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## **An Evaluation of Internal and External Partnerships When Addressing Homelessness in the City of Salinas, California**

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**An Evaluation of Internal and External Partnerships When Addressing  
Homelessness in the City of Salinas, California**

Submitted by

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for

EMPA 396 Graduate Research Project in Public Management

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### **Abstract**

The City of Salinas, like many other jurisdictions in Californian and the entire United States, is charged with addressing and helping to mitigate (or solve or resolve) the homeless crisis. The purpose of this research is to evaluate selective services provided to the Salinas Homeless Community with an emphasis on evaluating the effectiveness of interdepartmental /intergovernmental, community- government, and community-based organization to community-based organization partnerships to best serve this segment of the population. The researched literature review provides evidence of the structural barriers these types of partnerships present, and also highlights successful partnerships to best meet the needs of the homeless community. Survey questionnaires and key informant interviews of city staff, policy makers, community-based organizations and homeless people was collected and analyzed and provided insights into the effectiveness of services and partnerships within the City of Salinas.

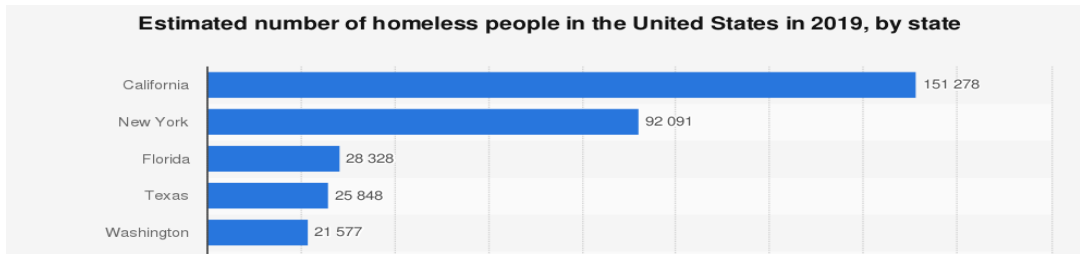
# **An Evaluation of Internal and External Partnerships When Addressing the Problem of Homelessness in the City of Salinas, California**

## **Chapter 1 - Introduction**

### **Background of the Problem**

Homelessness in the United States seems almost ubiquitous nowadays, particularly in the Golden State of California. Each January, the U.S. Departments of Housing and Urban Development (HUD) performs a point-in-time count of the nation's homeless population. The point-in-time count aims to count every homeless person, whether living in shelters or on the streets. The latest count estimates a decrease of homeless people since 2007. This is not unique at a national level; the County of Monterey and City of Salinas also reported a decrease of homeless in the 2019 count. Critics nationally and locally believe the count is inaccurate and that the homeless population is much larger than reported (US Department of Housing and Urban Development, 2020).

Homelessness is a complex problem, with no easy solutions. In California, there are about 151,000 homeless, and policy makers have allocated millions of dollars to address the crisis. Allocated funding gets distributed to cities and counties to address the homeless population, and therefore the need to partner and collaborate is essential. Cities and counties then have to work with community-based organizations (CBOs) to ensure delivery of critical services to the homeless community. Partnerships to address such complex issues call for complex intergovernmental / interdepartmental and community-government partnerships.



US Department of Housing and Urban Development (Office of community planning and development). (January 13, 2020). Estimated number of homeless people in the United States in 2019, by state [Graph]. In *Statista*. Retrieved April 02, 2020, from <https://www.statista.com/statistics/555861/number-of-homeless-people-in-the-us-by-state/>

## Background and History

In the City of Salinas multiple departments and divisions allocate time and resources to coordinate efforts and funding to address homelessness. Whether it is the Salinas Fire Department extinguishing fires in encampments or the Library and Community Services Department hosting a homeless case manager at John Steinbeck Library, the City is actively coordinating public services across departments and organizations (City of Salinas, 2019). Despite these efforts, the coordination of services is not an easy one, and the diverse strategies, philosophy and priorities of departments / city leadership are huge and face challenges. On the other side of the coin, government-community partnerships are equally diverse. Government is traditionally bureaucratic, and community-based organizations tend to express frustration with how slow processes and services go -- all despite working to achieve the same results. These partnerships are not the only barriers to effective delivery of services. Community-based organizations tend to face their own challenges of working together. This leaves us with a few questions: how effective are all these players in providing individual services? What can we do to better coordinate and partner internally within city departments, externally (CBO to CBO) or a combination of internal and external as with government to community to ensure successful delivery of services and reduce homelessness?

## **Problem Statement**

The problem investigated in this study focused on the how well the City of Salinas' internal and external partnerships addressed the problem of homelessness in the City of Salinas, California. Amongst all the cities in the County of Monterey, the City of Salinas has seen the largest increase in individuals experiencing homelessness, increasing 155% since 2013 (Coalition of Homeless Service Providers, 2017). This research study examined and analyzed services provided to the homeless community and evaluated how effective these public private partnerships were working to mitigate and reduce homelessness in the City of Salinas.

## **Significance of the Study**

The broader topic of homelessness should be of interest to any organization and the general public as homelessness continues to grow, becoming a crisis throughout communities in the United States. In the case of municipalities, cities and counties are at the forefront of addressing the many health and safety challenges that come with this segment of the community. Municipalities cannot do it alone and have to reach public interest partners who were previously challenging to reach and leverage social networks and resources to make strides towards decreasing homelessness.

The study of partnerships that address homelessness in the City of Salinas has the potential to affect the way in which services are delivered and reveal valuable insights that can be used to improve partnerships internally, externally and CBO to CBO in order to better address homelessness in the city.

## **Research Question and Research Assumptions**

The focus of this study was to evaluate the effectiveness of partnerships when addressing homelessness in the City of Salinas. The evaluation was conducted with the following assumptions in mind: If leadership is effective, if the program is inclusive, and if there is collaborative partnership, then there are improved service delivery outcomes to the Salinas homeless community. The sub-assumptions in this study include:

- A1: If leadership is effective, then there is improved service delivery outcomes.
- A2: If the program is inclusive, then there is improved service delivery outcomes.
- A3: If there is collaborative partnership, then there is improved service delivery outcomes.

The Sub-Assumptions are intended to help demonstrate the importance leadership, program inclusiveness and collaborative partnerships to achieve improved service delivery outcomes to the homeless community in the City of Salinas.

### **Limitations of the Study**

The limitations of the study fall within the limited geographic area, the shortened time constraints and the difficulties induced by the global corona virus pandemic. The focus of this study is on the City of Salinas and not the entire County or State. Based on these limitations, especially those caused by sheltering in place rules established by various levels of government, full participation of community based organizations, city staff and homeless community is not expected to be optimal. If minimal participation occurs, the effectiveness of partnerships when delivering services to the homeless community will not be fully reflected. However, the responses received will shed light on



the current state of service delivery and partnerships and the need to further these research areas.

