Intergovernmental Relations: Building Leadership & Resources
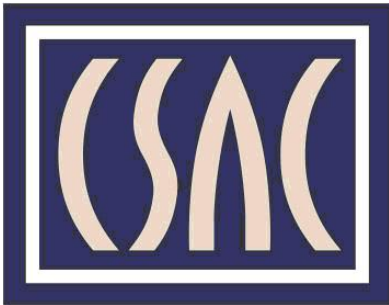
CSAC Institute
November 12, 2015
10:00am-3:30pm

INSTITUTE FOR LOCAL GOVERNMENT
FOUNDED 1955

The Institute for Local Government

ILG is the non-profit research and education affiliate of

ILG Mission

- Promoting good government at the local level

- Practical, impartial and easy-to-use materials

Today's Learning Objectives

- **When and how to pursue collaborative opportunities.**

- **Who participates in a collaborative process and how to adjust to leadership transitions.**

- **What to do when starting and scaling up a collaborative.**

- **How to design, evaluate, and maintain a collaborative relationship over time and through challenges.**

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Speakers

- Martin Gonzalez, Director, **Institute for Local Government**

- Trudy Raymundo, Director of Public Health, **County of San Bernardino**

- Pam Rogers-Wyman, Adult Services Program Chief, **County of Santa Cruz**

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Today's Agenda

Time	Item
10:00AM	Welcome (Introductions, Learning Objectives, Agenda Review)
10:20AM	Current Community Challenges – Exercise 1
10:50AM	Intergovernmental Collaboration Overview, Martin Gonzalez, Director, Institute for Local Government
12:00PM	LUNCH
12:30PM	Making the MOST of Collaboration, Pam Rogers-Wyman, Adult Services Program Chief, County of Santa Cruz
1:30PM	BREAK
1:45PM	Community Vitals Signs, Dr. Trudy Raymundo, Director of Public Health, County of San Bernardino
2:45PM	Envisioning a More Collaborative Future – Exercise 2
3:15PM	Wrap up, Closing Remarks, Survey
3:30PM	Adjourn

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EXERCISE 1:
Current Community Challenges

1. Note one to two vexing challenges your community is facing. Think beyond the typical challenges and be as specific as possible. Describe why this challenge is difficult. What is happening or not happening? How is it impacting your community?

2. Share these challenges with your neighbor for 5 minutes.

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Intergovernmental Collaboration Overview

Martin Gonzalez, Director, Institute for Local Government

The world that we've made as a result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking which created them.

~ Albert Einstein

Collaborative models can look like…

Coordination	Mergers	Contracts
Creation of new entities	Cross jurisdictional/ cross county	Agreements (MOUs, contracts)
	Formation of a JPA	Consolidated districts/agencies

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Opportunities/Benefits

- Reduces costs
- Creates efficiencies in service delivery
- Produces innovative and creative solutions
- Creates "buy-in" and a sense of ownership of the process and outcomes
- Strengthens the sense of culture and community

Challenges/Costs

- Not a magic bullet

- Requires shared values, vision and outcomes, and an openness to share community cultures

- Must get past the "politics"

- Can be helpful to hire a neutral facilitator

- Don't shy away from conflict – some of the most creative and innovative solutions are born from conflict

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What about the risk?

Make sure the opportunities and benefits identified outweigh the challenges and costs. The risk must be worth the reward.

