



Agenda Items The following items are presented for informational, consent, and discussion purposes.

Item No.	Informational Items	
1	2013 Point-In-Time Count Methodology –Don Smith, Urban Initiatives (45 minutes)	9:45 – 10:30 am
Consent Items		
2	Approve Amended Bylaws – Regina Coleman, County Counsel (5 minutes)	10:30 – 10:35 am
Discussion Items		
3	Capitol Hill Day Debriefing and Discussion – Josh Candelaria, Office of Legislative Affairs (20 minutes)	10:35 – 10:55 am
Closing		10:55 – 11:00 am

Public Comment Open to the public for comments limited to three minutes

Council Roundtable Open to comments by the Council

Next ICH Meeting The next Interagency Council on Homelessness meeting is scheduled for:

September 26, 2012
9:00 am – 11:00 am
DBH – Training Institute
1950 S. Sunwest Lane, Suite 200
San Bernardino, CA 92408

Mission Statement

The mission of the San Bernardino County Homeless Partnership is to provide a system of care that is inclusive, well planned, coordinated and evaluated and is accessible to all who are homeless and those at-risk of becoming homeless.

Minutes for San Bernardino County Homeless Partnership Interagency Council on Homelessness

June 28, 2012
9:00 am – 11:00 am
Department of Behavioral Health-Training Institute
1950 South Sunwest Lane, Suite 200
San Bernardino, CA 92408

Minutes Recorded and Transcribed by Jennifer Pacheco, Secretary I, Office of Homeless Services

TOPIC	PRESENTER	ACTION/OUTCOME
Call to Order	Josie Gonzales	<ul style="list-style-type: none"> ▪ The meeting was called to order at 9:03 am.
Introductions	Josie Gonzales	<ul style="list-style-type: none"> ▪ Introductions were made by all ICH Members. Guests were also invited to introduce themselves.
Presentation of Minutes	Josie Gonzales	<ul style="list-style-type: none"> ▪ Minutes were accepted as presented.
REPORTS	PRESENTER	ACTION/OUTCOME
Homeless Provider Network	Tom Hernandez	<ul style="list-style-type: none"> ▪ The last HPN Meeting took place on Wednesday, June 20, 2012. <ul style="list-style-type: none"> ▪ Presentation was provided by San Bernardino County Public Defender's Office offering information on the 1203.4 which is a dismissal of charges for people who have gone through probation and assist them in getting jobs in the future. ▪ Shelley Licata presented on the Morongo Basin Haven. They are working to establish a shelter program and resource center receiving funds from Supervisor Derry's Office and a local foundation. ▪ Victor Valley Domestic Violence, A Better Way and Frazee Community Center provided presentations regarding their agencies and how they have been successful. ▪ HMIS provided an update on HPRP and ESG funding as well as the importance of data collection and bed coverage.
Office of Homeless Services	Tom Hernandez	<ul style="list-style-type: none"> ▪ The ICH members were provided with the OHS Report as a hand out with attachments. (Copies are available upon request). All information can also be found at www.sbcounty.gov/SBCHP. <ul style="list-style-type: none"> ▪ The State required the lead CoC, the Office of Homeless Services, to complete the Attachment D portion of the second allocation of their Emergency Solutions Grant. Within two weeks time, OHS was able to create a grading tool, put together a Review Committee to collect, review, and score the applications in time to return to the agencies to submit to the State. ▪ Hanes donated a total of 14 pallets of clothing to the Children's Fund, seven pallets went to the San Bernardino County Homeless Partnership. A total of 52 organizations were provided with clothing for their clients. ▪ The Office of Homeless Services hosted a follow-up meeting with Mr. Philip Mangano regarding

Office of Homeless Services <i>cont.</i>	Tom Hernandez	<p>the Ready, Willing, and Able program on June 20, 2012 and June 21, 2012. It allowed the attendees to see a model of a working program. There will be another meeting for this newly created Committee, entitled Re-Entry Housing Employment Life Project (Re-Entry HELP), at the end of July.</p> <ul style="list-style-type: none"> ▪ The National Alliance to End Homelessness provided a presentation that discussed the importance of family intervention and practices used to reunify and connect homeless youth with their parents. The presentation can be found at http://www.endhomelessness.org/content/article/detail/4585. ▪ The Department of Health and Human Services Administration on Children, Youth and Families announced the availability of five competitive grants for child welfare and supportive housing. To apply, download the application packet at http://apply07.grants.gov/apply/UpdateOffer?id=124231. ▪ The Upland Project Connect was held on Wednesday, June 27, 2012 from 10 am – 4 pm located at Memorial Park. Over 400 grocery bags and 200 hygiene kits were handed out and more than 50 vendors in attendance. ▪ The National Alliance will host their Annual Conference in July. ICH will have delegates that will be attending the conference and advocating on behalf of San Bernardino County and homeless issues.
Legislative Report	Josh Candelaria	<ul style="list-style-type: none"> ▪ Two letters that were sent to the respected federal appropriation committees and copied to the County's legislative delegation from Supervisor Gonzales's office advocating for San Bernardino County were provided. (Copies of handouts are available upon request). ▪ The State Budget was passed Wednesday, June 27, 2012 contingent upon the passing of the Governor's initiative to increase taxes in November filling the \$16 million gap with \$8 million in reductions. ▪ The County is currently following Transportation-Housing and Urban Development (T-HUD). This will include some increases in funding for CDBG, Home Investment, Homeless, and vouchers for veterans. Supervisor Gonzales and Mr. Candelaria will continue to advocate for this bill in Washington next month. ▪ Even though the County is receiving increases, it does not make up for all the decreases it has taken.
INFORMATIONAL ITEMS	PRESENTER	ACTION/OUTCOME
Emergency Food and Shelter Program (EFSP)	Wytse Visser	<ul style="list-style-type: none"> ▪ Ms. Visser provided an explanation of the EFSP program including information on who can apply, what are acceptable expenditures, and the reporting requirements. (Copies of the PowerPoint and handouts are available upon request).
Homeless Empowerment Leadership Project (HELP)	John Kunkel & Alex Avila	<ul style="list-style-type: none"> ▪ Mr. Kunkel offered a short video about the Time For Change Foundation explaining what the program is and types of services which are offered. (The link is available upon request). ▪ Under the Homeless Empowerment Project, Time for Change Foundation collected information from the homeless, worked to empower the homeless, and engaged directly with the homeless training them to step up and speak out. Mr. Avila will provide report on statistics as soon as they are prepared.

CONSENT ITEMS	PRESENTER	ACTION/OUTCOME
Approval Amended Bylaws	Tom Hernandez	<ul style="list-style-type: none"> ▪ A copy of the Amended Bylaws were provided to the Committee with changes highlighted. <ul style="list-style-type: none"> ▪ A motion and a second were received to approve amended bylaws with no opposition. However, County Counsel will look into changing the wording to be more specific regarding Section F, Number 1, d.
Approve ICH Meeting going Dark in July	Josie Gonzales	<ul style="list-style-type: none"> ▪ A motion and a second were received for the ICH meeting going dark in July with no opposition or discussion, therefore, the next ICH meeting will take place in August.
DISCUSSION ITEMS	PRESENTER	ACTION/OUTCOME
	Josie Gonzales	<ul style="list-style-type: none"> ▪ There were no Discussion Items on the agenda.
PUBLIC COMMENT	PRESENTER	ACTION/OUTCOME
	Audulio Ricketts	<ul style="list-style-type: none"> ▪ The Probation Department released their Request for Proposals for the AB109 program on Wednesday, June 27, 2012. Handouts were provided and the information can be found on the County's e-Procurement website: http://www.sbcounty.gov/purchasing/ <ul style="list-style-type: none"> ▪ OHS will send out email notifying providers. ▪ Due date will be July 26, 2012 with notification of funding received by August 10, 2012. ▪ Please contact Mr. Ricketts for more information at 909-387-5589.
COUNCIL ROUNDTABLE	PRESENTER	ACTION/OUTCOME
	Brenda Dowdy Gary Madden Russ Wilke	<ul style="list-style-type: none"> ▪ Ms. Dowdy announced that only five of twenty school districts which applied for funding were awarded. School districts will be relying more on community donations and are currently working to partner with major companies for their open/damaged products. Ms. Dowdy will meet with several liaisons today to discuss the impact it will have and the appeal process. She will provide report regarding needs. <ul style="list-style-type: none"> ▪ The County is partnering with the Community Foundation to provide grant-writing workshops to Providers throughout the county. More information will be provided as it is available. ▪ Ms. Dowdy also announced that graduation rates were up and drop-out rates were down. ▪ Margaret Hill will have a retirement party at 601 N. "E" Street at 1 pm, all are invited. ▪ Mr. Madden offered to provide data to Ms. Dowdy should it help with the appeal process. ▪ Mr. Madden announced that 2-1-1 will open up 4 new positions. 2-1-1 is looking to make improvement and seeking out resources that are currently not on their system. ▪ Supervisor Gonzales asked Deputy Wilke to provide information on what the Sheriff's Department sees and needs to assist the homeless. Two things mentioned were a positive support system for exiting parolees including opportunities to succeed and a regularly updated resource list to give to homeless persons. <ul style="list-style-type: none"> ▪ Action Item: The Office of Homeless Services will set up a meeting with Deputy Wilke and invite Mr. Madden of 2-1-1 to update current resource list. The 2-1-1 handouts will also be provided.