### **Operational Definitions**

- **Effective leadership:** Responsive and connected
- **Inclusive:** Alignment in programs by stakeholders.
- **Collaborative Partnership:** A cooperative and coordinated relationship between people or groups who agree to share responsibility for achieving some specific goal.
- **Improve:** Increase in quality and quantity.
- **Internal:** Interdepartmental, intergovernmental
- **External:** Community-based organization (CBO) to CBO
- **Parties:** All parties refer to the City and CBOs providing services to the homeless community.
- **Community-Government:** Community-government refers to the partnership between CBO and City.

### **Expected Impact of the Research**

This study has the potential to bring to light how the City of Salinas is currently providing services to the homeless community and provide an objective, unbiased look at how to improve internal and external partnerships. In addition, this study has the potential to serve as a guide to other cities dealing with complex issues and partnerships at all levels.

## **Chapter 2: Literature Review**

The topic of homelessness has been researched and discussed at length by scholars and practitioners alike. There is a wealth of research and case studies on communities that have made strides towards decreasing and improved services to the homeless across the United States. The scholarly publications and practitioner studies focus on the following major themes: community-based organization leadership; homeless program inclusiveness; and collaborative partnerships and improving service delivery outcomes.

### **Community-Based Organizations Leadership**

“Leadership involves the art of working with people. Knowing how to lead does not mean knowing how to dominate, but to know how to convince people to work for a common goal” (Goleman, 2000). Community based organizations (non-profits) often play the “leader role” in providing services to the most vulnerable and establishment of structures to better address homelessness in their communities. Community based organizations provide services that deal with problems such as addiction, mental health, shelter, soup kitchens and housing amongst many other, but despite the tremendous efforts, community based organizations cannot fix such complex issue alone and call for public- private leadership to better address homelessness.

The International City Managers Association conducted a national survey of cities to examine the role of non-profit organizations in addressing homelessness and found that in fact, non-profits are the driving force not only in providing services, but also bringing awareness to public officials, citizens and private organizations. In addition, non-profit organizations are the leaders pushing local governments to step up and become part of

collective public-private leadership to better address homelessness. According to Berman & West (1995) both public and private organizations must build working relationships, collective understanding of the nature of the problem, and coordination of response strategies to meet their community needs. In addition, a collective vision, joint planning, coordination, and resource acquisition are vital to true and authentic public-private partnership and strategic response to homelessness.

The leadership that community-based organizations play in ensuring public-private partnership is crucial, but it is also important to play a leadership role within ones organization, and in how services are designed and delivered. Ferguson, Kim & McCoy (2011) conducted a study to explore homeless youths' perceptions of agency and community leadership opportunities as well as how agencies can support the youths' involvement in decision-making and programming. The study found lack of youth engagement from the serving agency and reinforced the need for client leadership and engagement to better serve them. Leadership roles and ownership were found to have positive outcomes enhancing emotional safety, power, social support and overall improved lives among homeless youth. Homeless who have been empowered to take leadership roles become leaders and advocates for their communities and fight against unfair policies that criminalize the simple fact of being homeless. In Cities and the Homeless, a homeless community "erected a tent city to protest policies detrimental to the poor and insecurely housed" (Fraiman, 2010). Homeless individuals were able to use leadership skills to successfully better conditions and gaining a voice for people experiencing homelessness.

The push for government to take a leadership role in addressing homelessness has

not been easy and at times has come with unintended consequences and ineffective results. The City of San Diego for years tried to relocate homeless services out of the East Village District of Downtown to attract more tourists and make the area a downtown destination. The City offered many benefits for service providers to relocate but even after the offer the area continued to be one of the few neighbourhoods with accumulated services and serving the largest homeless population in the County. Despite the amount of services delivered in the area the City of San Diego lacked the leadership to fully support and fund the area be successful in serving the homeless community. Instead, the City invested in other projects and areas with lesser need (McGimpsey, 2020). Cities budgets reflect their priorities and in the case of San Diego, this area and services to homeless was not (Lee, Johnson, & Joyce, 2013).

On the other hand, there are cities that have taken innovative steps and leadership to address homelessness. The City of Berkley, despite critiques on their leadership and approaches from President Trump, has executed its leadership and values. The City of Berkley passed an ordinance and allocated funding through a compassion- based approach to homelessness. The implementation and funding allocation in the City of Berkeley represents how local governments can demonstrates the power and importance of urban-based leadership solving local problems (Hynes, 2020).

Leadership can come from many places and can be positive or negative, depending on where you stand. The leadership that community- based organizations (non-profits) play in addressing homelessness is vital, but require leadership from within to engage and provide leadership and engagement opportunities to their clients. Community based organizations can't do it alone and require call for public-private

leadership to successfully address homelessness in their communities. Government entities are faced with many challenges, praise and criticism as they take actions towards addressing homelessness.

### **Homeless Program Inclusiveness**

Inclusivity has been found to be one of the most effective ways to learn about people's needs and ways to best serve them. People with lived experiences are experts and must be valued as such. Buck, Rochon, Davidson, & McCurdy (2004) studied the involvement of homeless in consumer advisory boards of health care organizations through participatory action research and found positive outcomes for both the homeless individuals and health care organization. The involvement of homeless individuals in advisory boards shed light to lived experiences and barriers homeless people face in accessing care, while proving solutions and recommendations to eliminating those barriers. The organization, in this case was able to improve interventions and practices to better serve this population.

Including the expert is not the only variable needed to best serve this population. Inclusivity also embarks the inclusion of various service providers and entire homeless families to best serve homeless people in a holistic and coordinated approach. Streim (2020) found that an inclusive and coordinated response to homeless in Los Angeles was successful because various private and nonprofit agencies were located in one location. The inclusion of various services into one location made it easier for people to access services and transition towards self-sufficiency. In a different study on homeless veterans the author emphasized need to change the conversation when talking about homeless

veterans to “the need to talk about homeless veteran families” (Ijadi-Maghsoodi, 2020) and be inclusive of the entire unit.

“Many veterans are overwhelmed by PTSD and depression, as well as the search to find housing and a job. They worry about the toll on their family. Yet they find few resources for their family within the VA, such as family therapy, and need help finding needed health and mental health care for their spouse and children in the community” (Ijadi-Maghsoodi, 2020).

The VA and any other organization providing services to one member of the family should consider the entire family, as veterans felt alone and unsupported when it came to their families.