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When is the best time to collaborate?
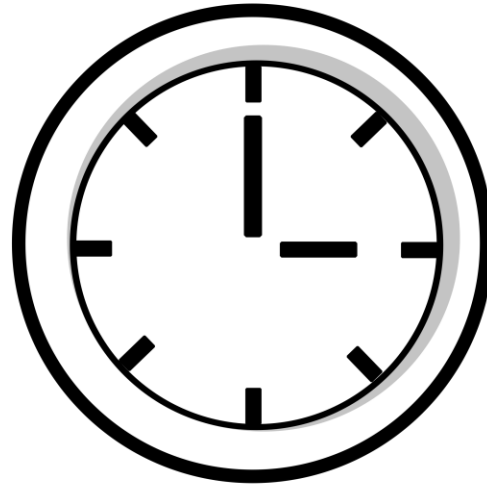
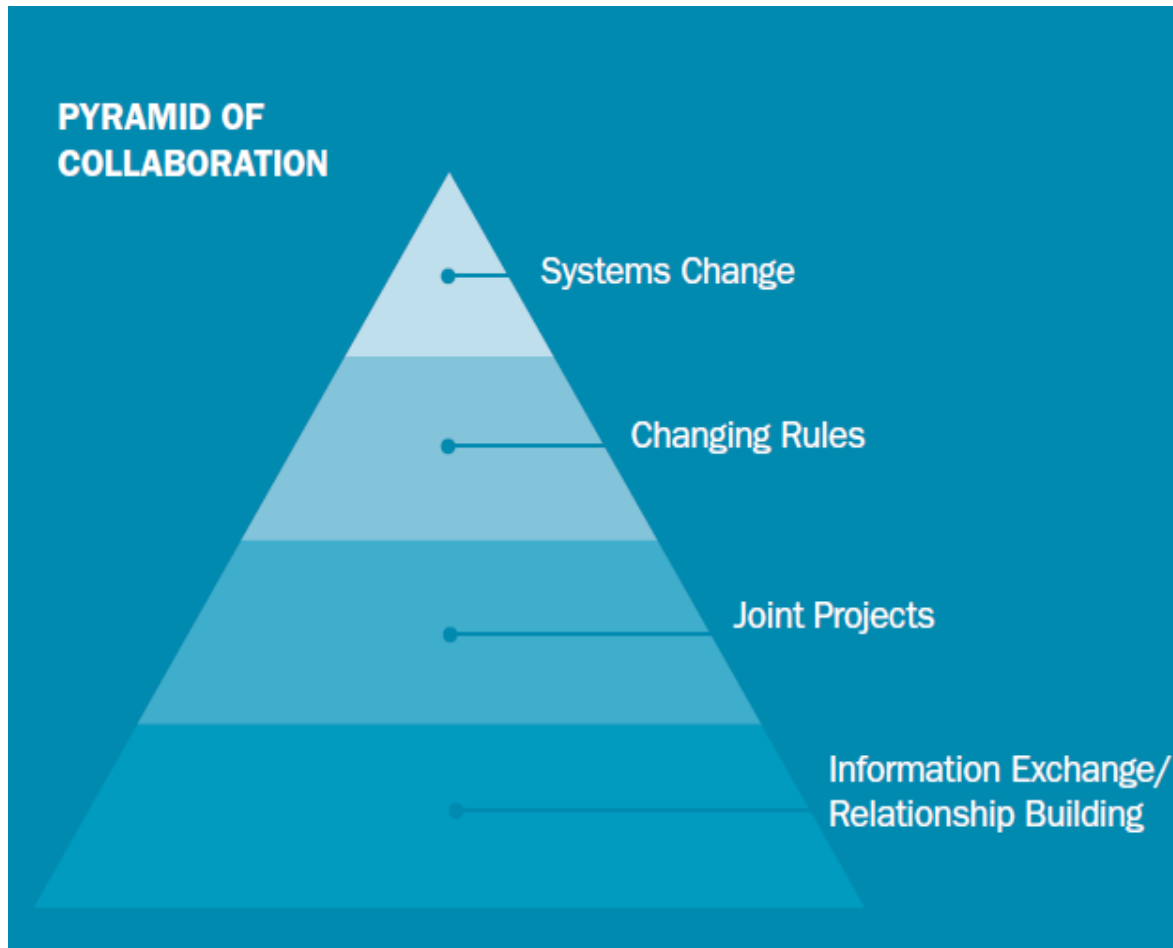# Who would you look to collaborate with?

- Inter-agency collaboration
- Intra-governmental collaboration
- Cross sector collaboration

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Context Matters

- What is happening with your partners?

- Examples:
  - Local Control Funding Formula (LCFF)/ Local Control Accountability Plan (LCAP)

  - Realignment

  - Redevelopment

Pyramid of Collaboration

PYRAMID OF COLLABORATION

- Systems Change
- Changing Rules
- Joint Projects
- Information Exchange/ Relationship Building

Information Exchange/ Relationship Building

- Understand the current environment
- Focus on getting to know each other, not what you need from
 each other
- Assess needs
- Brainstorm collaborative solutions

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Deeper Discussion:
Information Exchange/ Relationship Building

- How extensive or pervasive is the problem?

- What is already being done (and by who) about this problem?

- What are others in the state and in the nation doing about this problem?

- Who in your agency do you need to connect with?

- Who in your community do you need to connect with and engage in a broader conversation about this challenge facing your community?

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Joint Projects

- "Low hanging fruit"
- Create a sense of accomplishment
- Identify contributions
- Develop planning documents
- Focus on what you agree on - compromise

Deeper Discussion:
Joint Projects

- What can be done in partnership with other counties in your area?

- What can be done in partnership with non-profits, businesses, or others in your community?

- What are schools and/or cities doing? What can be done in partnership?

- What assets (staff, facilities, relationships and/or funds) can you bring to the table?

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Changing the Rules

- Change in mindset – first response to a new challenge/opportunity is to call partners
- Change policy
- Align funding streams
- Focus on evaluating the process of collaboration, not just the joint project itself

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Deeper Discussion: Changing the Rules

- Are your policies aligned to support the vision of the collaborative?

- Is your budget designed to support the objectives?

Systems Change

- Takes place overtime
- Sustained leadership /renew commitment and shared vision
- Sustained and continuous learning
- Collective funding, staff, accountability focused on goals and concerns

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Deeper Discussion: Systems Change

- Has your county adopted a resolution in support of the vision/objectives of the collaborative?

- Is progress being made, being measured?

- Are accomplishments being recognized and celebrated?

Keys to Success

- YOUR leadership matters.

- Relationships matter. Develop and nurture them with all stakeholders.

- Gather and lead a guiding coalition.