	Chris Rymer	<ul style="list-style-type: none"> ▪ The City of Colton will have their 125th Birthday Party on July 21, 2012 at the Colton High School from 12 pm – 9 pm. All are invited and welcome to attend. There will be vendors, live music, a kid zone with \$5 charge and unlimited rides, as well as a fireworks show. A flyer will be sent out via OHS.
Adjournment		Being no further business to discuss, the meeting was adjourned at 11:00 am.
Next Meeting		<p>The ICH will go dark in July</p> <p>Wednesday, August 29, 2012 at 9:00 am – 11:00 am DBH – Training Institute 1950 S. Sunwest Lane, Suite 200, San Bernardino, CA 92408</p>

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Attendees at June 28, 2012 ■ Interagency Council on Homelessness

ACEVEDO	TRACY	Time for Change Foundation		
AVILA	ALEX	Time for Change Foundation	909-713-3145	Alex.avila40@gmail.com
BARNHART	SHELVON	Time for Change Foundation	909-881-5595	bshelvon@ymail.com
CAMBARE	CARISSA	Board of Supervisors	909-387-3200	
CANDELARIA	JOSH	Legislative Affairs	909-387-4280	jcandelaria@sbcountry.gov
CHAVEZ	LIZ	City of Upland	909-931-4146	lchavez@ci.upland.ca.us
COLEMAN	REGINA	County Counsel	909-387-3266	rcoleman@cc.sbcountry.gov
CONCEPCION	ROWENA	Community Action Partnership	909-723-1500	rconcepcion@capsbc.sbcountry.gov
CRUZ	BELEN		503-431-9835	
DOWDY	BRENDA	Superintendent of County Schools	909-386-2634	brenda_dowdy@sbcss.k12.ca.us
ESCALANTE	JOSEPHINE	VA Medical Center	909-825-7084	Josephine.escalante@va.gov
EVEY	DARRYL	Family Assistance Program	760-843-0701	darryl@familyassist.org
FORD	RENEE	San Bernardino County Probation Department	909-387-5856	rford@prob.sbcountry.gov
FRANCO	ROSEMARIE	Time for Change Foundation	909-882-7207	
FUENTES	DENA	Economic Development Agency	909-387-9804	dfuentes@rda.sbcountry.gov
GONZALES	JOSIE	Supervisor – 5 th District	909-387-4565	jgonzales@sbcountry.gov
HAUGAN	LINDA	Asst. Executive Officer – Human Services Dept.	909-387-4717	lhaugan@hss.sbcountry.gov
HERNANDEZ	TOM	Office of Homeless Services	909-252-4051	thernandez@dbh.sbcountry.gov
KANAVOS	TOM	CEO – Turrill Transitional	951-965-4708	Tom.kanavos@t-t-ap.org
KING	D	Sheriff's Department	909-463-5047	dking@sbcisd.org
KUNKEL	JOHN	Time for Change Foundation	909-886-2994	jkunkel@timeforchangefoundation.org
MADDEN	GARY	Inland Empire United Way	909-980-2857 x211	gmadden@ieuw.org
MANDA	MARK	Time for Change Foundation		
MANNING	JIMMIE		909-991-3053	Jmanning909@yahoo.com
MARIN	JOSE	Field Representative – 5 th District	909-387-4565	Jose.marin@bos.sbcountry.gov
MCQUEEN	MIGUEL	Workforce Development Department	909-387-9885	mmcqueen@wdd.sbcountry.gov
MORRIS	GARNER	Community Service Liaison – Supervisor Mitzelfelt	760-955-2017	gmorris@bos.sbcountry.gov
OWENS	JOHNNY		909-246-4210	
PITTS	TAKIYA	Time for Change Foundation	909-553-5798	
RESENDEZ	CRYSTAL	Time for Change Foundation	909-882-7207	
RICKETTS	AUDULIO	Probation	909-387-5589	Audulio.ricketts@prob.sbcountry.gov
RODDICK	ROBERT	Mnging Attorney - Inland Counties Legal Services	951-320-7514	rroddick@icls.org
RYMER	CHRIS	City of Colton HS Manager	909-370-6172	crymer@ci.colton.ca.us
SALAZAR	DORRINA	Time for Change Foundation	909-881-5595	
SAPP	DIANE		909-231-1337	
SMITH	ALICE	House of Angels	909-841-4715	angelhouse@aol.com
THOMAS	CASONYA	Director - DBH	909-382-3084	cthomas@dbh.sbcountry.gov
THOMAS	LORIE	Family Service Association	909-793-2673	rflorie@hotmail.com

TORRES	MELINDA	Social Security Administration	866-331-5257	Melinda.torres@ssa.gov
VISSER	WYTSKE	Inland Valley Hope Partners		
WILKE	RUSSELL	Sheriff's Department	909-463-5010	rwilke@sbcasd.org



**County of San Bernardino
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**Office of Homeless Services Report
Prepared for the Interagency Council on Homelessness**

Report purpose The purpose of this document is to present the Office of Homeless Services report and to record action items from prior Interagency Council on Homelessness (ICH) meetings.

Date August 29, 2012

Presenter Tom Hernandez, Homeless Services Manager

Announcements The table below lists the announcements for today’s meeting.

Announcements	
2012 Continuum of Care Homeless Assistance Grant Update	
	<ul style="list-style-type: none"> • On July 14, 2012, HUD published the interim rule for the CoC Program on the HUD Homelessness Resource Exchange (http://hudhre.info). See attached interim rule summary (Report 2A). • Two weeks later, during the week of July 23, HUD released the Grant Inventory Worksheets (GIW) to Continuums of Care (CoCs), starting the 2012 CoC Program Registration process. The Office of Homeless Services submitted the GIW on August 15th. <ul style="list-style-type: none"> ○ The San Bernardino County CoC renewal burden as of now appears to be approximately 5.4 million dollars. <ul style="list-style-type: none"> ▪ This is a result of Shelter Plus Care and new un-contracted programs being added to the list this year by HUD. • On August 21, 2012, HUD announced that in order to be compliant with the HEARTH Act as well as the CoC Program interim rule, the fiscal year 2012 CoC Registration process will include an opportunity for collaborative applicants to submit a request to be designated as a Unified Funding Agency (UFA). <ul style="list-style-type: none"> ○ The regulatory standards to be designated by HUD as a UFA are necessarily high, and HUD does not expect most communities to be able to meet these standards in FY 2012 - in part because communities have not had sufficient time to implement the new CoC Program Rule. ○ However, HUD strongly encourages communities that intend to seek UFA designation in the future to review the questions included in the 2012 Registration process in order to guide local capacity building activities to prepare for future competitions.



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Social Impact Bonds Update

- The Commonwealth of Massachusetts has become one of the nation's first communities to issue Social Impact Bonds (SIB) targeted for homelessness to the Massachusetts Housing and Shelter Alliance (MHSA).
 - The “pay for success” contract will offer resources to scale permanent supportive housing targeted to chronically homeless individuals and reduce public costs and shelter use.
- New York City Mayor Michael Bloomberg announced last week that the innovation of Social Impact Bonds will be adopted in New York City to reduce recidivism rates of adolescent males. See video of Goldman Sachs investment at <http://www.goldmansachs.com/what-we-do/investing-and-lending/urban-investments>
- See attached handout, “Understanding Social Impact Bonds” (Report 2B).

Re-Entry Housing Employment Life Project (HELP)

- The Office of Homeless Services in conjunction with the San Bernardino County Re-Entry Collaborative hosted a Re-Entry HELP meeting to look at how the Collaborative, ICH, MHSA and Community Development and Housing can work complimentary to each other.
- The group cited the need for a “Collective Impact Strategy” which is the commitment of a key group from different sectors focused a common agenda for solving a specific social problem. See attached article describing Collective Impact (Report 2C).
- The Re-Entry Collaborative will be submitting its Strategic Plan to the Board of Supervisor on the 11th of September for adoption. This plan was the result of a collaborative effort and inputs from various public and private organizations. Participants from ICH and HPN were involved with the Collaborative in the planning process. We encourage participating agencies to attend the Board meeting to show support of this collective plan.
- The Re-Entry HELP group will meet again on September 28, 2012. Time and location to be determined.