Program and family inclusion is essential to the success of any program. Homeless individuals touch many systems and require an array of services; having those services in one location can minimize access barriers and improve outcomes. Including and providing services to entire families cannot only minimize stress for veterans or head of the family, but it can also prevent cycles of homelessness.

### **Collective Partnership and Collaboration**

Collaborative partnerships and collaboration are essential when addressing complex issues, such as homelessness. Governments and community-based organizations cannot do it alone and require both to collectively work towards the common goal of improving services and decrease and eliminate homelessness. Enhancing collective partnerships and collaboration (integrating service systems) has been an objective of policymakers and human service providers for a long time. The integration of systems, partnerships and collaboration has been thought to not only eliminate silos but also

improve the capacity of systems to address the needs of individuals with multiple problems by increasing accessibility, continuity, and coordination of care (Greenberg & Rosenheck, 2010).

In Eugene, the 15th Night movement consists of broad community partnerships committed to preventing youth from going on the streets and intervening quickly if they do. The 15th Night movement attributes its success to the collective impact model, which unlike other collaborative models, this model “involves 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” (Ruiz, 2019).

John Kania and Mark Kramer (2011) of Stanford University introduced the Collective Impact framework in 2011 and defined it as “long-term commitments by a group of community leaders who have decided to abandon their individual agendas in favor of a collective approach”. Collective partnerships and collaboration can truly improve the efforts made to decrease homelessness. Rosenheck et al. (1998) studied service integration (collaboration and partnerships), access to services and housing outcomes in a program for homeless persons with severe mental illness and found that greater integration and collaboration between agencies within services systems was associated with greater access to services and improved client housing outcomes.

Coordination has been a predominant theme at all levels of government when addressing homelessness, but despite the many thematic years and success stories by practitioners the lack of coordination between systems persist. In *Strengthening Homelessness Public-Private Partnerships in Washington State* by Jason Yergler (2020)

the lack of coordination, disjointed relationships among service providers and overall organizational structure were the main factors decreasing the effectiveness and efficiency of responding and eliminating homelessness in the City of Seattle and King County. The lack of coordination was reaffirmed after a 2018 report highlighted conflict in parties responsible for services and programs, “[multiple agencies] cannot hold primary responsibility for the same thing,” (HRS, 2018). This does not only create confusion, but lack of accountability amongst all who are involved.

The Puget Sound Business Journal also published a report on “The Price of Homelessness” in the Greater Puget Sound area. The report pointed out a few devastating points to the success of eliminating and/ or minimizing homelessness. First, the report revealed an annual spending estimate of \$1 billion to address homelessness in the area. Secondly, the report found extensive lack of communication between all types of organizations operating on the issue of homelessness and thirdly, insufficient and reliable data available to track progress and impact of the spending (Garnick & Stiles, 2017).

Collaborative partnerships and coordination are difficult to achieve but are essential to the success of service delivery to homeless people. Organizations at all levels must come together to collaborate and coordinate services to better serve the homeless community. Silos and lack of collaboration and partnerships can be detrimental to improving the lives of homeless people as seen in Seattle and King County. In *Reframing Organizations*, Bolman and Deal (2017) talk about the Structural Frame and the importance of well-developed structures and teams. In this frame conscious attention to the lines of authority, communication, responsibility, relationships, and coordination can



make a huge difference in-group performance, especially when addressing complex issues such as homelessness.

### **Improving Service Delivery Outcomes**

“It’s only natural that local governments will often try to “match” a problem or an issue with a specific department. However, people who are experiencing homelessness will touch various systems” (Nagendra, 2017). Local leaders must coordinate internally and externally with health, social and human services providers, non-profits, philanthropy, etc., to align as many cumulative resources as possible, and utilize them in a strategic and coordinated way instead of putting them into siloes or separate programs. Many counties and cities across the United States have formed coalitions of service providers and non-profits with the goal to better coordinate and eliminate silos. These coalitions must be well organized, transparent, inclusive, goal-oriented, and fundamentally accountable for the services they provide to the homeless community, so that all instances of homelessness are rare and nonrecurring (Nagendra, 2017).

The Office of Policy Development and Research of the U.S Department of Housing and Urban Development released a report on strategies for improving homeless people’s access to mainstream benefits and services. The report identified structural, capacity, and eligibility barriers. “Structural barriers are problems that people have accessing benefits and services for which they are eligible. They differ from capacity barriers, which relate to lack of or limited availability of benefits or services, and from eligibility barriers, which restrict the types of people who qualify for mainstream benefits and services”(Burt et al. 2010). Structural barriers are often the most frustrating hoop to jump through and one of the main reasons why eligible people get discouraged to apply,

drop-out of the process or do not renew benefits. For the homeless these structural barriers are exacerbated; the lack of transportation, communication mechanisms, permanent address and other documentation required for mainstream services makes it almost impossible to access services.

The study also identified many mechanisms for overcoming those barriers, and classified them into three categories—smoothing, changing, and expanding. The most common mechanisms involved smoothing—making it easier for homeless people to apply for benefits or services, however it did not guarantee eligibility for benefits or increased supply of benefits and services (Burt, et al. 2010). The least common mechanism was changing; this mechanism involved actual changes in policies or practices regarding eligibility. The smoothing of structural barriers was great, but to improve service outcome with homeless individuals' policies and practices must change.

In conclusion, a variety of methods have been found to be successful and challenging across systems when addressing issues as complex as homelessness. As theorists and practitioners have pointed out, the future of any successful organization, coalition or team depends on the leadership, collaborative partnerships, and inclusion strategies used within and out of any organization. The literature supports the assumptions that if leadership is effective, then there is improved service delivery outcome, if the program is inclusive, then there is improved service delivery outcome and that if there is collaborative partnership, then there is improved service delivery outcomes in addressing homelessness.

### **Chapter 3: Research Methods**

The purpose of this mixed-method convergent study design was to examine and analyze services provided to the Salinas homeless community and to evaluate how effective public private partnerships were working to mitigate and reduce homelessness in the City of Salinas. This study involved examining the perception of service providers (CBOs), government employees and homeless individuals on services, leadership, program inclusiveness and collaborative partnerships. The quantitative and qualitative data gathered from this mixed-method study was used to validate and/or challenge the research assumptions. A mixed-method convergent study design is generally utilized to collect quantitative and qualitative data at the same time with equal weights assigned to these two types of data.

Quantitative and qualitative data for this study was collected within the same general time frame and with respect to the same research assumptions via key informant interviews and surveys (Leedy & Ormrod, 2019). Key informant interviews were conducted with employees from the City of Salinas, Community Homeless Solutions, and Dorothy's Place who worked directly in addressing and/ or provided services to the homeless in Salinas. A copy of the interview questions is provided in Appendix C. The survey was deployed to Community Homeless Solutions and Dorothy's Place homeless clients via Survey Monkey. A copy of the survey is provided in Appendix B. A triangulation of the qualitative and quantitative data was performed by this researcher to address the research sub-assumptions of this study.