- You are the one with the authority and influence to gather the necessary resources.

- Communicate and engage early and often.

- Ensure that intentions of all partners are aligned.

Deeper Discussion:
Keys to Success

- Is the culture of your organization collaboration ready? If not, get it there.

- Identify the roles in the collaborative process and determine where everyone fits in.

- Respect the process. Collective impact that is embedded into the community culture is created and over time not overnight.

- Demonstrate civility.

- As leaders, you are responsible for leading change processes and people through change in a way that creates systemic and sustainable transformation.

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Collective Impact

Essential Pre-Conditions

Influential Champions

Urgent Issue

Adequate Resources

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Conditions of Collective Impact

Common Agenda

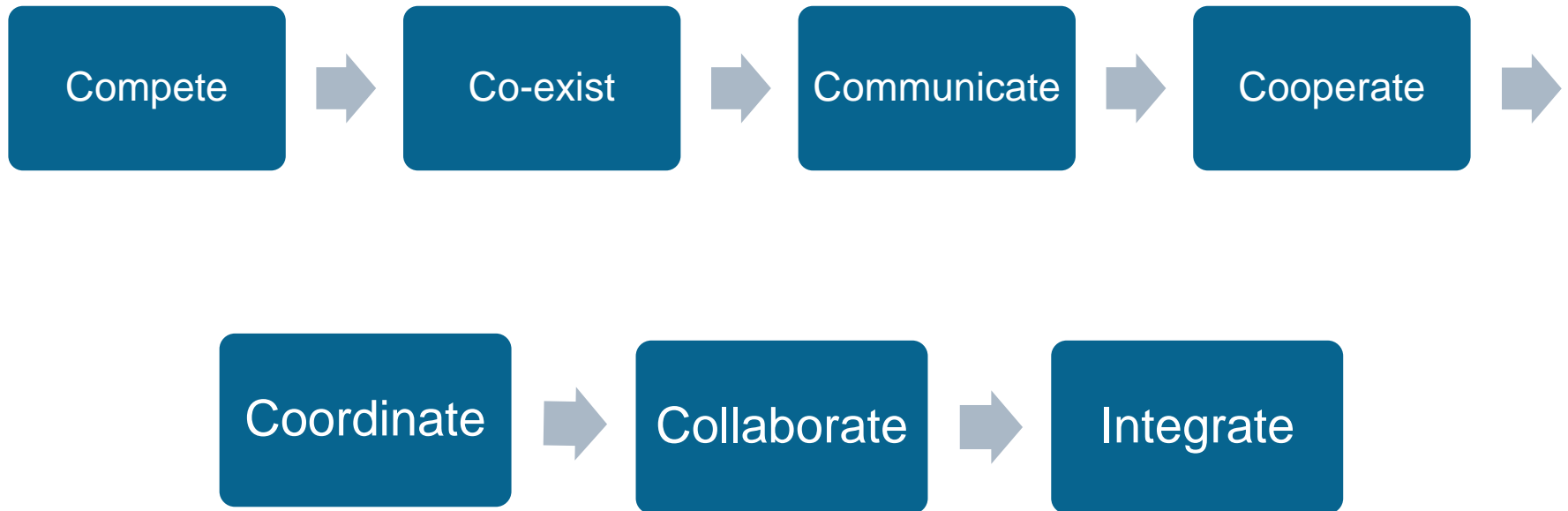Shared Measurement System

Mutually Reinforcing Activities

Continuous Communication

Backbone Support Organizations

The Collective Impact Continuum

Compete → Co-exist → Communicate → Cooperate →

Coordinate → Collaborate → Integrate

Key Questions

- Do we aim to effect – "needle moving" change?

- Do we believe that a long-term investment by stakeholders is necessary to achieve success?

- Do we believe that cross-sector engagement is essential for community-wide change?

Key Questions Continued

- Are we committed to using measurable data to set the agenda and improve over time?

- Are we committed to having community members as partners and producers of impact?

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Examples

- Impact Monterey County

- Fresno County Preterm Birth Collective Impact

Making the MOST of Collaboration

Santa Cruz County Behavioral Health

MOST – a story of collaboration

- Identification of the impact of mentally ill offenders on the criminal justice system as a community challenge.

- Individual departments were limited in their ability to address the system issues involved in a solution.

Santa Cruz County Stakeholder Process

- Historical Overview
  - Previous funding through State of California MIOCR funds
  - Behavioral Health utilized MHSA to fund case management positions with forensic expertise.
  - Long history of Probation/Mental Health collaboration
  - Emergence of AB109 – pressure to system

Mentally Ill Offender Task Force

- Established by Board of Supervisor member, Neal Coonerty in 2012.
- Stakeholders and department heads from Board of Supervisors, Sheriff's Office, Santa Cruz Police Department, Watsonville Police Department, Courts, District Attorney, Public Defenders, Probation, Health Director, Behavioral Health Director, City of Santa Cruz Council members and Behavioral Health contract partners.