6th Annual Homeless Summit

- This year's Homeless Summit will be held on Wednesday, November 7, 2012, at the Diocese of San Bernardino, 1201 E. Highland Ave., San Bernardino CA 92404, from 9:00 am to 3:30 pm, with check-in beginning at 8:30 am.
- This year's theme is entitled: “Bridging the Gaps of Homelessness.”
- The Summit will include 4 workshops and special presentations made by Rachel Fleischer, writer/director of “Without a Home”, Angela Pasco, Josh Candelaria, and Pastor Marco Garcia.



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Continuum of Care Interim Rule Changes

- A CoC may spend up to 3 percent of its final pro-rata need on administrative costs related to CoC planning. Three percent funding for planning activities will not come out of projects and will be an additional amount of funding on top of the Pro-Rata Need when this funding is finally available. There is a chance that the County/OHS/DBH may receive up to \$140,000 from HUD this year for planning activities with the new 2012 application.
- Entities that are also UFAs may spend up to an additional 3 percent on administrative costs.
- A lot of emphasis was placed on establishing local performance measurements and using such local measurements to measure program performance:
 - Renewals should not be automatic – they are not entitlement programs;
 - Recipients of funds need to be held accountable and CoCs should deal with poor performers; and
 - Existing programs “should not be driving what your continuum needs.”
- CoC Board is synonymous with the past term “Decision-making Group” in past applications. For our Continuum the CoC Board has been identified as the local Interagency Council on Homelessness.
- A grant recipient must draw down funds at least once a quarter of the program year.
- The CoC is required to participate in the ESG planning process and ESG recipients are required to participate in CoC planning process.
- Public Housing Authorities are no longer eligible applicants under CoC program but continue to be the applicant concerning their renewals.
- HUD has on its website a series of webinars that describe the current changes as amended through the Interim Rule at:
<http://portal.hud.gov/hudportal/HUD?src=/press/multimedia/videos>

Bylaws Update

- According to the ICH Bylaws, elections for Chair and Vice-Chair will be considered at the September meeting, with positions commencing during the month of October.
- Members interested in submitting their names for candidacy, please contact the Office of Homeless Services. Candidates may also elect to nominate a member or self-nominate during the September meeting.
- Time will be provided during the meeting for candidates to speak on their behalf.



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Homeless and Policy Related News

- The United States Department of Labor, Secretary Hilda Solis announced awards of \$11.53 million in grants to provide job training services to 5,500 veterans nationwide. Eleven organizations in 10 states will receive funding. See attached press release (Report 2D).
- On July 17, 2012, the Department of Veterans Affairs (VA) announced the awarding of \$100 million to community organizations across the nation to implement the Supportive Services for Veteran Families program. The U.S. Veterans Initiative, one of our CoC recipients, was one of 141 agencies that received funding nationwide to provide services to veterans and their families who are currently experiencing homelessness or who are at-risk of experiencing homelessness. The U.S. Veterans Initiative received \$450,000 and plans to serve approximately 90 participant households in Riverside and San Bernardino Counties.
- The Cities of Ontario and Upland Grocery and Food Distribution list are now available for download on the San Bernardino County Homeless Partnership website: <http://www.sbcounty.gov/sbchp/HomelessResources.aspx>

Attachments

NAEH Summary and Analysis of CoC Interim Rule – Report 2A-Attached

Fact Sheet: Social Impact Bonds – Report 2B-Attached

Collective Impact Article – Report 2C-Attached

DOL Press Release – Report 2D-Attached

Action items/
Follow up

The table below identifies items, actions, and status for inquiries and next steps during prior ICH meetings.

Item	Action	Status
A request was made of OHS to meet with Deputy Wilke and invite Mr. Gary Madden of 2-1-1 to update the Sheriff's Department on the current homelessness resource list. (Date: 6/28/12)	OHS met with Deputy Wilke, Mr. Madden and Mr. Jose Marin, Fifth District Representative on July 3 rd to discuss ways to make homeless resources more accessible to Sheriff staff and deputies.	Complete

Summary and Analysis of the Interim CoC Rule

August 2012

On July 31, 2012, the U.S. Department of Housing and Urban Development (HUD) published an interim rule in the *Federal Register* for the new consolidated Continuum of Care (CoC) program. The interim rule implements changes made by the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009. Regulations governing the Rural Housing Stability Program are expected in the coming months.

The regulations note that the purpose of the CoC is to:

- Promote community-wide goals to end homelessness;
- Provide funding to quickly re-house homeless people while minimizing trauma and dislocation;
- Promote access to and effective utilization of mainstream programs; and
- Optimize self-sufficiency among people experiencing homelessness.

The regulations reiterate in several places that children, unaccompanied youth, and families, as well as individuals, are eligible for CoC programs as long as they meet other eligibility requirements.

Timing

The regulations will **go into effect on August 30**, 30 days after they were officially published in the *Federal Register*.

Individuals and organizations are encouraged to submit comments to HUD to provide feedback on HUD's interpretation of the HEARTH Act as it relates to the CoC program. **Public comments are due October 1.** HUD will subsequently publish a final regulation on the consolidated CoC program.

Eligible Activities/Components

The interim regulations state that CoC funds may be used for the five program components listed below. Administrative costs are eligible under each of the five components.

1. Permanent housing;
 - The program participant must be the tenant on a renewable lease with an initial term of at least one year.
 - Eligible types of permanent housing are:
 - Permanent supportive housing for persons with disabilities; and
 - Rapid re-housing (see below for more detail).
2. Transitional housing;
 - Program participants in transitional housing must have a lease that has a term of at least one month but no longer than 24 months and cannot be extended.
3. Supportive services only (SSO);
 - SSO grants cover supportive services, including street outreach, to both sheltered and unsheltered homeless persons to whom the recipient or subrecipient is not providing housing assistance.
4. HMIS;

- An HMIS Lead may use CoC funds to lease or operate a structure in which HMIS is operated, and for other eligible costs.
5. Homelessness prevention (limited cases only).
- The HEARTH Act increased the focus on homelessness prevention, though prevention resources are intended to be available to communities primarily through the Emergency Solutions Grant (ESG) program.
 - Communities designated as high-performing communities (HPCs) may use CoC funds to provide homelessness prevention assistance (housing relocation and stabilization services and short- or medium-term rental assistance) to individuals and families at risk of homelessness. *Only* HPCs are able to use CoC funds to serve people at risk of homelessness; *all* other CoC funds must be used to serve people who are currently experiencing homelessness.

The regulations are clear that all projects currently funded through the CoC are eligible for renewal.

Components of Rapid Re-Housing Assistance

In order to make rapid re-housing assistance consistent whether it is funded through the CoC program or the ESG program, the interim CoC regulations make it clear that participants may receive short-term (up to 3 months) or medium-term (up to 24 months) rental assistance and supportive services. However, rapid re-housing assistance through the CoC program is not limited to the housing stabilization and relocation services valid under ESG; instead, rapid re-housing funded through the CoC program can include *any* of the services currently eligible through programs currently funded through the Shelter Plus Care or Supportive Housing Program. CoCs may elect to limit the services available to program participants in CoC-funded rapid re-housing programs to more closely match the services available under ESG-funded rapid re-housing programs.

Under the interim regulation, rapid re-housing program participants must meet at least monthly with a case manager. Participants must also be re-evaluated at least once per year to confirm that they still lack the necessary resource and support networks to retain housing without rapid re-housing, and that the amount and type of assistance being provided is still appropriate. In addition, supportive services can be provided for up to 6 months after the rental assistance ends.

Supportive Services

The interim regulations note that a program may require clients to participate in supportive services, as long as they are not disability-related services. If project's main purpose is to provide substance use treatment services, then clients can be required to take part in these services as a condition of program participation. However, a program whose purpose is not providing substance use treatment *may not require* participation in substance use treatment services. For example, a program may not require its clients to participate in alcohol treatment unless its core mission is related to providing alcohol treatment.

Supportive services that are provided must be necessary to assist program participants in obtaining and maintaining housing. They must be made available for the duration of a client's participation in a permanent supportive housing or transitional housing program. They can be provided for up to 6 months after a program participant exits a rapid re-housing or transitional housing program.

Serving Families and Children Defined as Homeless by a Different Federal Statute

Under the HEARTH Act, communities may use up to 10 percent of their CoC funds to serve families and unaccompanied youth defined as homeless under other federal statutes. CoCs wishing to do so must demonstrate in their application that using the funds for this purpose is of an equal or greater priority than serving people defined as homeless by HUD and that it is equally or more cost-effective in meeting the overall goals and objectives of the recipient's plan for reducing the number of people experiencing homelessness, the average length of time they remain homeless, and other key strategies for ending homelessness.

CoCs whose most recent point-in-time count shows a rate of homelessness that is less than one-tenth of one percent of the total population are not limited to using only 10 percent of their CoC funds to serve this population.

