



**El Dorado County Homelessness
Theory of Change – Five-Year Plan**



**Pathway to Change Narrative
September 2014**



Current Landscape / Context and Need

For several years and for multiple reasons, community partners in El Dorado County have struggled with developing a comprehensive plan to address the challenges associated with homelessness. The lack of clarity concerning outcomes, resource allocation and coordination of service delivery from multiple well intentioned individuals and community based organizations has resulted in a “crisis” management approach to service delivery. This approach has been somewhat effective in meeting immediate needs. It has, however, had minimal sustainable impact in determining, articulating and driving toward a desired change and virtually no impact with identifying, implementing and monitoring the success of long-term, sustainable methods and strategies.

Some outcomes of this approach have been:

- ▶ Law enforcement has been unduly burdened with addressing the impact of homelessness
- ▶ Businesses have been negatively impacted
- ▶ Less cost effective service process
- ▶ Political hot potato

The good news is that a multidisciplinary group of community leaders, government officials, law enforcement professionals and representatives from non-profits and churches in El Dorado County are bringing a wide range of skill sets, perspectives and experiences to address this problem which is, in truth, not a problem, but a complex set of conditions made more challenging by virtue of our rural setting.

Theory of Change and Pathway to Change Process

El Dorado County (EDC) funded the facilitation of phase one of a three-phase process to identify the overall outcomes for EDC targeted homeless population, the necessary pathways and preconditions required to achieve the outcomes and indicators to measure and track movement towards the desired outcomes. This process is called a Theory of Change (ToC).

The ToC process provides:

- ▶ Method to think critically about what is required to bring about social change
- ▶ Blueprint of how complex change will unfold
- ▶ An illustration of how various moving parts must work in concert to obtain a desired outcome

The ToC steps are:

- ▶ Identify Target Population
- ▶ Establish Long-Term Goals
- ▶ Identify Intermediate Goals and Pre-Conditions
- ▶ Develop Measurements / Indicators for Success
- ▶ Identify Interventions / Actions / Strategies

Participants in the Project

- ▶ Matt Huckabay, Executive Director, The Center for Violence-Free Relationships
- ▶ Jana Pingle, JP Consulting, Volunteer Operations Consultant
- ▶ 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
- ▶ Brian Veerkamp, District Three Supervisor, El Dorado County
- ▶ Art Edwards, Hangtown Haven, Inc.
- ▶ Becky Nylander, Hangtown Haven, Inc., Green Valley Church
- ▶ 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
- ▶ 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
- ▶ 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
- ▶ 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

Target Population

Who will we work with? Who will we serve?

The residents of El Dorado County who are:

▶ **Transitional Homeless**

- ▶ Motivated to change circumstance
- ▶ Issues identifiable and 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

Long-Term Goals

Two goals were identified on the pathway towards the overarching goal ***To Resolve Homelessness Effectively for El Dorado County Residents:***

▶ **Transition Those Who Can into Self-Sufficiency**

Measurements / indicators for success:

- ▶ Success Stories e.g. stable housing, income, employment
- ▶ Ratio of people who apply to those who complete

▶ **Manage Chronic Homeless Effectively for Their Benefit and the Community Benefit in EDC**

Measurements / indicators for success:

- ▶ # of citations / warrants – enforcing law “See the light or feel the heat!”
- ▶ Success Stories
- ▶ # people utilizing safe “housing”
- ▶ Reduction in # of Chronic Homeless
- ▶ # law enforcement contacts for petty crimes associated with homeless
- ▶ # people enrolled &/or completing “get out of homelessness” program

Intermediate Goals, Measurements / Indicators for Success

▶ **Coordinating Entity**

Measurements / indicators for success:

- ▶ Formal charter and policies / procedures

Interventions / Actions / Strategies:

- ▶ Create a charter

▶ **Political and Service Provider Collaboration**

Measurements / indicators for success:

- ▶ Avenue for engagement at local government level
- ▶ Autonomy and funding

Interventions / Actions / Strategies:

- ▶ Formulate the “Message”
- ▶ Community outreach and education

▶ **Resources**

Measurements / indicators for success:

- ▶ Current Inventory and cost allocation reports
- ▶ Needs analysis and cost allocation reports
- ▶ Fundraising documents with monetary and in kind goals

Interventions / Actions / Strategies:

- ▶ Develop marketing strategy
- ▶ Perform analysis of current cost of services
- ▶ Create fundraising strategy
- ▶ Create inventory of resources, perform needs analysis and identify gaps

▶ **Programs and Services Appropriate for Needs**

Measurements / indicators for success:

- ▶ Directory with current staff and contact information

Interventions / Actions / Strategies:

- ▶ Create inventory of current programs / services, perform needs analysis and identify gaps
- ▶ Leverage existing programs / services and develop additional needed programs / services
- ▶ Create programs and services directory

▶ **Coordinating Client Entry Point**

Measurements / indicators for success:

- ▶ Case management plan with policies / procedures

Interventions / Actions / Strategies:

- ▶ Create assessment, intake, referral and follow-up processes

Deliverables - Met

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

Significant Additional 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
 - ▶ Introduced Performance Management principles
 - ▶ Provided structure to the process of addressing homelessness in EDC – The Pathway to Change