Mentally Ill Offender Task Force

- Goal was to devise local solution to address the needs of consumers involved in the criminal justice in Santa Cruz County utilizing a collaborative/shared approach and our historical outcomes from the evidence-based practice of FACT model team.

- Needs assessment and gap analysis engaged stakeholders in process and focused efforts; data driven approach.

Collaboration for Service Continuum

- Model identified and program proposal was developed by lead agency, Behavioral Health with input from other stakeholders.

- Departments or stakeholders provided funding and/or in-kind contribution to development of program.

Collaboration for Service Continuum

- Stakeholders/funders required deliverables with an outcome focus
  - Behavioral Health – reduction in jail & hospital days
  - Sheriff's Office – reduction in jail bed days
  - Probation – reduction in recidivism
  - City of Santa Cruz – assistance for SCPD intervening with individuals with mental health issues & redirection from criminal activity

The Program - MOST Team:

- MOST = Maintaining Ongoing Stability through Treatment
- EBP – Forensic Assertive Community Treatment (FACT) model
- Goal to improve mental health stability and pro-social activity in the community of participants.
- Provide treatment alternatives in lieu of incarceration to reduce impact to high end services.
- The level of service and treatment is based on the individual client needs and level of risk.

Mental Health/Probation Integration

- A signed ROI between Mental Health, Probation and the Courts

- Shared work space

- Shared assessment – Probation CAIS & MH psychosocial assessment

- Joint team meetings

- Specific Mental Health Probation Terms

MOST Outcome Data – July 2014 – June 2015

Domain	12 Month Prior History (90 clients)	MOST Participation	Percentage of Change
Jail Days	8989	1349	85% decrease
Felony Bookings	136	12	91% decrease
Misdo Bookings	300	12	96% decrease
Probation Violations	124	120	3% decrease
Inpatient Days	727	88	88% decrease
MHRC Days	381	228	40% decrease
MH Residential Tx	932	1084	16% increase
Substance Abuse Tx	989	2403	143% increase
Days Homeless	5436	1436	74% decrease
Shelter Days	562	147	74% decrease
Days Worked	51	886	1637% increase

MOST Data

- ## Outcomes over time

Fiscal year	Jail Bed Days	Felony Bookings	Misdemeanor Bookings	Inpatient Days
2012/13	86% reduction	44% reduction	64% reduction	46% reduction
2013/14	84% reduction	64% reduction	72% reduction	66% reduction
2014/15	85% reduction	91% reduction	96% reduction	40% reduction

- ## Graduates

Fiscal Year	Number of Graduates
FY 14/15	15
FY 13/14	28
FY 12/13	6
Total	**49**

Success of Model leads to expansion

- Continuum of Forensic Services developed to include:

- Prevention and Diversion
- Intensive Full Service Partnership Team
- Behavioral Health Court

Outreach, Prevention & Diversion

- Downtown Outreach Worker
  - Funded collaboratively by the City of Santa Cruz and County Behavioral Health
  - Contract position
  - Homeless and mental health outreach
  - Linkage to medical, behavioral health, homeless and housing resources
  - Linkage to MOST for potential candidates

SCPD Mental Health Liaison

- Position funded by the City of Santa Cruz and County Mental Health.

- Embedded with SCPD, time divided between Downtown, Roving and Parks.

- Responds with officers to service calls with potential mental health issues.

- Provides 5150 assessments, crisis assessment and crisis intervention services.

- Provides training, education and consultation to SCPD officers.

SC Sheriff's Office Mental Health Liaison

- Position funded by the Sheriff's Office and County Mental Health.

- Embedded with SCSO 40 hours per week.

- Responds with deputies to service calls with potential mental health issues.

- Provides 5150 assessments, crisis assessment and crisis intervention services.

- Provides training, education and consultation to SCSO deputies.

Behavioral Health Court

The Santa Cruz County Behavioral Health Court (BHC) is a supportive post-adjudication review court designed to improve offender treatment outcomes, reduce recidivism, respond to public safety concerns, and effectively utilize public resources. The BHC accomplishes this through a collaborative between the Court, Probation, Mental Health, District Attorney, Public Defender and Law Enforcement.

BHC Collaboration

- BHC Team Members meet weekly before court to review the treatment plans that have been gathered and prepared by mental health and probation staff.

- Treatment plans focus on areas of success and areas where clients are needing extra support to continue maintaining stability in the community.

- As a collaborative team, joint decisions are made for court recommendations around treatment needs and legal interventions.

Success of Model Leads to Expansion again……

- Judicial Council Grant for Recidivism Reduction for BHC of $591,000 over 2 years.

- Adult MIOCR grant to expand continuum of services for MOST. $950,000 for 3 years.

- Office of Victims of Crime (DOJ) grant to expand LE Liaisons to provide Trauma-informed services with LE to victims of violence.

- Local effort to expand LE Liaison to new jurisdiction at Watsonville PD.

Collaboration - The Process

1. How to identify community issue for collaboration.

2. Identify stakeholders affected.

3. Conduct thorough analysis of need, resources and gaps.

4. Convene stakeholders.

5. Collaboratively develop performance measures.

6. Regular accountability.

1. Identify Community Issue

- Clearly identify issue to be addressed.
- Articulate the impacts of the challenge on the community and specifically on various stakeholders.
- Provide data that demonstrates the impact of the challenge, including impacts to constituents and fiscal impacts to the community.