High-Performing Communities

The HEARTH Act provides HUD with the authority to designate certain CoCs as high-performing communities (HPCs). The interim regulations clarify that HUD can select up to 10 CoCs to designate as HPCs for the year. Collaborative applicants can apply for the designation by demonstrating through reliable data that the CoC meets all of the required standards for HPCs related to length of stay, recidivism, HMIS coverage, and assistance to families and youth defined as homeless under other federal statutes.

HPCs must show that:

- The mean length of stay in homelessness in the CoC is less than 20 days, or it has fallen by at least 10 percent in the past year;
- Less than 5 percent of people leaving homelessness become homeless again within the next 2 years, or the percentage of people doing so has fallen by at least 20 percent in the past year;
- The HMIS has both a bed coverage rate and service coverage rate of at least 80 percent; and
- If the CoC served families and youth defined as homeless under other federal statutes, 95 percent of those families did not become homeless again within 2 years of their assistance ending, and 85 percent of them achieved independent living in permanent housing for at least 2 years after assistance ended.

When a CoC has been designated as high-performing, the HEARTH Act provides that, in addition to normally eligible uses of CoC funds, the HPC can use CoC funds for homelessness prevention in the form of short- and medium-term rental assistance and housing relocation and stabilization services to people at risk of homelessness.

Centralized or Coordinated Assessment System Access

HUD is requiring that all CoCs establish and operate a centralized or coordinated assessment system to conduct an initial, comprehensive assessment of the housing and services needs for all people entering the homeless assistance system. HUD notes that these systems should be designed in response to local needs and conditions and should include use of a locally-designed, common assessment tool. CoCs are required under the interim regulation to develop a specific policy on how the coordinated assessment system will address the needs of people fleeing or attempting to flee domestic violence.

In addition, CoCs will be required to develop and follow written standards for how they plan to administer assistance through coordinated assessment. CoCs must develop standards for providing assistance including:

- Evaluating eligibility for assistance;
- Prioritizing who receives transitional housing;
- Prioritizing who receives rapid re-housing;
- Determining what percentage or amount of rent people receiving rapid re-housing must pay;
- Prioritizing people for permanent supportive housing; and
- If designated as an HPC, prioritizing who receives homelessness prevention assistance.

Establishing a CoC Board

The regulations require that all CoCs establish a governing Board within two years of enactment of the interim regulations. The Board must be representative of the subpopulations of homeless people within the CoC's geographic area, and there must be at least one homeless or formerly homeless individual on the Board. Recipients and subrecipients of CoC funds will also be required to have at least one homeless or formerly homeless person on their organizations' Boards.

Changes to the Definition of Chronically Homeless

In its interim ESG regulations, HUD stated that it had determined that for a person to qualify as chronically homeless by having been homeless on at least four separate occasions over three years, each episode of homelessness must have lasted at least 15 days. In the interim CoC rule, however, HUD has reconsidered this 15-day requirement and amends the regulations accordingly. The length of an episode is once more up to communities to decide.

Unified Funding Agencies

The interim regulation establishes that CoCs can designate a collaborative applicant to become the Unified Funding Agency (UFA) for the CoC. UFAs enter into a single contract with HUD for the provision of CoC housing and services over the entire CoC geographic area, and then contact with subrecipients throughout the geographic area for all CoC projects. UFAs are responsible for exercising fiscal control and monitoring the accounting procedures of all subrecipients.

Administrative Costs and Match Requirements

A CoC may spend up to 3 percent of its final pro-rata need on administrative costs related to CoC planning. Entities that are also UFAs may spend up to an additional 3 percent on administrative costs.

Under the HEARTH Act, the CoC must match all eligible funding costs, except for leasing costs, by no less than a 25 percent cash or in-kind match.



Fact Sheet: Social Impact Bonds

A Brief Introduction to a New Financing Tool for Social Programs

Jitinder Kohli, Douglas J. Besharov and Kristina Costa

April 2012

What is a Social Impact Bond?

Social Impact Bonds turn government funding structures on their head. Normally, government agencies fund tightly proscribed *activities*. In a Social Impact Bond, however, a government agency defines an *outcome*. The agency contracts with an external organization that promises to achieve that outcome and only pays the organization if it is successful.

Who are the key players?

Required:

- A *government agency* that defines the outcome
- An *external organization* that promises to deliver the outcome
- A *beneficiary population* who receives services

Optional:

- *Investors* who fund the needed interventions upfront
- *Service providers* who perform the interventions

What are the advantages of Social Impact Bonds?

1. Social Impact Bonds transfer risk away from government and taxpayers. Government isn't on the hook for the payment if the outside organization fails to achieve the outcome. In a normal financing arrangement, if the initiative fails the money is already spent.
2. Social Impact Bonds can fund preventive services that will save government money down the road.
3. Social Impact Bonds can overcome the "silo" problem in government where agencies find it difficult to pool resources or direct money toward effective programs.
4. Social Impact Bonds can help to "scale up" effective interventions from one city or state to other areas of the country.

Where's the "bond"?

There isn't one. When the external organization needs outside investors to fund service providers, "bond" can describe the relationship between the external organization and the investors. But the arrangement is not very bond-like. In fact, it's much more risky than a normal bond arrangement. And in cases where there aren't any outside investors, it's very difficult to identify any "bond" at all.

It's easiest to think of a Social Impact Bond instead as a relationship between government and an external organization.

The first Social Impact Bond: Peterborough prison

It's easiest to understand Social Impact Bonds with an example.

In the United Kingdom, the British government has promised to pay an external organization called Social Finance if it reduces the re-offending rate of prisoners leaving Peterborough prison. The government will pay Social Finance so long as there is a 7.5 percent measured reduction in recidivism relative to a group of similar prisoners discharged from other prisons.

Social Finance needs funds to pay for interventions in advance of any payment from the government, so it has raised money from investors. In exchange for paying the upfront costs, these investors receive an agreed-upon return if the outcome is achieved.

The British government calculated how much it is willing to pay for the outcome by looking at the savings likely to accrue to government agencies over time as a result of reductions in re-offending. These include future savings in incarceration costs as well as in court and police time.

Where will Social Impact Bonds be useful?

Social Impact Bonds are still in their infancy, and there remains a great deal to learn. But some areas that governments in the United States are exploring for Social Impact Bonds include:

- Reducing recidivism
- Reducing homelessness
- Preventive health services
- Workforce development
- Early childhood education
- Helping unemployed persons re-enter the workforce

Early applications of Social Impact Bonds will most likely be in areas where a few criteria hold true. First, government agencies may reasonably believe they will *save money* from the outcome. Outcomes will likely be *observable and measurable* within three to eight years. Outcomes will be targeted in areas with *known social interventions* that have proven effective at achieving the outcome. Finally, Social Impact Bonds should not be used to provide core government services, so there are *few negative consequences* if the external organization cannot achieve the outcome and discontinues services.

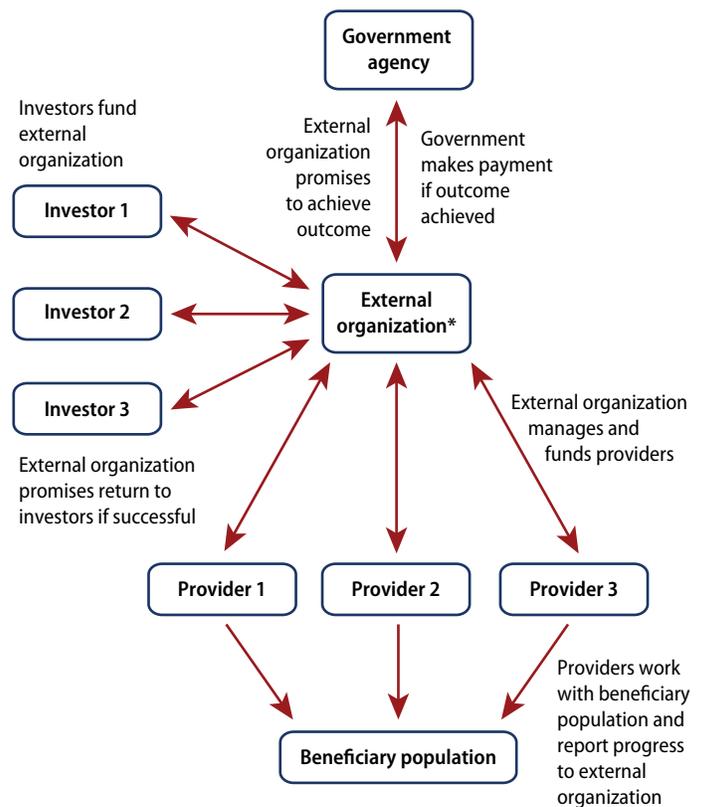
But Social Impact Bonds have much wider implications for all government programs and may encourage agencies to focus more on *outcomes* rather than *activities*.