#### **Research Assumption**

##### **Main Assumption:**

If leadership is effective, if the program is inclusive, and if there is collaborative partnership, then there is improved service delivery outcomes to the Salinas homeless community.

### **Sub-Assumptions:**

- A1: If leadership is effective, then there is improved service delivery outcome.
- A2: If the program is inclusive, then there is improved service delivery outcome.
- A3: If there is collaborative partnership, then there is improved service delivery outcome.

### **Dependent Variable and Independent Variables**

The dependent variable in this study is service delivery outcomes to the City of Salinas homeless community. The independent variables in this study are:

- A1: If leadership is effective, then there is improved service delivery outcome.
- A2: If the program is inclusive, then there is improved service delivery outcome.
- A3: If there is collaborative partnership, then there is improved service delivery outcome.

Three independent variables, leadership effectiveness, program inclusiveness and collaborative partnerships were examined to determine the extent of success for each in providing services and resources to the homeless population of the City of Salinas.

### **Operational Definitions**

Effective leadership: Responsive and connected

Inclusive: Refers to the inclusion of service providers and clients.

Collaborative Partnership: a cooperative and coordinated relationship between people or groups who agree to share responsibility for achieving a specific goal.

Improved: Increase quality

Internal: Interdepartmental

External: Community-based organization (CBO) to CBO.

Community-Government: Community-government refers to the partnership between CBO and City.

### **Population Sampling Strategy**

Community Homeless Solutions -Warming Shelter and Dorothy's Place were selected based on the services they provide and geographic location. Both organizations are located in Salinas and provide services to Salinas homeless. Key informant interviews were conducted with both Executive Directors (2) and some staff (4) from each organization. City of Salinas staff (6) was selected based on their role in addressing homelessness within the City. City of Salinas staff included four department directors and two front line employees. Homeless individuals receiving services from Community Homeless Solutions - Warming Shelter and Dorothy's Place represent the target service population.

### **Procedure**

Given the scope of this study, primary data was collected using surveys and key informant interviews. The intent of the researcher was to survey homeless clients through Survey Monkey; however, technology and language barriers turned the first eight surveys at the Salinas Warming Shelter into interviews. The rest of the surveys were translated and made available through Survey Monkey and paper and pencil at the Salinas Warming Shelter and Dorothy's Place. The researcher collected the data in three different visits to each of the sites. Key informant interviews were conducted in person, via Zoom and telephone.

### **Data Processing and Analysis**

This study used a quantitative and qualitative approach with key informant interviews and surveys to determine specific information (trends and patterns and identifying phrases and

quotes) of study participants regarding leadership, program inclusiveness, and collaborative partnerships in service delivery to Salinas homeless.

### **Internal and External Validity**

The internal validity of the study was dependent on the respondents' honesty, mood, and understanding of the survey and interview questions. The external validity measures the ability of the research findings in the project to be applied to similar situations in different organizations. The results of this study could apply to other jurisdictions dealing with homelessness and/ or other community-government partnerships.

### **Limitations**

The limitations of this study include the geographic area of the study. A second limitation of this study was confined to the amount of participating agencies and the veracity of the information provided by survey respondents and key informant interviews. Anonymity was provided to key informant interviews where inherent conflict of interest might have elicited unreliable responses. In addition, the current COVID-19 pandemic might have played a role in accessing study participants.

### **Summary**

Research from this capstone is based on primary data collected from City of Salinas government employees, two community-based organizations and homeless individuals serviced by the two community-based organizations. The research provides data evaluating the effectiveness of services delivered to Salinas homeless with an emphasis on leadership, program inclusiveness and collaborative partnerships. The data can be used to inform and guide current and future programs, internal and external partnerships and service delivery

mechanisms. Results from key informant interviews and surveys are discussed in detail in Chapter 4.

## **Chapter 4: Results and Findings**

The objective of the research was to determine the effectiveness of Salinas' homeless programming with an emphasis on internal and external collaborative partnerships. This analysis was based on both quantitative and qualitative data from City of Salinas employees, Community Homeless Solutions, Dorothy's Place employees and homeless clients. The quantitative approach utilized an anonymous survey to homeless clients from Community Homeless Solutions and Dorothy's Place to determine their perceptions on service effectiveness. A Likert-scaling was used to capture the attitudes and perceptions of the sample population of homeless individuals. The qualitative approach consisted of structured interviews from leadership and front-line service providers of Community Homeless Solutions, Dorothy's Place and City of Salinas.

### **Results and Findings**

The primary data was collected via Survey Monkey, an online survey to Community Homeless Solutions and Dorothy's Place homeless clients in June 2020. A total of 69 homeless individuals participated in the survey. The survey results are used to augment the qualitative data from key informant interviews. Key informant interviews were conducted with leadership (6) and front-line service providers from Community Homeless Solutions, (6) Dorothy's Place (4) and City of Salinas (2). A total of 18 key informant interviews were conducted. All subjects interviewed play a role in service delivery and / or addressing homelessness in the City of Salinas.

Three sets of seven slightly different questions were developed. Each of the sets was assigned to different individuals based on their role in addressing homelessness. Interviews were conducted via telephone, Zoom and in person. Questions were also sent to interviewees via email



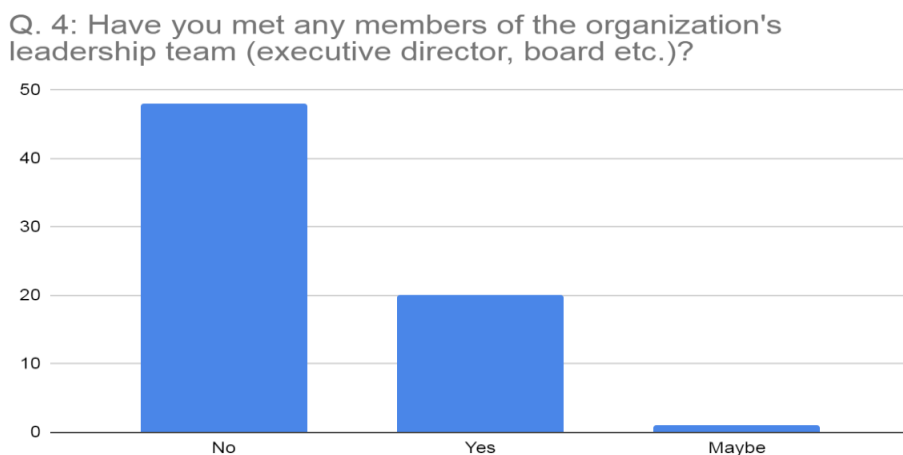
prior to the interview with the researcher. The answers to each question were all consolidated under each question for the purpose of eliminating repetition for each question.