2. Identify Stakeholders Affected

- Include stakeholders that are affected by the issue directly.

- Include policy makers.

- Include elected officials and/or department heads that can address fiscal considerations.

- Identify representative to bring together stakeholders and representative to facilitate solution development.

3. Conduct Thorough Analysis

- Gather local data on impacts of challenge, include number of individuals affected and fiscal cost of not resolving issue.

- Identify existing resources and gaps in service delivery impacting identified challenge.

- Present studies and reports.

4. Convene Stakeholders

- Facilitator clearly articulates the challenge and impacts as it affects the stakeholders.

- Allow stakeholders to share their experience and observations of the issue.

- Identify the "ask" for individual stakeholders and collective body.

5. Develop Performance Measures

- Link performance measures to outcomes requested by stakeholders.

- Link performance measures to fiscal expenditures.

- Make sure measures are focused on performance and deliverables.

- Program operators develop system to collect data.

6. Regular Accountability

- Set regular meetings i.e. Quarterly Meetings to gather stakeholders to report progress and performance outcome measures.

- Engage stakeholders on activities or celebrations of progress.

Exercise

1. For your county, identify a pressing issue that requires collaboration to resolve.

2. Identify the key stakeholders affected by the issue.

3. What agency/stakeholder is best suited to convene group.

Closing Thoughts

- Share success with the stakeholders!
- MOST has been awarded a California Council on Mentally Ill Offenders Outstanding Program Award in 2014, and a CSAC Merit Award in 2015.
- Make sure they feel part of the solution and success!

Contact Information

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Santa Cruz County Behavioral Health Services

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SAN BERNARDINO COUNTY
Community Vital Signs

CSAC Institute – Intergovernmental Relations:
Building Leadership & Resources
November 12, 2015

Transforming Our Communities through Innovation and Collaboration

Transforming Our Communities – How Do I Start?

What are the Key Activities?

- Recruit stakeholders from multiple sectors

- Understand who your new partners are

- Build a common knowledge base

Transforming Our Communities – How Do I Start?

What are the Key Activities?

- Maintain momentum through change

- Communicate… Communicate… Communicate!

Transforming Our Communities –
Who Should I Recruit?
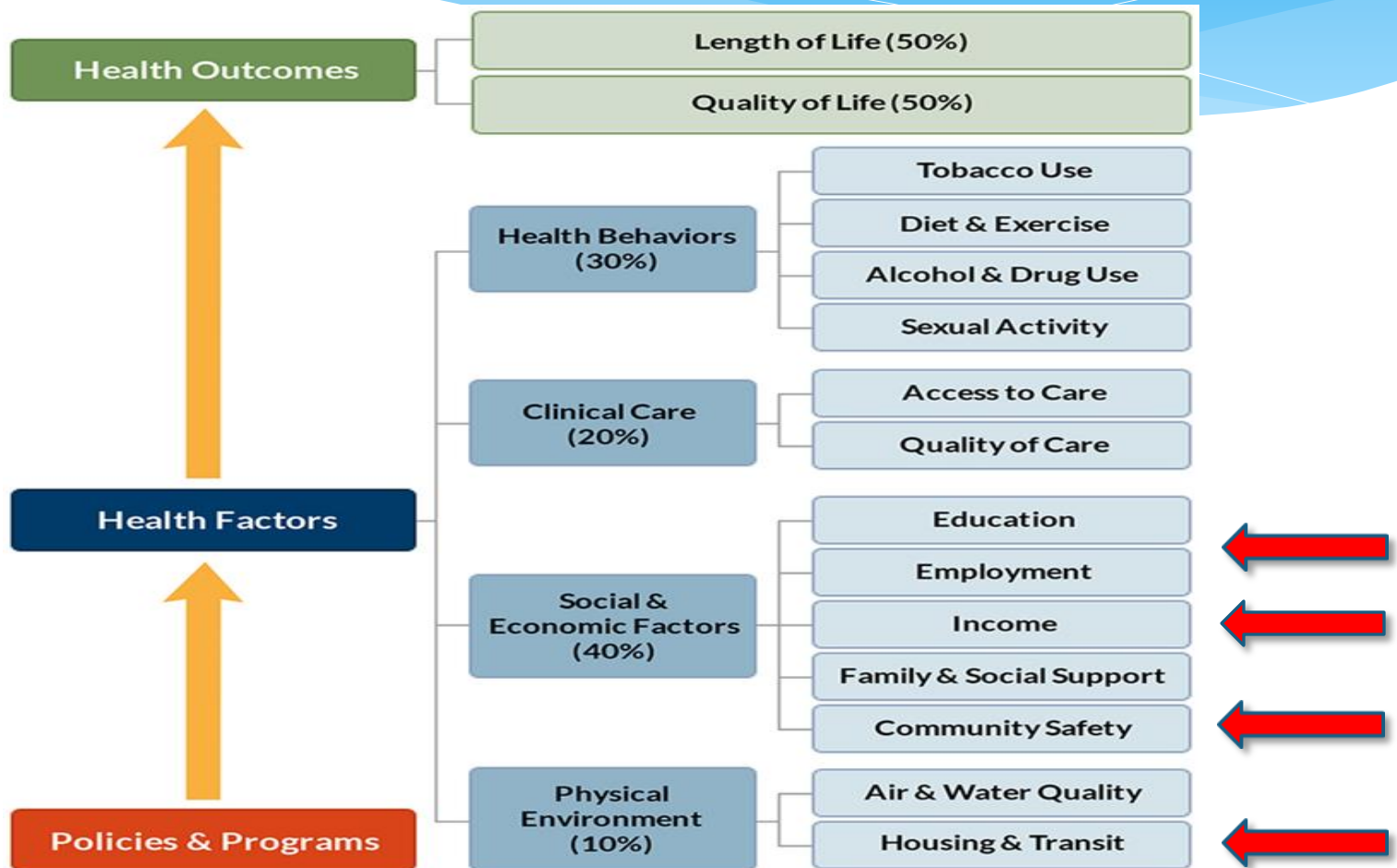
Transforming Our Communities –
How Do I Recruit?