The Center for American Progress's work on Social Impact Bonds is supported by the Rockefeller Foundation.

FIGURE 1

The Peterborough-style social impact bond

First such program focuses on reducing re-offending rates of prisoners



*There are several appropriate variations on the Peterborough-style Social Impact Bond. The external organization may raise funds from its own balance sheet rather than from outside investors. The external organization also may choose to be one of the service providers, or the sole provider, for the intervention.

Stanford SOCIAL INNOVATION REVIEW

Collective Impact By John Kania & Mark Kramer

Stanford Social Innovation Review
Winter 2011

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Collective Impact

LARGE-SCALE SOCIAL CHANGE REQUIRES BROAD CROSS-SECTOR COORDINATION, YET THE SOCIAL SECTOR REMAINS FOCUSED ON THE ISOLATED INTERVENTION OF INDIVIDUAL ORGANIZATIONS.

BY JOHN KANIA & MARK KRAMER

Illustration by Martin Jarric

The scale and complexity of the U.S. public education system has thwarted attempted reforms for decades. Major funders, such as the Annenberg Foundation, Ford Foundation, and Pew Charitable Trusts have abandoned many of their efforts in frustration after acknowledging their lack of progress. Once the global leader—after World War II the United States had the highest high school graduation rate in the world—the country now ranks 18th among the top 24 industrialized nations, with more than 1 million secondary school students dropping out every year. The heroic efforts of countless teachers, administrators, and nonprofits, together with billions of dollars in charitable contributions, may have led to important improvements in individual schools and classrooms, yet system-wide progress has seemed virtually unobtainable.

Against these daunting odds, a remarkable exception seems to be emerging in Cincinnati. Strive, a nonprofit subsidiary of KnowledgeWorks, has brought together local leaders to tackle the student achievement crisis and improve education throughout greater Cincinnati and northern Kentucky. In the four years since the group was launched, Strive partners have improved student success in dozens of key areas across three large public school districts. Despite the recession and budget cuts, 34 of the 53 success indicators that Strive tracks have shown positive trends, including high school graduation rates, fourth-grade reading and math scores, and the number of preschool children prepared for kindergarten.

Why has Strive made progress when so many other efforts have failed? It is because a core group of community leaders decided to abandon their individual agendas in favor of a collective approach to improving student achievement. More than

300 leaders of local organizations agreed to participate, including the heads of influential private and corporate foundations, city government officials, school district representatives, the presidents of eight universities and community colleges, and the executive directors of hundreds of education-related nonprofit and advocacy groups.

These leaders realized that fixing one point on the educational continuum—such as better after-school programs—wouldn't make much difference unless all parts of the continuum improved at the same time. No

single organization, however innovative or powerful, could accomplish this alone. Instead, their ambitious mission became to coordinate improvements at every stage of a young person's life, from "cradle to career."

Strive didn't try to create a new educational program or attempt to convince donors to spend more money. Instead,

through a carefully structured process, Strive focused the entire educational community on a single set of goals, measured in the same way. Participating organizations are grouped into 15 different Student Success Networks (SSNs) by type of activity, such as early childhood education or tutoring. Each SSN has been meeting with coaches and facilitators for two hours every two weeks for the past three years, developing shared performance indicators, discussing their progress, and most important, learning from each other and aligning their efforts to support each other.

Strive, both the organization and the process it helps facilitate, is an example of *collective impact*, the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem. Collaboration is nothing new. The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different. Unlike most



collaborations, 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 participants. (See “Types of Collaborations” on page 39.)

Although rare, other successful examples of collective impact are addressing social issues that, like education, require many different players to change their behavior in order to solve a complex problem. In 1993, Marjorie Mayfield Jackson helped found the Elizabeth River Project with a mission of cleaning up the Elizabeth River in southeastern Virginia, which for decades had been a dumping ground for industrial waste. They engaged more than 100 stakeholders, including the city governments of Chesapeake, Norfolk, Portsmouth, and Virginia Beach, Va., the Virginia Department of Environmental Quality, the U.S. Environmental Protection Agency (EPA), the U.S. Navy, and dozens of local businesses, schools, community groups, environmental organizations, and universities, in developing an 18-point plan to restore the watershed. Fifteen years later, more than 1,000 acres of watershed land have been conserved or restored, pollution has been reduced by more than 215 million pounds, concentrations of the most severe carcinogen have been cut sixfold, and water quality has significantly improved. Much remains to be done before the river is fully restored, but already 27 species of fish and oysters are thriving in the restored wetlands, and bald eagles have returned to nest on the shores.

Or consider Shape up Somerville, a citywide effort to reduce and prevent childhood obesity in elementary school children in Somerville, Mass. Led by Christina Economos, an associate professor at Tufts University’s Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, and funded by the Centers for Disease Control and Prevention, the Robert Wood Johnson Foundation, Blue Cross Blue Shield of Massachusetts, and United Way of Massachusetts Bay and Merrimack Valley, the program engaged government officials, educators, businesses, nonprofits, and citizens in collectively defining wellness and weight gain prevention practices. Schools agreed to offer healthier foods, teach nutrition, and promote physical activity. Local restaurants received a certification if they served low-fat, high nutritional food. The city organized a farmers’ market and provided healthy lifestyle incentives such as reduced-price gym memberships for city employees. Even sidewalks were modified and crosswalks repainted to encourage more children to walk to school. The result was a statistically significant decrease in body mass index among the community’s young children between 2002 and 2005.

Even companies are beginning to explore collective impact to tackle social problems. Mars, a manufacturer of chocolate brands such as M&M’s, Snickers, and Dove, is working with NGOs, local governments, and even direct competitors to improve the lives of more than 500,000 impoverished cocoa farmers in Cote d’Ivoire, where Mars sources a large portion of its cocoa. Research suggests

that better farming practices and improved plant stocks could triple the yield per hectare, dramatically increasing farmer incomes and improving the sustainability of Mars’s supply chain. To accomplish this, Mars must enlist the coordinated efforts of multiple organizations: the Cote d’Ivoire government needs to provide more agricultural extension workers, the World Bank needs to finance new roads, and bilateral donors need to support NGOs in improving health care, nutrition, and education in cocoa growing communities. And Mars must find ways to work with its direct competitors on pre-competitive issues to reach farmers outside its supply chain.

These varied examples all have a common theme: that large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations. Evidence of the effectiveness of this approach is still limited, but these examples suggest that substantially greater progress could be made in alleviating many of our most serious and complex social problems if nonprofits, governments, businesses, and the public were brought together around a common agenda to create collective impact. It doesn’t happen often, not because it is impossible, but because it is so rarely attempted. Funders and nonprofits alike overlook the potential for collective impact because they are used to focusing on independent action as the primary vehicle for social change.

ISOLATED IMPACT

Most funders, faced with the task of choosing a few grantees from many applicants, try to ascertain which organizations make the greatest contribution toward solving a social problem. Grantees, in turn, compete to be chosen by emphasizing how their individual activities produce the greatest effect. Each organization is judged on its own potential to achieve impact, independent of the numerous other organizations that may also influence the issue. And when a grantee is asked to evaluate the impact of its work, every attempt is made to isolate that grantee’s individual influence from all other variables.

In short, the nonprofit sector most frequently operates using an approach that we call *isolated impact*. It is an approach oriented toward finding and funding a solution embodied within a single organization, combined with the hope that the most effective organizations will grow or replicate to extend their impact more widely. Funders search for more effective interventions as if there were a cure for failing schools that only needs to be discovered, in the way that medical cures are discovered in laboratories. As a result of this process, nearly 1.4 million nonprofits try to invent independent solutions to major social problems, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Recent trends have only reinforced this perspective. The growing interest in venture philanthropy and social entrepreneurship, for example, has greatly benefited the social sector by identifying and accelerating the growth of many high-performing nonprofits, yet it has also accentuated an emphasis on scaling up a few select organizations as the key to social progress.

Despite the dominance of this approach, there is scant evidence that isolated initiatives are the best way to solve many social problems in today’s complex and interdependent world. No single organization is responsible for any major social problem, nor can any single

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TYPES OF COLLABORATIONS

Organizations have attempted to solve social problems by collaboration for decades without producing many results. The vast majority of these efforts lack the elements of success that enable collective impact initiatives to achieve a sustained alignment of efforts.

Funder Collaboratives are groups of funders interested in supporting the same issue who pool their resources. Generally, participants do not adopt an overarching evidence-based plan of action or a shared measurement system, nor do they engage in differentiated activities beyond check writing or engage stakeholders from other sectors.

Public-Private Partnerships are partnerships formed between government and private sector organizations to deliver specific services or benefits. They are often targeted narrowly, such as developing a particular drug to fight a single disease, and usually don't engage the full set of stakeholders that affect the issue, such as the potential drug's distribution system.