**Interviewees:** Interviewees have requested anonymity. Non-verbatim statements are provided from surveyed or interviewed respondents.

**Sub Assumption 1:** If leadership is effective, then there will be improved service delivery outcome.

### Interview and Survey Questions:

**Q.1 (interview question to direct service providers and leadership: Is your organization part of the Coalition of Homeless Service Providers? (A1)**



**Analysis:** The majority of respondents (48%) have not met members of the organization's leadership team. The purpose of this question was to gauge the involvement of leadership at the ground level.

**Assumption 2:** If the program is inclusive, then there will be improved service delivery outcomes.

**Q.2 (interview question for CBO front line service providers): Does leadership engage staff in program design and development? (A2)**

- Yes and No. There is a lot of room to grow and engage staff in program design and development.

- Not enough. We also need training.
- No - I don't get asked about my opinion. I would like for them to ask me and engage me. I feel like I interact with the clients more than with management.
- No. The leadership usually comes in with programs for us to follow.
- No.
- Yes (this response was repeated three times)
- Yes - the manager of the shelter does engage staff. Not every staff member is engaged.

**Analysis:** *Based on the respondent's answer to this question, there seems to be a split in engagement. Half of the respondents said they are not engaged and one would like to be engaged. The other half responded yes to being engaged by the organization's leadership.*

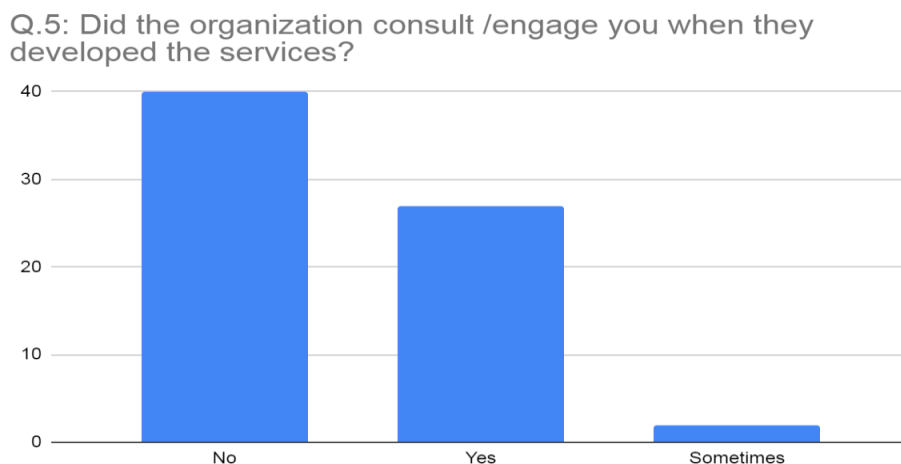
**Literature:** *"Leadership involves the art of working with people. Knowing how to lead does not mean knowing how to dominate, but to know how to convince people to work for a common goal" (Goleman, 2000). Based on the responses and split in responses, the results do not support nor challenge the assumption.*

**Q.3 (interview question for CBO direct service providers): Does your organization's leadership engage clients in program development? Please elaborate. (A2)**

- I don't believe so. People do come up and express their issues or ideas. I do try to get clients ideas.
- No, but hey should- they will know what they really need help with.
- No. I really don't think so (a similar response was repeated three times)
- Not all the time, but the manager does ask them at times what they think about stuff.
- Yes
- Yes, sporadically.

**Analysis:** *Most respondents indicated no formal client engagement and whenever there was it was sporadically.*

**Q.5 (survey question to homeless individuals): Did the organization consult/ engage you when they developed the services? (A2)**



**Analysis:** *The majority of survey respondents (40%) indicated there was no engagement from the organization in service development. This is consistent with the provider's response.*

**Literature:** *The literature by Buck, Rochon, Davidson & McCurdy (2004) called for including homeless people in advisory boards and found positive outcomes for the individuals and the organization as a whole. The literature supports the assumption, however the lack of inclusion and engagement at a local level refutes the assumption.*

**Q.4 (for CBO direct service providers): Does your organization engage clients for suggestions? Please elaborate.**

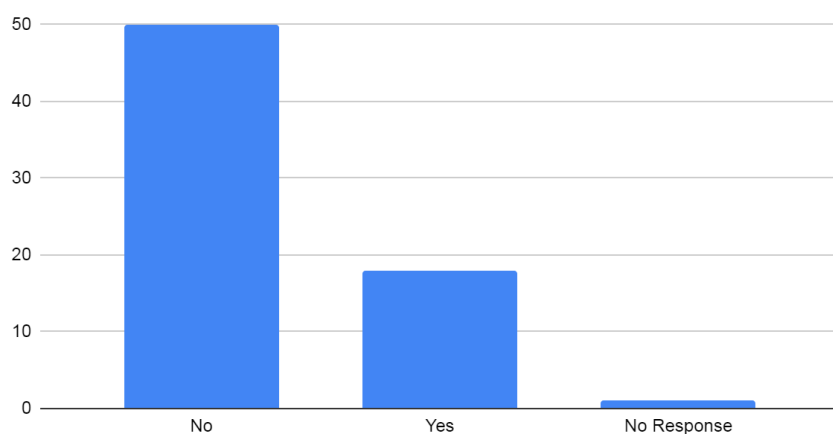
- I haven't seen it here but people do come to my office and share ideas for improvement. I do engage them in how they're doing and suggestions come up as we speak.
- No, it happens on a more one-on-one basis within conversations with the clients.
- Not that I have seen. A suggestion box would be a good idea. Hearing from everyone would help make things better.

- No, but they should do it. I think we would be able to get honest opinions about how we are doing.
- No, but we should. Maybe add a suggestion box to the shelter.
- No. If clients have suggestions they are welcome to bring up the issue. It is something we are considering.
- Yes (repeated three times)
- 1 did not respond to this question.

**Analysis:** *The majority of respondents responded no to engaging clients for suggestions. Three responded yes and 1 did not respond to this question.*

**Q. 6 (for homeless individual)s: Does the organization request/ solicit your feedback for improving their services? (A2)**

Q.6: Does the organization request/ solicit your feedback for improving their services?



