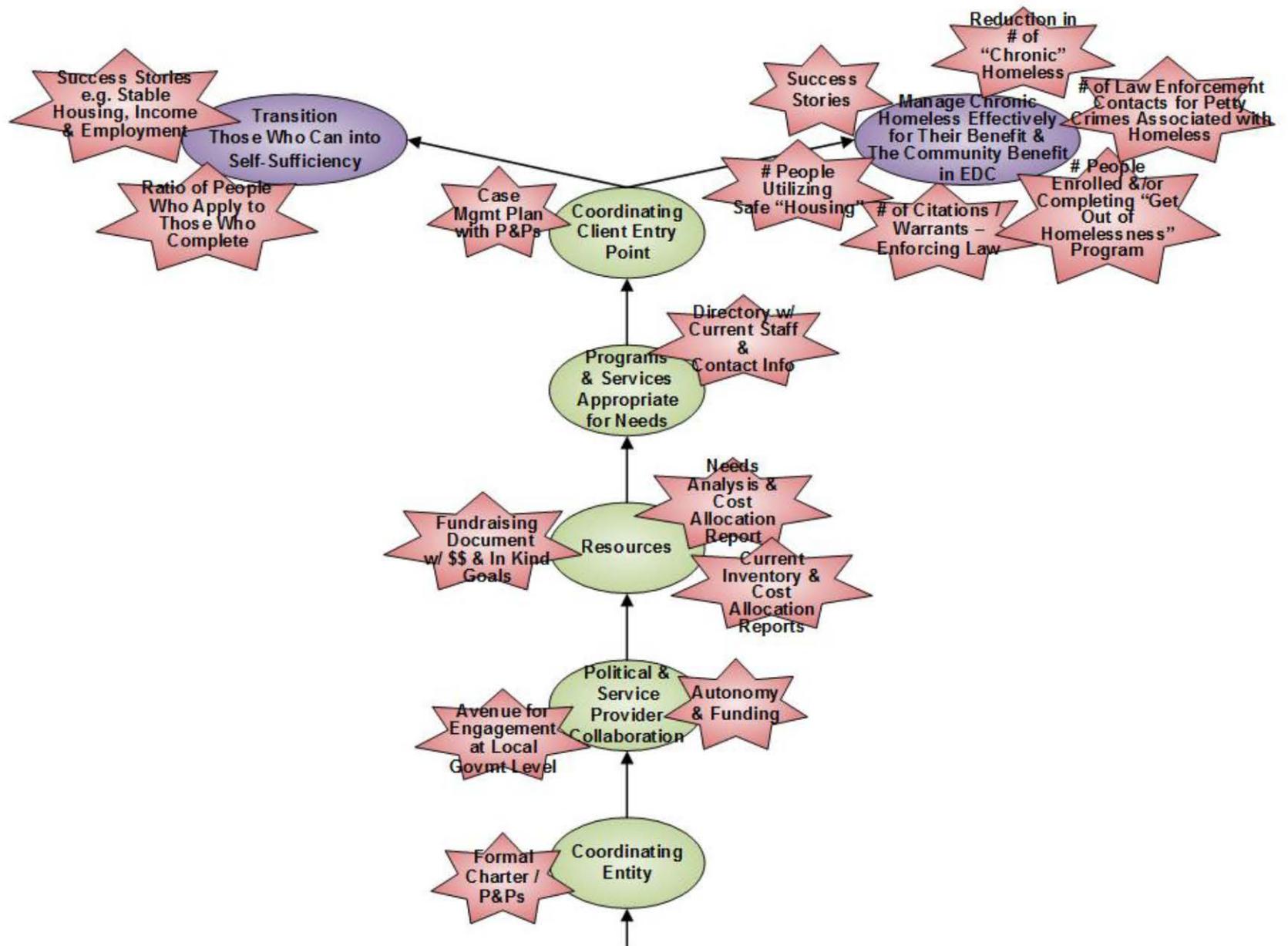
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