Multi-Stakeholder Initiatives are voluntary activities by stakeholders from different sectors around a common theme. Typically, these initiatives lack any shared measurement of impact and the supporting infrastructure to forge any true alignment of efforts or accountability for results.

Social Sector Networks are groups of individuals or organizations fluidly connected through purposeful relationships, whether formal or informal. Collaboration is generally ad hoc, and most often the emphasis is placed on information sharing and targeted short-term actions, rather than a sustained and structured initiative.

Collective Impact Initiatives are long-term commitments by a group of important actors from different sectors to a common agenda for solving a specific social problem. Their actions are supported by a shared measurement system, mutually reinforcing activities, and ongoing communication, and are staffed by an independent backbone organization.

organization cure it. In the field of education, even the most highly respected nonprofits—such as the Harlem Children's Zone, Teach for America, and the Knowledge Is Power Program (KIPP)—have taken decades to reach tens of thousands of children, a remarkable achievement that deserves praise, but one that is three orders of magnitude short of the tens of millions of U.S. children that need help.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of the nonprofit sector. Social problems arise from the interplay of governmental and commercial activities, not only from the behavior of social sector organizations. As a result, complex problems can be solved only by cross-sector coalitions that engage those outside the nonprofit sector.

We don't want to imply that all social problems require collective impact. In fact, some problems are best solved by individual organizations. In "Leading Boldly," an article we wrote with Ron Heifetz for the winter 2004 issue of the *Stanford Social Innovation Review*, we described the difference between *technical problems* and *adaptive problems*. Some social problems are technical in that the problem is well defined, the answer is known in advance, and one or a few organizations have the ability to implement the solution. Examples include funding college scholarships, building a hospital, or installing inventory controls in a food bank. Adaptive problems, by contrast, are complex, the answer is not known, and even if it were, no single entity has the resources or authority to bring about the necessary change. Reforming public education, restoring wetland environments, and improving community health are all adaptive problems. In these cases, reaching an effective solution requires learning by the stakeholders involved in the problem, who must then change their own behavior in order to create a solution.

vision for change, one that includes a common understanding of the problem and a joint approach to solving it through agreed upon actions. Take a close look at any group of funders and nonprofits that believe they are working on the same social issue, and you quickly find that it is often not the same issue at all. Each organization often has a slightly different definition of the problem and the ultimate goal. These differences are easily ignored when organizations work independently on isolated initiatives, yet these differences splinter the efforts and undermine the impact of the field as a whole. Collective impact requires that these differences be discussed and resolved. Every participant need not agree with every other participant on all dimensions of the problem. In fact, disagreements continue to divide participants in all of our examples of collective impact. All participants must agree, however, on the primary goals for the collective impact initiative as a whole. The Elizabeth River Project, for example, had to find common ground among the different objectives of corporations, governments, community groups, and local citizens in order to establish workable cross-sector initiatives.

Funders can play an important role in getting organizations to act in concert. In the case of Strive, rather than fueling hundreds of strategies and nonprofits, many funders have aligned to support Strive's central goals. The Greater Cincinnati Foundation realigned its education goals to be more compatible with Strive, adopting Strive's annual report card as the foundation's own measures for progress in education. Every time an organization applied to Duke Energy for a grant, Duke asked, "Are you part of the [Strive] network?" And when a new funder, the Carol Ann and Ralph V. Haile Jr./U.S. Bank Foundation, expressed interest in education, they were encouraged by virtually every major education leader in Cincinnati to join Strive if they wanted to have an impact in local education.¹

Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. And it requires the creation of a new set of nonprofit management organizations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.

THE FIVE CONDITIONS OF COLLECTIVE SUCCESS

Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

Common Agenda | Collective impact requires all participants to have a shared

Shared Measurement Systems | Developing a shared measurement system is essential to collective impact. Agreement on a common agenda is illusory without agreement on the ways success will be measured and reported. Collecting data and measuring results consistently on a short list of indicators at the community level and across all participating organizations not only ensures that all efforts remain aligned, it also enables the participants to hold each other accountable and learn from each other's successes and failures.

It may seem impossible to evaluate hundreds of different organizations on the same set of measures. Yet recent advances in Web-based technologies have enabled common systems for reporting performance and measuring outcomes. These systems increase efficiency and reduce cost. They can also improve the quality and credibility of the data collected, increase effectiveness by enabling grantees to learn from each other's performance, and document the progress of the field as a whole.²

All of the preschool programs in Strive, for example, have agreed to measure their results on the same criteria and use only evidence-based decision making. Each type of activity requires a different set of measures, but all organizations engaged in the same type of activity report on the same measures. Looking at results across multiple organizations enables the participants to spot patterns, find solutions, and implement them rapidly. The preschool programs discovered that children regress during the summer break before kindergarten. By launching an innovative "summer bridge" session, a technique more often used in middle school, and implementing it simultaneously in all preschool programs, they increased the average kindergarten readiness scores throughout the region by an average of 10 percent in a single year.³

Mutually Reinforcing Activities | Collective impact initiatives depend on a diverse group of stakeholders working together, not by requiring that all participants do the same thing, but by encouraging each participant to undertake the specific set of activities at which it excels in a way that supports and is coordinated with the actions of others.

The power of collective action comes not from the sheer number of participants or the uniformity of their efforts, but from the coordination of their differentiated activities through a mutually reinforcing plan of action. Each stakeholder's efforts must fit into an overarching plan if their combined efforts are to succeed. The multiple causes of social problems, and the components of their solutions, are interdependent. They cannot be addressed by uncoordinated actions among isolated organizations.

All participants in the Elizabeth River Project, for example, agreed on the 18-point watershed restoration plan, but each is playing a different role based on its particular capabilities. One group of organizations works on creating grassroots support and engagement among citizens, a second provides peer review and recruitment for industrial participants who voluntarily reduce pollution, and a third coordinates and reviews scientific research.

The 15 SSNs in Strive each undertake different types of activities at different stages of the educational continuum. Strive does not prescribe what practices each of the 300 participating organizations should pursue. Each organization and network is free to chart its own course consistent with the common agenda, and informed by the shared measurement of results.

Continuous Communication | Developing trust among nonprofits, corporations, and government agencies is a monumental challenge. Participants need several years of regular meetings to build up enough experience with each other to recognize and appreciate the common motivation behind their different efforts. They need time to see that their own interests will be treated fairly, and that decisions will be made on the basis of objective evidence and the best possible solution to the problem, not to favor the priorities of one organization over another.

Even the process of creating a common vocabulary takes time, and it is an essential prerequisite to developing shared measurement systems. All the collective impact initiatives we have studied held monthly or even biweekly in-person meetings among the organizations' CEO-level leaders. Skipping meetings or sending lower-level delegates was not acceptable. Most of the meetings were supported by external facilitators and followed a structured agenda.

The Strive networks, for example, have been meeting regularly for more than three years. Communication happens between meetings too: Strive uses Web-based tools, such as Google Groups, to keep communication flowing among and within the networks. At first, many of the leaders showed up because they hoped that their participation would bring their organizations additional funding, but they soon learned that was not the meetings' purpose. What they discovered instead were the rewards of learning and solving problems together with others who shared their same deep knowledge and passion about the issue.

Backbone Support Organizations | Creating and managing collective impact requires a separate organization and staff with a very specific set of skills to serve as the backbone for the entire initiative. Coordination takes time, and none of the participating organizations has any to spare. The expectation that collaboration can occur without a supporting infrastructure is one of the most frequent reasons why it fails.

The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the initiative to function smoothly. Strive has simplified the initial staffing requirements for a backbone organization to three roles: project manager, data manager, and facilitator.

Collective impact also requires a highly structured process that leads to effective decision making. In the case of Strive, staff worked with General Electric (GE) to adapt for the social sector the Six Sigma process that GE uses for its own continuous quality improvement. The Strive Six Sigma process includes training, tools, and resources that each SSN uses to define its common agenda, shared measures, and plan of action, supported by Strive facilitators to guide the process.

In the best of circumstances, these backbone organizations embody the principles of adaptive leadership: the ability to focus people's attention and create a sense of urgency, the skill to apply pressure to stakeholders without overwhelming them, the competence to frame issues in a way that presents opportunities as well as difficulties, and the strength to mediate conflict among stakeholders.

FUNDING COLLECTIVE IMPACT

Creating a successful collective impact initiative requires a significant financial investment: the time participating organizations must dedicate to the work, the development and monitoring of shared measurement systems, and the staff of the backbone organization needed to lead and support the initiative's ongoing work.

As successful as Strive has been, it has struggled to raise money, confronting funders' reluctance to pay for infrastructure and preference for short-term solutions. Collective impact requires instead that funders support a long-term process of social change without identifying any particular solution in advance. They must be willing to let grantees steer the work and have the patience to stay with an initiative for years, recognizing that social change can come from the gradual improvement of an entire system over time, not just from a single breakthrough by an individual organization.