**Analysis:** *The majority (50%) of survey respondents responded no to the organization soliciting their feedback for improving services. This is consistent with the responses provided by service providers.*

**Literature:** *Inclusivity has been found to be one of the most effective ways to learn about people's needs and ways to best serve them. Buck, Rochon, Davidson & McCurdy's (2004)*



- Yes - We refer depending on their need. Most referrals are to food services. It depends on what the need is.
- Yes - but it's minimal.
- Yes - they are good at that. Flyers are posted around. Clients are to find their way to the service
- Yes. If we are not able to provide shelter, we refer them to other shelters
- Yes, upon request. Also, when clients are first coming into the shelter, they receive info. Boards w/ information are posted around the shelter.
- Yes (repeated six times)

**Analysis:** *All respondents reported referring clients to community-based organizations.*

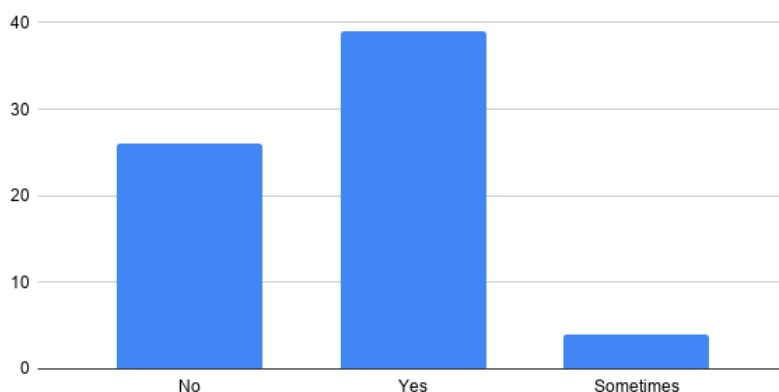
**Q. 6 (interview question for CBO service providers): Does your organization refer clients to government agencies? Please elaborate (A3)**

- If I feel that they qualify for programs, then I will refer them.
- We didn't have a case manager till a few days ago. In the past, we referred clients based on need and agency capacity.
- No. I have never seen them refer people to other services.
- If I hear comments, I will refer to them.
- The manager will refer to government agencies. There have been times where the County's Social Services has come to the shelter and offered services.
- No - but if they ask, we give them information about where services are located.
- Yes
- No

**Analysis:** *For the most part clients are referred to government agencies, based on the agencies perception, ability and knowledge. Three people indicated no referrals to government agencies.*

**Q. 13. (Survey question to homeless individuals): When there's a service that you need and the organization is not able to provide it - does your navigator (or organization) help you to connect to other resources or organizations? (A3)**

Q. 13. When there's a service that you need and the organization is not able to provide it, does your navigator (or



**Analysis:** *The majority (39%) of homeless individuals responded yes to being referred to a different organization when needed.*

**Literature:** *The literature supports partnerships and collaboration at all levels. These partnerships and collaboration increase the capacity of systems to address the needs of individuals with multiple problems by increasing accessibility, continuity, and coordination of care (Greenberg & Rosenheck, 2010).*

**Q. 5 (interview question for government service providers): Does your agency refer clients to other state and federal government agencies or departments? Please elaborate. (A3)**

- Yes, our street outreach effort connects the homeless to the Housing Authority housing options by assisting with applications and directly taking clients there in-person. We do a lot of referrals to County Services. I've only referred once to a different city department. The interdepartmental relationship "is like a relationship, we are in the stormy phase with SPD". We work well with all other departments and I think that is because we operate so

differently. We work on building relationships, and they are a chain of command. We are in the “trying to get it together phase”. We are working hard to communicate better, understand our roles and priorities. We do have a coordination meeting internally - it includes all departments, but Homelessness is a very emotionally and complex issue. - Use this at the very beginning. The collaborative partnership is in an early phase. Early phase is of collaboration. We are trying to figure everything out. It’s a learning experience.

- I work with a group of service providers who then help connect the client to County or other government services. The relationship with the other city department providing services to the homeless is horrible. I don’t refer there.

**Analysis:** *The relationship with other forms of government is functional, however the interdepartmental collaboration and relationship between direct service providers is not.*

**Literature:** The researchers findings are consistent with the literature by Jason Yergler (2020) between these two service providers.

**Q.4 (interview question for leadership): How would you describe your relationship and collaboration with other leaders in community-based organizations? (A3)**

- It varies. We award grants/ funding to community-based organizations and are required to monitor organizations and push for outcomes (making sure they are achieving their goals). Because of this role some of them are not happy and friction is created. I would say that we have a pretty good relationship with most organizations.
- Working with other agencies, different departments can be difficult. Everyone has their own ways of doing things, values, strategies and goals and they might not line up however; there’s commonality in the work and at the end of the day it’s what makes us move forward. There



are pros and cons: There's a lot of pride and passion involved. Our commitment to what we do is something very close to us and that's where pride kicks in. However, egos and personal feelings can get in the way as well. Again, there are more positives than negatives and I would much rather work with passionate people, then someone who just doesn't care.

- There are some positive relationships, but there are challenges and competition between agencies. There is rivalry, negative feelings that some organizations have towards others and it's visible. The coalition is supposed to be a coalition and ultimately it's about helping the target population.
- I think it's important that there are services for our homeless. It's important that leadership works together, but it is not always easy. For us, CD is more specialized and is building those relationships when addressing homelessness (similar responses were provided by 3 other individuals).

**Analysis:** *There are pros and cons to collaborative partnerships and collaboration, however the end goal is the same.* There is conflict between certain organizations, however the partnerships and collaboration is “good, with most organizations.”

**Q. 5 (interview question for government leadership): How would you describe your interdepartmental relationships and collaboration? (A3)**

- In Salinas, it is very good. We have 3 departments working on homeless issues. There have been bumps on the road but, there's a great relationship, everyone talks to each other - good communication.
- Generally, it's pretty good. Our relationships are much more collaborative then they were in the beginning. There is some challenge between the Police Department and Community Development at times. Our approaches are different. Our comes from a social work perspective, which understands the complexity of mental health, substance abuse, etc. We

tolerate more whereas Police comes from an enforcement perspective. They tend to want concrete and quick solutions to an issue. It's hard for them to understand that we can't get someone housed in one day (quickly). Social work is more about building relationships and trust and that can take months; just like it can take months for us to get someone housed. We've had challenges navigating our relationship, but I'm hoping to refresh after we are back in full force.

- For the most part it's good. I think we all get along- we do our best to work together. There are times where we see egos get in the way in the sense that they want to take sole credit for the work being done. I don't think this is new to any collaborative – people want to get the credit. We do have directors who think it's their way or the highway. I don't think that's healthy. We are public servants and we must be responsive to our community. We have different priorities but must work together to get to the end result.
- Communication is open, but very slow. We have challenges working with Community Development they are in a silo. There's no trust.