Homelessness Project – Phases Two & Three

- ▶ **Phase Two – Implementation of Phase One Pathway to Change Interventions**
 - ▶ Matt and Jana will facilitate and provide oversight to Implementation Teams – Project Management
 - ▶ Form Implementation Teams to execute the interventions
 - ▶ Gather and analyze data
 - ▶ Establish process timeframes
 - ▶ Create a formal project plan
- ▶ **Phase Three – “Operationalizing”**
 - ▶ To be determined in the course of completing Phase Two

Anticipated Phase Two and Three Project Costs

▶ **Phase Two – Implementation of Phase One Pathway to Change Interventions**

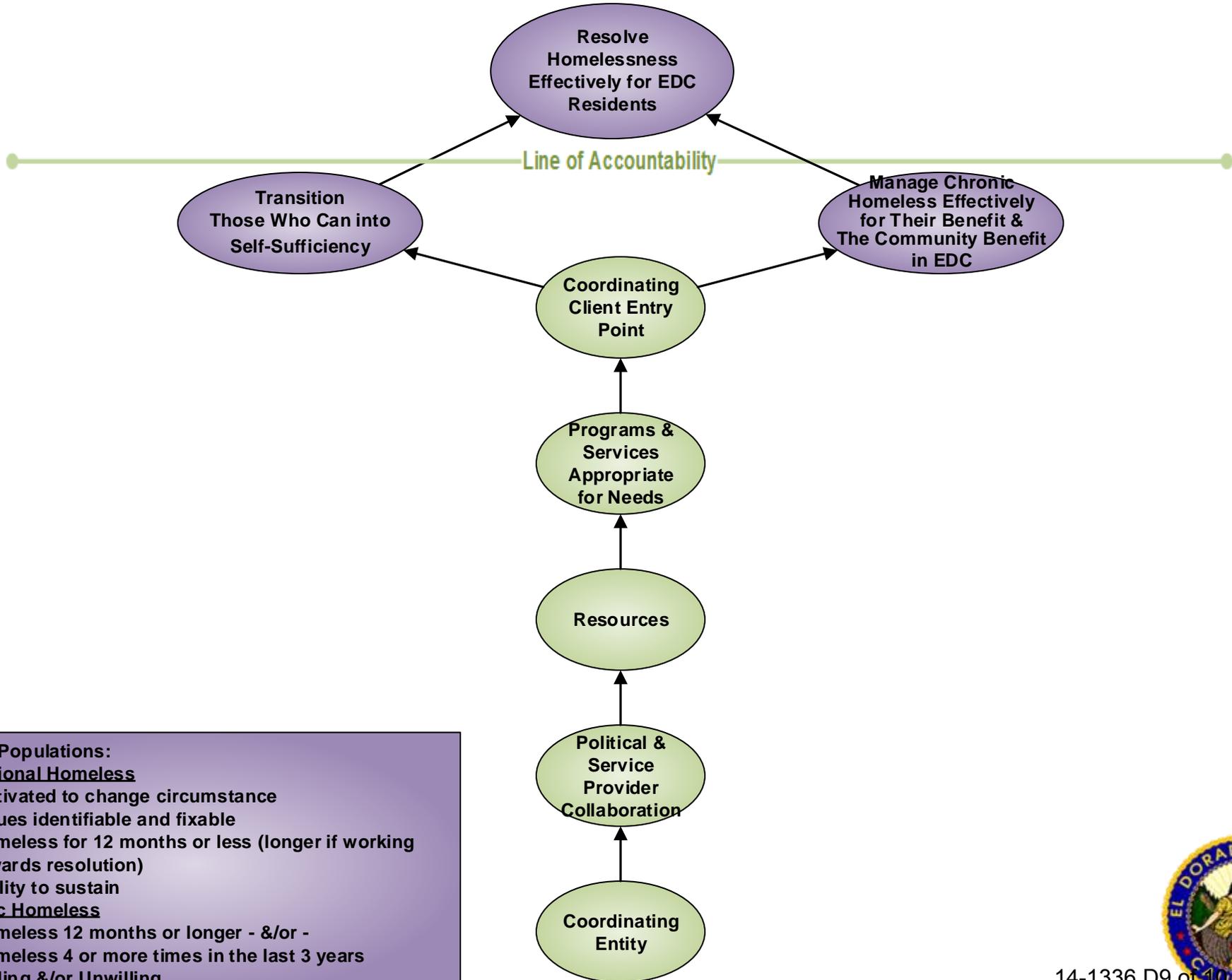
- ▶ \$ 52,000
 - Project management
 - Materials and supplies
 - Stipends for non-profit participation
- ▶ 50% in-kind donation
- ▶ \$ 26,000 funding needed

▶ **Phase Three**

- ▶ To be determined in the course of completing Phase Two

El Dorado County Homelessness – Theory of Change

5-Year Pathway to Change – August 2014



Target Populations:

Transitional Homeless

- Motivated to change circumstance
- Issues identifiable and 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



El Dorado County Homelessness – Theory of Change

5-Year Pathway to Change – August 2014