Example: We specifically used data from the County Health Rankings and Roadmaps to:

- Start a conversation
- Create a sense of urgency
- Identify who is most affected
- Identify who can make the most impact

Transforming Our Communities – Understanding Your New Partners

"IF YOU WANT TO GO FAST, GO ALONE. IF YOU WANT TO GO FAR, GO WITH OTHERS."

— AFRICAN PROVERB

Transforming Our Communities – **Understanding Your New Partners**

- Understand the unique skills and strengths each partner brings

  - It is more than just the power of the individual – it is the power of the networks they bring with them

Transforming Our Communities – Understanding Your New Partners

- Manage boundaries
  - Come to consensus as to why this partnership is being developed – and understand what the partnership will and will **not** do

Transforming Our Communities – Understanding Your New Partners

Example: Building Sector Champions amongst your elected officials

- Engage elected officials - who have authority over policy decisions

- Take advantage of the role elected officials play to engage their communities

Transforming Our Communities –
What Boundaries Drove Us?

- The Countywide Vision

- Community driven (*and define community*)

- Data…data…data!

- Policy and systems change

Transforming Our Communities –
Discussion Topics

WHO should be at your table?

Transforming Our Communities –
Discussion Topics

WHY are they at the table?

Consider what strengths & capabilities they bring to achieve your set goals
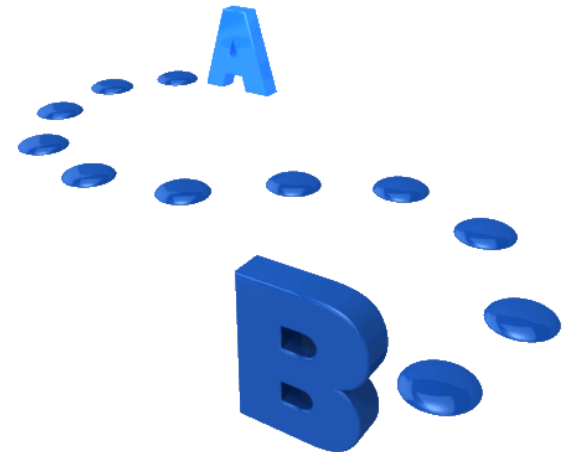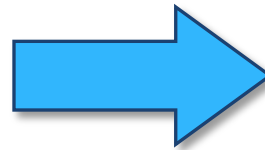
Transforming Our Communities – Discussion Topics

WHAT will be their specific contribution – what piece will they be accountable for?

Transforming Our Communities –
Build A Common Knowledge Base

Priority Areas	
	Education *(overall, educational attainment, high school graduation)*
	Economy *(overall, poverty, unemployment, economic development)*
	Access to Health and Wellness *(including medical home, mental health, nutrition and physical activity)*
	Safety *(including community and school safety)*