**Analysis:** *The interdepartmental partnerships and collaboration between two departments face communication and trust challenges. The partnership and collaboration with other departments is good for the most part.*

**Literature:** *Bolman and Deal (2017) talk about the importance of well-developed teams and structure. Communication, relationships and coordination can make a huge difference in-group performance, especially when trying to address such complex issues such as homelessness.*

**Q.6 (interview question for leadership): How would you describe your collaboration with other local, State and Federal government agencies? (A2 &A3)**

- It's a hit-and-miss with the county. Sometimes we are all dialed in others we are head to head. The County has their properties; goals, objectives and they are not always the same as the Cities. The City gets the brunt of community outrage about homelessness because we are the largest seat and is where you see an influx homeless. The average citizen doesn't understand the role of County and City. The County is responsible for social services however; the issue is so large that the County can't address it on their own. The City had to shift some of their housing efforts towards homeless issues.
- Pretty good - it's getting better. We have developed a much stronger relationship with the Coalition and County. Leadership changed at the Coalition and County and that has made it a lot easier to collaborate. At the County level homelessness and housing are broken into different departments, each in their own silo and it makes it hard. I think the County needs to create a department of "housing and homelessness". They are huge issues in the County and go hand in hand. At the Federal level - staff has been great at maintaining good relationships with HUD, State and Federal levels.
- The interactions with the County are to let them know there's homeless in their area/property. We are working with them to build a homeless shelter and are working with them in the current temporary shelter in a county owned parking lot. We have had successes working with the County, but also do have problems with getting to react to problem areas.
- The interaction with other government agencies has been okay. The problem is from within our same agency.
- "You need that in order to be able to do anything. You need that partnership and collaboration in order to be successful". However the disconnection between what we do and they do is huge. It's very difficult to work with the City. We have applied for funding,

provided proof of our success and deliverables yet we get denied. The frustrating thing comes when 6 months later that same city comes and asks “ can you do that exact same thing because you were successful, but for free - we are not going to fund you.” It's very difficult when you sit and witness how the City/ gov body feels about you and will openly say it. When you start seeing that it's affecting the agency in a negative way - what are you supposed to think - you are the red headed child. The relationship with County is horrible. The County always says, “Go back to your city”. The county is Dad - The City is mom, always there - working 2 jobs and doing anything to help”.

- I'd like to think it's positive. Good relationships with city and county, they tend to be supportive and helpful in terms of processing invoices and contracts. On one hand like every other funder they tend to be tight w/ funding but definitely not as tight as other funders. We've been pretty effective at getting most of what we need - money wise. They include us and hear what we have to say.

**Analysis:** *The relationship with other government agencies is challenging, but functional at times. The community to BCO relationship is good with one organization and horrible with the other.*

**Literature:** *Organizations at all levels must come together to collaborate and coordinate services to better serve the homeless community. Silos and lack of collaboration and partnerships can be detrimental to improving the lives of homeless people as seen in Seattle and King County (Jason Yergler, 2020).*

**Q. 7 (Interview question for leadership): Is there anything you would like to add about the effectiveness of the City of Salina's network of homeless support agencies or organizations?**

- The politics within the City is what makes it difficult to work with them. However, I know that at the end of the day- they are trying to help everyone.

- For CBOs I think we need to be more inclusive and not so strict within our walls of service. We need to step back and look at the overall picture. We need to be more effective; we are skipping so many homeless individuals because they don't fit within our service description. My biggest request is that we have to be able to do something for our undocumented homeless individuals. I literally can't do anything for them - I can't get them housed, medical, food stamps - nothing.
- The existing organizations are doing great work but there's a lack of capacity and resources. We need more service providers to jump into providing homeless services.
- I think being positive in building a system that truly supports housing initiatives. The city needs to do more about permanent and affordable housing. There's got to be housing options. As CBOs we need to push for policy strategies and really tackle the power structures. This is what I think CBOs should be doing to really be able to change and make strides towards homelessness. Strong leadership is needed. We also need to check our egos they tend to get in the way of collaboration. Competition is the reality for a lot of service providers. We must compete to stay alive.
- We got to find a better way to get to a common ground. We need additional ways to grow our pies (doesn't always mean money) - how do we collaborate with the community? The reality is that the city will never have the resources to meet everyone's needs - how do we find ways to collaborate and break down bureaucracy and silos within departments. How do we find ways to collaborate: community with government so that we all have skin in the game to make the community better. We got to find ways to work together.

**Analysis:** *The need to collaborate and dismantle silos at all levels was a common theme.*

**Literature:** *Local leaders must coordinate internally and externally with health, social and*

*human services providers, non-profits, philanthropy, etc., to align as many cumulative resources as possible, and utilize them in a strategic and coordinated way instead of putting them into siloes or separate programs (Nagendra, C., 2017).*

**Q.7 (for all service providers): Is there anything else you'd like to add:**

- To make service delivery more effective we must understand the variables influencing access and eliminating barriers to access service.
- What we are lacking is shelters with case management. We are admitting people here, but are not connecting them resources and really moving them into self-sufficiency. We should be trying to house those who have shelter environments. If we just focus on housing the most vulnerable - they are not ready and we are doing a disservice. We need to look at a big picture. Giving them the confidence to apply and motivate themselves.
- I believe in collaboration, however there is competition among CBOs. Shelter In Place has helped improve collaborations but work is needed. If organizations and community came together our work would be more impactful.
- It would be great for other organizations to come in and share their resources/ share with staff so that we are better able to refer people. Keep clients accountable and actually help them get housing.
- Inform, connect and motivate clients with resources that are available to them. People here are too comfortable and not necessarily want to move out. They need encouragement to find housing. We also need counseling services.
- I don't know what else we can do. We accommodate more and more. A stable case manager would be extremely helpful to get them going- access resources and housing. People here are comfortable and don't seem to want to get out of the cycle of homelessness.

**Analysis:** *The need for collaboration and access to resources was a continuing theme for service providers.*

**Literature:** *The literature covers the need for service integration (Rosenheck et al., 1998) and collective impact model to better address homelessness (John Kania and Mark Kramer, 2011).*

**Q. 14 (survey question for homeless clients): Please share any additional comments:**

There's favoritism. People are rude and are here for the wrong reasons. They come here and ask us to leave with nowhere to go. They are trying to push us out and there's no one to help.
This place is good for the homeless. I was able to get an apartment.
We need more places to use the restroom. Dinner services would be nice.
There's favorites and treating people unfairly. Staff is rude.
This is a nice place to come when you are homeless. You have a place to watch tv.
I'm grateful. People who work here do their part - They are very helpful.
Help with transportation. More bus tickets - better transportation for people with disabilities.
Open the facility earlier - people need to use the restroom early.
Check ID to make sure the mail is given to the right people. It needs to be clean and fixed. The place shouldn't look like this. Staff needs to be busy helping and smiling. Make people feel welcome.
More information about services. Wait times are long but they do their best depending on how serious it is.
They do wonderful work here. I love this place.
Staff is doing a good job and it makes me sad that they are leaving. Investing more on employees because they put in efforts and want to be here.
We need women's shelters. No males. Give preferences to people who are not using drugs and just need support. Staff to be helpful and don't delay the processes. I would like transportation to be able to access services like the Mexican council.
Staff is really nice.
Some staff is very rude.
Some staff is very rude.
Enlarge this place, it's crowded. Use the patio to let people catch fresh air.
It got better 100%. Staff is better.