This requires a fundamental change in how funders see their role, from funding organizations to leading a long-term process of social change. It is no longer enough to fund an innovative solution created by a single nonprofit or to build that organization's capacity. Instead, funders must help create and sustain the collective processes, measurement reporting systems, and community leadership that enable cross-sector coalitions to arise and thrive.

This is a shift that we foreshadowed in both "Leading Boldly" and our more recent article, "Catalytic Philanthropy," in the fall 2009 issue of the *Stanford Social Innovation Review*. In the former, we suggested that the most powerful role for funders to play in addressing adaptive problems is to focus attention on the issue and help to create a process that mobilizes the organizations involved to find a solution themselves. In "Catalytic Philanthropy," we wrote: "Mobilizing and coordinating stakeholders is far messier and slower work than funding a compelling grant request from a single organization. Systemic change, however, ultimately depends on a sustained campaign to increase the capacity and coordination of an entire field." We recommended that funders who want to create large-scale change follow four practices: take responsibility for assembling the elements of a solution; create a movement for change; include solutions from outside the nonprofit sector; and use actionable knowledge to influence behavior and improve performance.

These same four principles are embodied in collective impact initiatives. The organizers of Strive abandoned the conventional approach of funding specific programs at education nonprofits and took responsibility for advancing education reform themselves. They built a movement, engaging hundreds of organizations in a drive toward shared goals. They used tools outside the nonprofit sector, adapting GE's Six Sigma planning process for the social sector. And through the community report card and the biweekly meetings of the SSNs they created actionable knowledge that motivated the community and improved performance among the participants.

Funding collective impact initiatives costs money, but it can be a highly leveraged investment. A backbone organization with a modest annual budget can support a collective impact initiative of several hundred organizations, magnifying the impact of millions or even billions of dollars in existing funding. Strive, for example, has a \$1.5 million annual budget but is coordinating the efforts and

increasing the effectiveness of organizations with combined budgets of \$7 billion. The social sector, however, has not yet changed its funding practices to enable the shift to collective impact. Until funders are willing to embrace this new approach and invest sufficient resources in the necessary facilitation, coordination, and measurement that enable organizations to work in concert, the requisite infrastructure will not evolve.

FUTURE SHOCK

What might social change look like if funders, nonprofits, government officials, civic leaders, and business executives embraced collective impact? Recent events at Strive provide an exciting indication of what might be possible.

Strive has begun to codify what it has learned so that other communities can achieve collective impact more rapidly. The organization is working with nine other communities to establish similar cradle to career initiatives.⁴ Importantly, although Strive is broadening its impact to a national level, the organization is not scaling up its own operations by opening branches in other cities. Instead, Strive is promulgating a flexible process for change, offering each community a set of tools for collective impact, drawn from Strive's experience but adaptable to the community's own needs and resources. As a result, the new communities take true ownership of their own collective impact initiatives, but they don't need to start the process from scratch. Activities such as developing a collective educational reform mission and vision or creating specific community-level educational indicators are expedited through the use of Strive materials and assistance from Strive staff. Processes that took Strive several years to develop are being adapted and modified by other communities in significantly less time.

These nine communities plus Cincinnati have formed a community of practice in which representatives from each effort connect regularly to share what they are learning. Because of the number and diversity of the communities, Strive and its partners can quickly determine what processes are universal and which require adaptation to a local context. As learning accumulates, Strive staff will incorporate new findings into an Internet-based knowledge portal that will be available to any community wishing to create a collective impact initiative based on Strive's model.

This exciting evolution of the Strive collective impact initiative is far removed from the isolated impact approach that now dominates the social sector and that inhibits any major effort at comprehensive, large-scale change. If successful, it presages the spread of a new approach that will enable us to solve today's most serious social problems with the resources we already have at our disposal. It would be a shock to the system. But it's a form of shock therapy that's badly needed. ■

Notes

- 1 Interview with Kathy Merchant, CEO of the Greater Cincinnati Foundation, April 10, 2010.
- 2 See Mark Kramer, Marcie Parkhurst, and Lalitha Vaidyanathan, *Breakthroughs in Shared Measurement and Social Impact*, PSG Social Impact Advisors, 2009.
- 3 "Successful Starts," United Way of Greater Cincinnati, second edition, fall 2009.
- 4 Indianapolis, Houston, Richmond, Va., and Hayward, Calif., are the first four communities to implement Strive's process for educational reform. Portland, Ore., Fresno, Calif., Mesa, Ariz., Albuquerque, and Memphis are just beginning their efforts.

News Release

VETS News Release: [08/21/2012]

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Release Number: 12-1738-NAT

US Department of Labor awards \$11.53 million in grants to provide job training services to 5,500 veterans nationwide

WASHINGTON — The U.S. Department of Labor today awarded grants totaling \$11.53 million through the Veterans' Workforce Investment Program to provide an estimated 5,500 veterans with job training and skills development services.

"These grants will increase the skill sets of veterans and result in training and credentialing for jobs in high-demand industries," said Secretary of Labor Hilda L. Solis. "Our veterans made sacrifices on behalf of our nation, and I ask all employers to renew their commitment to veterans, because the best way to honor our veterans is to hire them."

Eleven grants were awarded on a competitive basis to state and local workforce investment boards, local public agencies and nonprofit organizations, including faith-based and community organizations, in 10 states. These agencies are familiar with the areas and populations to be served, and have demonstrated that they can administer effective programs.

The funds will be used to provide training in fields including software and computer services, construction, auto mechanics, security, logistics, nursing, physical and occupational therapy, hospitality and the culinary arts, among others.

Today's grants are part of efforts by the department's Veterans' Employment and Training Service to expand educational opportunities for veterans, support incentives for businesses to hire unemployed veterans, ensure priority "Gold Card" services for veterans through the American Job Center network and help veterans match skills related to their military occupations with those required by civilian jobs.

More information on the Department of Labor's employment and re-employment programs for veterans can be found at <http://www.dol.gov/vets/>.

Editor's note: A list of grantees by state, areas to be served and award amounts follows this news release.

Veterans' Workforce Investment Program Grants

State	Grantee	Area(s) Served	Amount
Arizona	Pima County	counties of Pima, Cochise, Santa Cruz and Yuma	\$1,250,000
Arkansas	Arkansas Dept. of Workforce Services	statewide	\$1,250,000
California	Able-Disabled Advocacy Inc.	San Diego County	\$769,158
California	Community Career Development Inc.	counties of Los Angeles, Riverside, Kern, Venture, San Bernardino, Orange and San Diego	\$769,158
Colorado	Colorado Department of Labor, Employment and Training	statewide	\$1,250,000

Idaho	State of Idaho	statewide	\$750,000
Mississippi	Region XII Commission on Mental Health & Retardation doing business as Pine Belt Mental Healthcare Resources	city of Hattiesburg	\$1,180,008
North Carolina	Telamon Corp.	counties of Dougherty, Houston, Chatham and Lowndes	\$1,189,129
Texas	American GI Forum National Veterans Outreach Program Inc.	cities of San Antonio and Houston	\$769,158
Virginia	The SkillSource Group	counties of Fairfax, Loudon, Prince William and Arlington	\$1,103,940
Wisconsin	Center for Veterans Issues Ltd.	Milwaukee County	\$1,250,000
Total =			\$11,530,551

**San Bernardino County Homeless Partnership
Interagency Council on Homelessness**

BY-LAWS

Adopted March 22, 2010

Amended August 29, 2012

A Continuum of Care is a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximum self-sufficiency. The mission of the San Bernardino County Homeless Partnership is to provide a system of care network that is inclusive, well planned, coordinated, evaluated and accessible to all who are homeless or at-risk of being homeless.

**Article I
Purpose**

The Interagency Council on Homelessness (“ICH”) is a vital component of the San Bernardino County Homeless Partnership (“Partnership”). The ICH serves as the policy making body of the Partnership and oversees the implementation of the 10-Year Strategy to End Homelessness in San Bernardino County (“10-Year Strategic Plan”). The ICH will focus on resource development to insure the funding of homeless projects and 10-Year Strategic Plan recommendations.

**Article II
Vision**

Provide leadership in creating a “comprehensive countywide network” of service delivery for the homeless population. Identify families and individuals at-risk of homelessness and circumstances leading to homelessness through facilitation of better communication, planning, coordination, and cooperation among all entities that provide services and/or resources for the relief of homelessness in the County of San Bernardino in a united effort to eliminate homelessness county-wide.