Transforming Our Communities –
Keeping Sectors Engaged

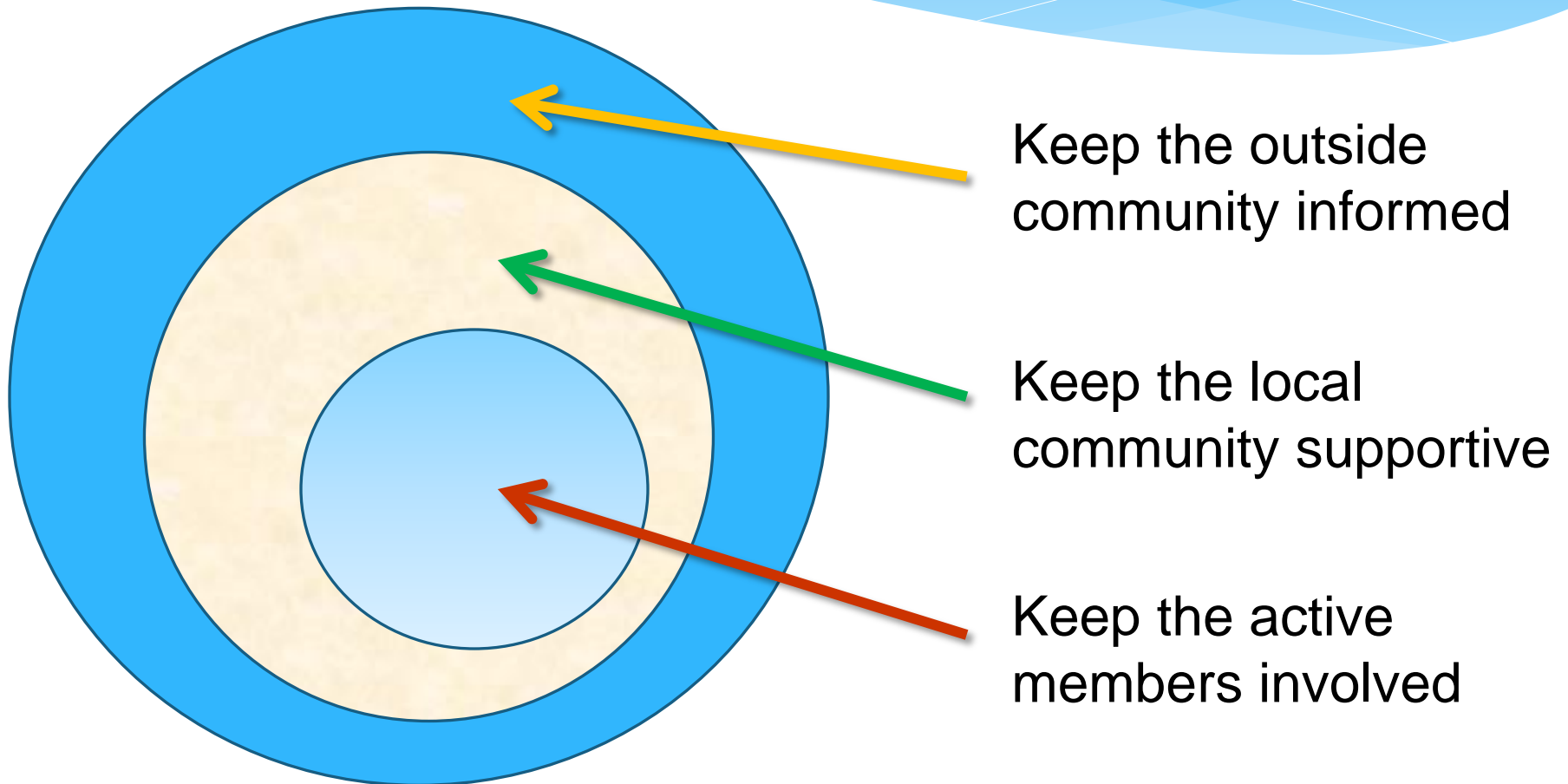|	
Inventory existing organizations and efforts focused on developing a skilled workforce.	Explore ways to increase higher education opportunities.
Increase access to and availability of services and resources through innovative methods.	Promote and increase partnerships between Faith Based Organizations and other sectors.
Promote Health Elements in city general plans to improve the built environment.	Implement school based programs to address school-based violence.
Improve information sharing, data collection and reporting systems to identify, analyze and communicate information across all sectors to improve outcomes for at-risk students, residents and communities	Increase universal prevention for all schools and universities for substance use.

Create reliance on systems rather than individuals

- Have a clear vision & mission
- Have clear values
- Have a clear structure

Transforming Our Communities – Communicate…Communicate…Communicate

Keep the outside community informed

Keep the local community supportive

Keep the active members involved

Transforming Our Communities – Communicate…Communicate…Communicate

Measuring Percentage of Low-Income Children under 5 who are obese through December 2015

This goal is measured by tracking Low-income children under 5 who are obese in Percent of Children who are Obese. Explore the data >

13.9 Percent of Children who are Obese
Current as of Jan 2015

Making Healthier Choices

San Bernardino County offers a variety of ways to make healthier choices and fight obesity. Check out some of the options available to start living healthier and happier life styles:

462.5 Miles of Bike Paths

○ Find the nearest bike paths in San Bernardino County

27 Local Farmers Markets

○ Find the nearest farmers market for locally sourced food and other healthy food choices
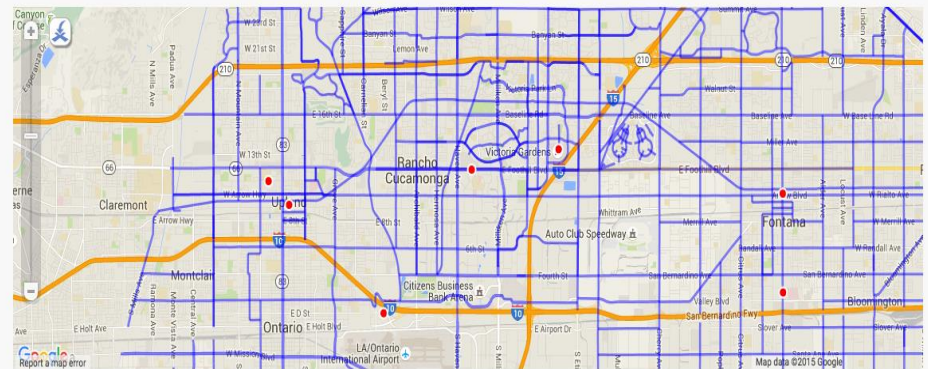
> Explore the data