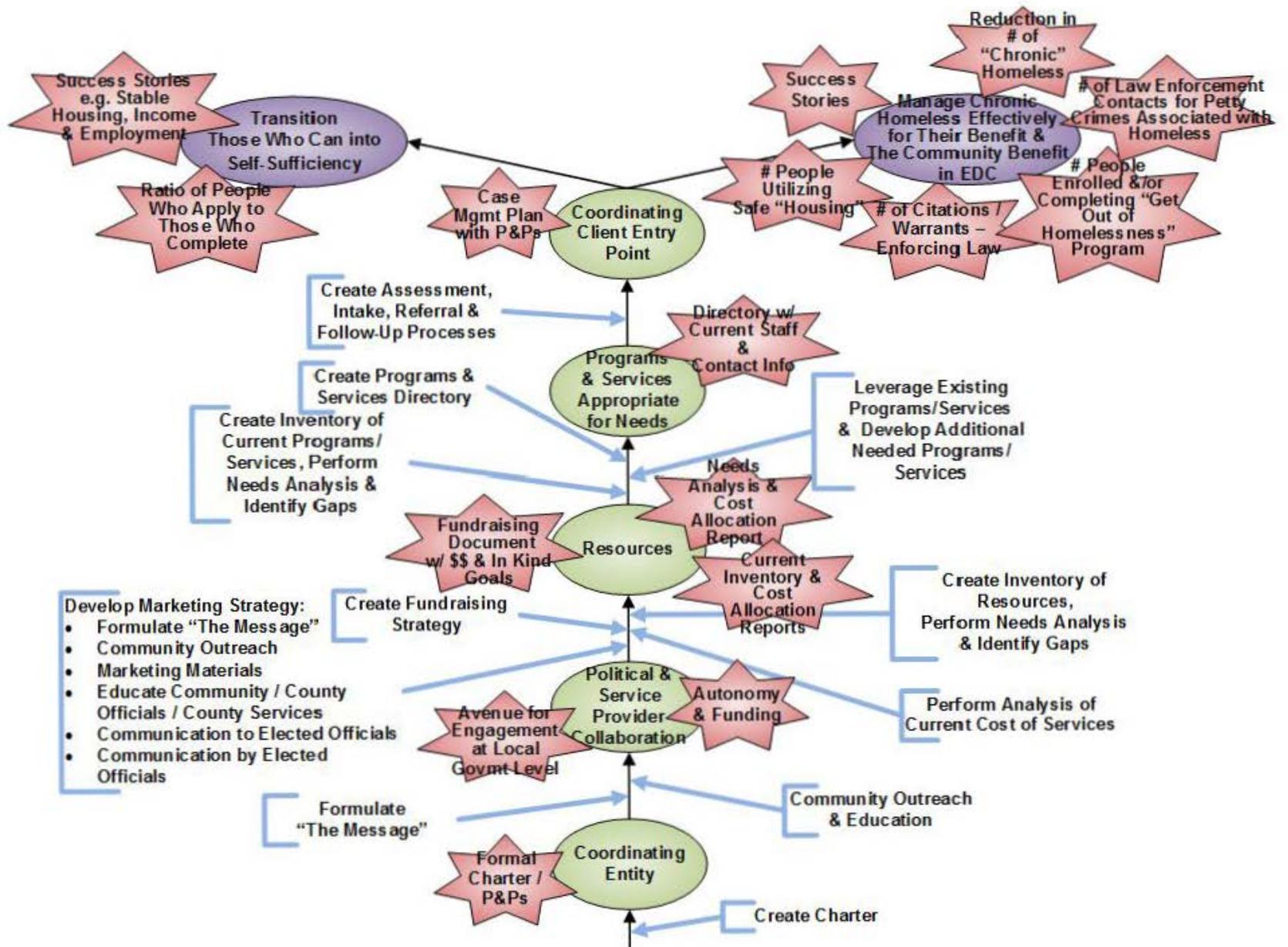