**Article III
Duties**

The ICH is charged with directing, coordinating and evaluating all of the activities related to implementation of the 10-Year Strategic Plan to End Homelessness. The ICH members are directed to report progress on the implementation of the 10-Year Strategic Plan to their colleagues and constituents following each meeting of the ICH. The ICH will promote collaborative partnerships among homeless providers and stakeholders throughout San Bernardino County in order to carry out implementation activities and will develop resources to insure the funding of homeless projects and 10-Year Strategic Plan recommendations.

Article IV
Membership

A. ICH Membership Composition

The membership of the ICH shall be broadly based with representation from all sectors of the community, including but not limited to: homeless service providers, representatives of federal, state and local government, corporations, and concerned individuals.

The ICH membership shall be composed of no more than 30 members.

1. Two (2) members from the San Bernardino County Board of Supervisors or designee;
2. Seven (7) elected officials or designee (i.e., city manager, economic development or city director) representing cities within San Bernardino County:
 - a. Three (3) from cities with populations greater than 100,000 residents,
 - b. Two (2) from cities with populations between 50,000 to 99,999 residents,
 - c. Two (2) from cities with populations less than 50,000 residents;
3. Director or designee of the Department of Behavioral Health;
4. Director or designee of the Community Action Partnership of San Bernardino County;
5. Director or designee of Human Services¹;
6. Director or designee from the San Bernardino County Public Housing Authority;
7. Director or designee of the Department of Probation;
8. Director or designee of Community Development and Housing for San Bernardino County;
9. One (1) representative from the Veterans Administration Health Care System;
10. Director or designee of the Workforce Development Department;

¹ This member shall represent all agencies in the San Bernardino County Human Services Group: Aging and Adult Services, Child Support Services, Children and Family Services, Children's Network, Preschool Services, Public Health, Transitional Assistance, and Veterans Affairs. With the exception that Behavioral Health shall hold a separate seat on the ICH.

11. Administrator or designee of the State Department of Rehabilitation;
12. Superintendent of San Bernardino County Schools or designee;
13. Director of 2-1-1 San Bernardino or designee;
14. One (1) representative from the San Bernardino County Sheriff's Department;
15. One (1) representative from the Homeless Management Information System (HMIS) Lead Agency;
16. Chair of the Homeless Provider Network or designee;
17. Four (4) members at-large from organizations and agencies selected to serve as representatives of the Homeless Provider Network; and
18. Up to three (3) general at-large members.

B. Membership Application and Approval Process

Solicitation for ICH membership applications shall begin no less than eight weeks after the vacancy of an individual ICH member. The Office of Homeless Services (OHS) on behalf of the ICH shall circulate a "Call for Applications" to the appropriate organization or parties. The "Call for Applications" will set forth the criteria for appointment to the ICH, and will set the deadline for the receipt of said applications. Applications must be accompanied by a Letter of Recommendation from the sponsoring ICH Member agency or organization or an individual Member of the ICH.

Directors listed in Article IV, section A, and elected officials, which have been designated to sit on the ICH by a local government agency listed in Article IV, section A, shall become a member of the ICH by reason of their position without application. Designees, recommended in lieu of the above listed individuals, must comply with the application process.

The ICH will establish an ad-hoc Application Review Committee as needed to review applications and develop a screening process. The Application Review Committee will recommend candidates for appointment to the ICH after reviewing the applications. The OHS shall prepare a synopsis of the recommended applicant's qualifications for the ICH. OHS shall forward the recommendations and synopses to the ICH no later than two (2) weeks prior to the next regularly scheduled meeting at which the approval of new members will occur.

C. Membership Terms of Service

Once appointed to the ICH, Members shall serve an unlimited term unless the relationship is terminated at either the request of the serving member, member

organization or ICH.² With the exception that general at-large members shall serve a two year term, which may be renewed at the discretion of the ICH.

D. Membership Responsibilities

All Members are expected to attend meetings. Member absences will be noted in the minutes. Other responsibilities may include:

1. Providing oral and/or written comment on issues being discussed by the ICH;
2. Assisting in the development and implementation of task forces, subcommittees and/or committees necessary to conduct the business of the ICH;
3. Supporting and participating in training, summits, and activities sponsored by the ICH;
4. Active participation in the biennial Point-in-Time Count;
5. Reviewing and commenting on documents, such as those concerning the Continuum of Care Homeless Assistance Grant funding; and
6. Providing regular reports and updates regarding ICH activities and progress back to member agencies (i.e., inclusion of ICH agenda and minutes in the agency's official public records).

E. Membership Voting

1. A Member representing more than one Agency or Office shall receive only one vote.
2. A Member shall designate one representative to vote on behalf of the Member and may establish one alternate to vote in the absence of the designated representative.

F. Membership Vacancies

1. ICH membership ends when:
 - a. A Member resigns or is unable to serve for justified reasons; or
 - b. A Member is deemed inactive by the ICH upon the relevant facts that have been presented; or
 - c. A Member is replaced by the sponsoring agency or organization; or

² At least ninety (90) days notice shall be given unless otherwise mutually agreed.

- d. A Member is terminated by a majority of the ICH for just cause:
 - i. Charged with a crime that would subject the Member to debarment, suspension, disqualification or other exclusion from participating in a federally funded transaction pursuant to federal law.
 - ii. Unprofessional behavior.
 - iii. Violation of these bylaws.
 - iv. Conduct prejudicial to the best interests of the ICH;
 - v. Lack of participation in three (3) consecutive ICH meetings without prior ICH approval.
 - vi. Just cause as defined by the majority of the ICH.
2. Termination of an individual's membership does not terminate the sponsoring agency or organization's representation of the ICH.
3. If a Member representative who has been duly notified of ICH meetings misses three meetings within a one-year period, the Chair shall formally and in writing contact the Member requesting a written response of the ability of the Member's representative to continue participation in the ICH. If a written response acceptable to the Chair is not received within 30 calendar days, then the Chair may ask that a new representative be designated.

Article V **Officers**

The ICH shall elect from among its Members a Chair and Vice Chair. Each officer shall serve for a term of two (2) years commencing October 1 and ending September 30 of the second year.

A. Selection of Officers

Officers shall be nominated by the membership and elected to office by a majority vote of the Members present at a meeting in which a quorum has been established.

B. Duties of Officers

1. The duties of the Chair shall include:
 - a. Provide oversight, direction and leadership to the ICH.
 - b. Conduct and facilitate ICH Meetings.

- c. Coordinate agenda setting with the Office of Homeless Services (OHS).
 - d. Appoint Committee Chairs.
2. The duties of the Vice Chair shall include:
- a. Perform all of the Chair's duties in the absence of the Chair, unless the Bylaws of the ICH provide otherwise.
 - b. Perform other duties as requested.

Note: In the absence of the Chair and the Vice-Chair the Homeless Services Coordinator shall chair the meeting(s).

Article VI
Vacancies of Officers

Should the office of Chair become vacant prior to the end of the present term, the Vice-Chair shall complete the term of office. The position of the Vice-Chair shall be filled by a special vote at the next regular ICH meeting.

Article VII
Meetings

A. Regular Meetings

Regular meetings of the ICH shall be held at least bi-monthly at a time and date determined by the Members, or as modified by a majority vote of the Members at any regular meeting where a quorum has been established.

B. Special Meetings

A special meeting may be called at any time by the Chair, or at the request of the majority of the Members, by delivering personally or by mail or electronically written notice of the date and purpose of the meeting to each Member 48 hours before the time specified in the notice.

C. Governing Rules

Meetings shall be conducted in accordance with the provisions of the Brown Act (Government Code, section 54950, et seq.) and under Robert's Rules of Order. Each member will be provided with a copy of Roberts Rules of Order at installation.

Article VIII
Quorum

One half of the Members in good standing, plus one, shall constitute a quorum for the transaction of business. The affirmative votes of at least a majority of the Members constituting a quorum at a duly scheduled meeting shall be required to take any action.

A member in good standing is a Member of the ICH who has met membership and attendance requirements.

Article IX
Agenda

The agenda for the regular meetings shall be prepared in consultation with the ICH Chair and distributed by OHS to each Member at least seven (7) calendar days prior to the meeting. The agenda should be accompanied by agenda support materials and shall be posted per the Brown Act requirements.

Article X
Agenda Deadline

All matters to be considered for the agenda must be submitted to the OHS at least fourteen (14) calendar days prior to the meeting.

Article XI
Minutes

Minutes shall be taken and distributed by the Homeless Services Coordinator, or designee. The Chair, and/or the Homeless Services Coordinator shall review and preliminarily approve the minutes prior to distribution. Minutes shall normally go out with the agenda for approval at the next meeting.

Article XII
Amendments

These bylaws may be amended by a two-thirds vote of the Members present at a meeting in which a quorum has been established in compliance with Robert's Rules of Order.

CERTIFICATE OF OHS

I certify that the above bylaws, consisting of seven (7) pages, including this page, are the bylaws of this body as amended by the Members.

Date: _____

By: _____
Tom Hernandez - Office of Homeless Services