Transforming Our Communities – Discussion Topics

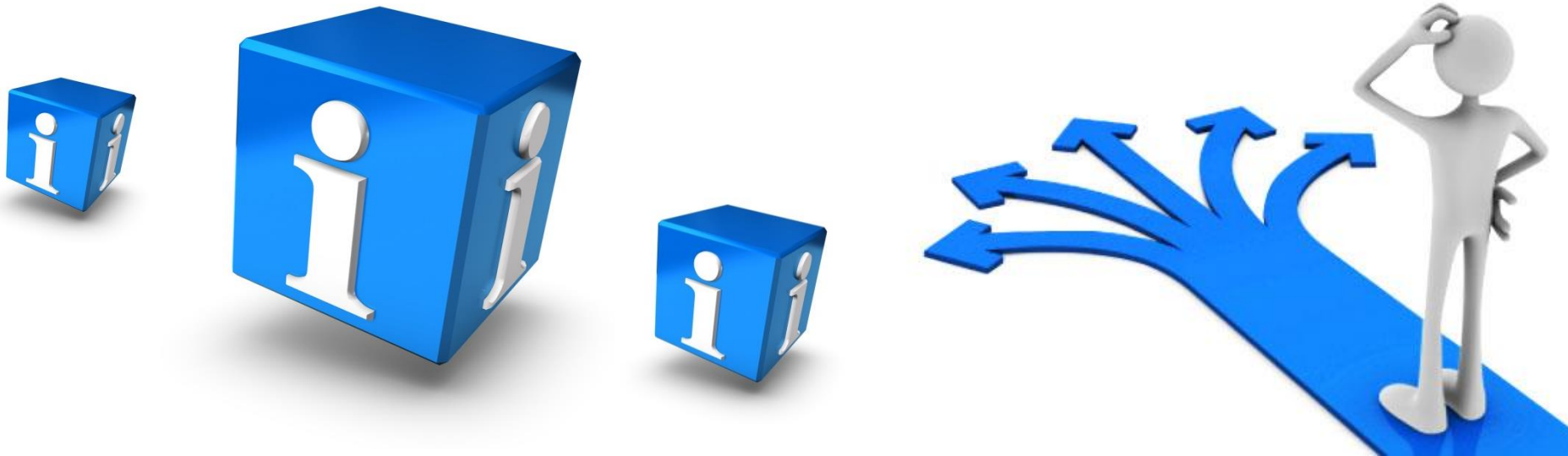**How will you encourage and ensure high level leadership participates in regular meetings?**

Transforming Our Communities – Discussion Topics

Transforming Our Communities –
Discussion Topics

How will you provide current and continuous information for informed decision making?

Transforming Our Communities –
What's Happening Now

Isolated

Collaboration

Collective

Isolated

Agencies working on specific issues

Collect data on programs/services

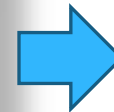Work to increase impact of their unique programs/activities

Collaboration

Convene around Programs/Initiatives

Prove

Addition to what you do

Advocate for Ideas

Collective

Work together to improve outcomes & Policy/Systems

Improve

Is what you do

Advocate for what works

Transforming Our Communities –
Our Collective Vision

EXERCISE 2:
Envisioning a More Collaborative Future

This section will provide an opportunity to have deeper discussion in small groups. Over the next 30 minutes we will focus on a limited number of the vexing community challenges identified earlier the morning.

1. Pick a small group focusing on the topic area that is of most interest to you.

2. Each group will explore and discuss their challenge using the following questions.

3. Each group will have a few minutes at the end to report out the most notable or interesting finding that came up in the group discussion.

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EXERCISE 2:
Envisioning a More Collaborative Future

Questions to Explore in Your Small Group

- What benefits would your successful collaboration efforts have for:
  - Your county's residents?
  - Your county's businesses?
  - For the residents and businesses of other counties in the region?

- What specific projects, programs or initiatives in a collaborative approach or regional agency might you be able to undertake to realize these benefits for your community while also recognizing the needs and interests of other communities?

- What roles can you play as an elected county official:
  - With your colleagues on your county board?
  - With the residents of your community?
  - As a member of a regional agency governing board to overcome challenges and build common ground to advance these specific projects, programs or initiatives?

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For More Information

- **Institute for Local Government**
  - www.ca-ilg.org

- **Community Vital Signs Project**
  - www.communityvitalsigns.org