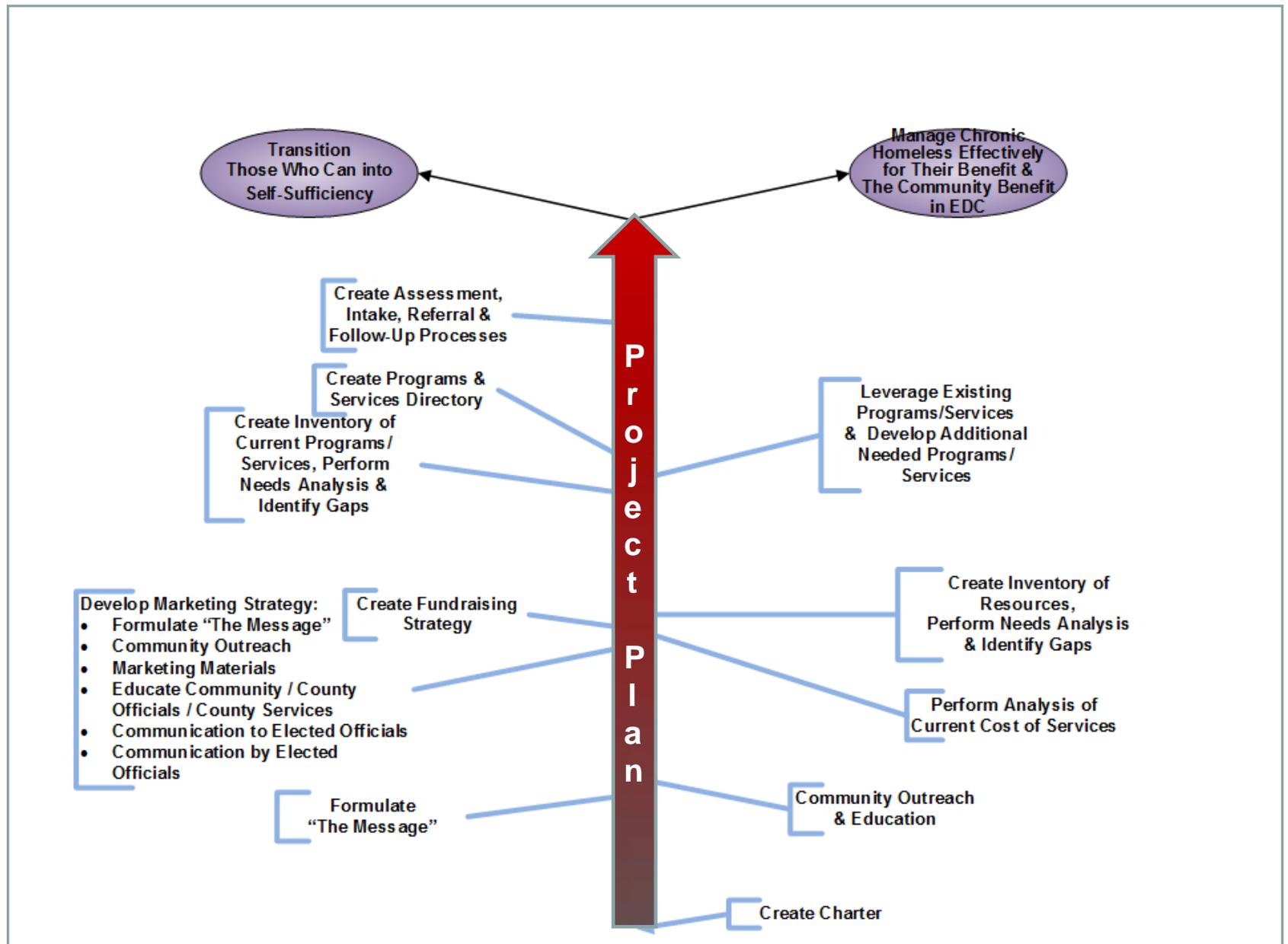




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# Deliverables

- ✿ Create the ToC team
- ✿ Deliver ToC 101 presentation
- ✿ Facilitate ToC sessions
- ✿ Create the Pathway to Change document
- ✿ Write & disseminate the ToC Narrative

# Significant Outcomes

- ✿ Brought the EDC Community together:
  - ✦ Took the first step in a three-phase process to address homelessness in EDC
  - ✦ Created an open dialog in a non-threatening environment
  - ✦ Established a common language to discuss issues & goals
  - ✦ Developed a common understanding of homelessness in EDC

# Significant Outcomes

- ✿ Brought the EDC Community together:
  - ✦ Introduced Performance Management principles
  - ✦ Provided structure to the process of addressing homelessness in EDC – The Pathway to Change

# Homelessness ToC

## Phases 2 & 3

- ☀ Phase 2 – Implementation of Phase 1  
Pathway to Change Interventions
  - ✦ Our role - facilitate & provide oversight to Implementation Teams – Project Management
  - ✦ Form Implementation Teams to execute the interventions
  - ✦ Gather and analyze data
  - ✦ Establish implementation timeframes
  - ✦ Create a formal project plan

# Homelessness ToC

## Phases 2 & 3

### ☀ Phase 3 – “Operationalizing”

- ✦ To be determined in the course of completing Phase 2

# Anticipated Phase 2 & 3 Project Costs

## ☀ Phase 2

★ \$52,000

- ◆ Project management
- ◆ Materials & supplies
- ◆ Stipends for non-profit participation

★ 50% in-kind donation

★ \$26,000 funding needed

## ☀ Phase 3

★ To be determined in the course of completing Phase 2



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## El Dorado County Homelessness 5-Year Plan