I think it's wonderful. Crowded at times but it works.
To be fair and give people a chance to explain things. Hear their side of their story.
It's helpful - it helps people. It gives me a place to kick back and chill.
I don't trust sun streets, interim. Since Women Alive closed I continue to be a victim crime. I have no safe place to go.
I wish the drop-in center didn't have to close early. I wished they provided toothpaste everyday and not just once a week. Staff to be more professional and informed about resources. I wish health services like shots were provided more often.
Staff is great. The manager is very understanding. I'm blessed to be here and not the street. I'm doing all that I can to get out of here working 2 jobs.
It would be helpful to have a washer and dryer. Things here are working and they give us the basics which is helpful
Staff needs to be more professional and fair to everyone using the shelter. Be fair to all clients. Equal treatment. There needs to be structure and run a tighter shift. One example is ensuring that restrooms are available for people who work after work. People who don't work should shower during the day. Another thing is structure with meals. People who stay in the shelter should be fed first and not let people take food outside to their significant others who are not staying in the shelter. Priority to those who are in the shelter. Overall staff is friendly and helpful.
I had never been homeless. I'm okay with what's offered here but I miss my privacy. I would like for someone to help me find affordable housing. Social security is not enough to pay rent
There's staff who are polite and helpful, but there are others who are mean and disrespectful. For example there are staff who don't even allow people to access the kitchen and their food.
Restrooms need to be kept clean. Staff should be courteous. Explanations as to why things are done would be helpful.

**Analysis:** Clients are grateful for the services provided by both organization, however clients are concern about the treatment they receive from staff. In addition, clients expressed the need for connection to additional services.

### **Summary of Key Findings:**

Over the past eight weeks the researched has conducted numerous visits to the Salinas



Homeless Warming Shelter and Dorothy's Place facilities. The visits were conducted to survey homeless individuals and interview staff and leadership from these organizations on the effectiveness of service delivery and partnerships with other community-based organizations and government entities. The researcher also conducted interviews with City of Salinas service providers and leadership. Following the research collection process in this study, the researcher identifies key findings worth discussing with the two community-based organization and City of Salinas.

### **Finding One: Lack of engagement from leadership at the ground level.**

The organizations involved in this study feel represented within the Coalition of Homeless Service Providers (the leading agency for addressing homelessness in the County). However, the majority of individuals served by these agencies reported they have not met any members of the leadership team. For the purposes of my study I also define leadership as responsive and connected. In this case the leadership is not connected.

### **Finding 2: Lack of inclusion**

The qualitative and quantitative data acknowledged the lack of inclusion of clients in program development and suggestions. Both, practitioners and scholars call for the integration of clients in developing services to better be able to serve them. At the end of the day, people with lived experiences are the experts, the ones who know exactly what they need. Staff was also not engaged in program development or suggestions. Staffs of these agencies interact with clients every day and are in charge of implementing programs. Both scholars and practitioners, reinforce the need for inclusion, ownership and leadership to increase effectiveness and success of programs.

### **Finding: 3 Lack of collaboration at all levels**

Challenges in collective partnerships and collaboration are present at all levels of researched within this study. Below are key finding for each sector.

**Internally with in City of Salinas Departments:** The Interdepartmental collaboration and coordination is good for the most part however; there is tension between two departments - Community Development and Police. That relationship is not so good - there is constant tension between the two. The lack of coordination internally is very unfortunate and is a barrier to better serves to the homeless community.

**Community (CBO) - Government:** The relationship between service providers and government also faces challenges however; these challenges are exacerbated when funding is involved. Friction is created between organizations when the City doesn't award funding to that organization.

**CBO - CBO:** The CBO to CBO relationship also has some challenges. Someone said, "competition and silos exist and that is the reality." The competition for funding has created barriers in partnerships and coordination among service providers.

In summery, leadership, inclusivity, collective partnerships and collaboration are needed at all levels to successfully address homelessness. Leadership at the top needs to connect/ engage with people at the ground to best inform the organizations decisions. Inclusiveness is the best way to learn about peoples needs and organizations must include their clients and staff to be able to learn about their needs. Collective partnerships and collaboration are not easy to achieve and must be addressed to truly improve services and make strides towards decreasing homelessness in Salinas. Conclusion and recommendations are detailed in Chapter 5.

## **Chapter 5 - Conclusion and Recommendations**

The purpose of this study was to determine whether homeless programs are effective with an emphasis on leadership, inclusiveness and collective partnerships in the City of Salinas. Quantitative and qualitative research data was obtained using the mixed method approach to investigate the assumptions in this study; if leadership is effective, then there will be improved service delivery outcome. If the program is inclusive, then there will be improved service delivery outcome. If there is collaborative partnership, then there will be improved service delivery outcome. An in-depth review and analysis was conducted on the data retrieved through key informant interviews and survey of Community Homeless Solutions Warming Shelter, Dorothy's Place staff and clients and City of Salinas staff.

The study results indicate some challenges in the internal, external and combination of these partnerships when addressing homelessness in the City of Salinas. The City of Salinas, among all cities in Monterey County has seen the largest increase of individuals experiencing homelessness. Since 2013, there has been a 155% increase in homeless individuals jumping from 532 to 1,361. This increase is believed to be much larger than what's been reported. The results of this study can shed light to some of the many factors affecting such complex issue.

Community Homeless Solutions, Dorothy's Place and City of Salinas all belong to the Coalition of Services Providers - the leading entity addressing homelessness in Monterey County. These organizations play a leadership role within the Coalition and felt like leaders in addressing homelessness. However, the results of this study confirmed disconnect between these organizations and their homeless client population. The disconnection between these organizations leadership and their clientele connect to the next key finding of this study.

Community Homeless Solutions and Dorothy's Place programs are not inclusive of clients and staff. The qualitative and quantitative data acknowledge and confirm the lack of inclusivity in program development and engagement of suggestions for improving services. Including the experts - people with lived experiences in any type of engagement can result in benefits for both, the organization and the

individual. People who are experiencing homelessness know best the barriers they face and what services and programs might help them face and address those barriers.

Community-based organizations and local governments are at the forefront of addressing homelessness and require collaborative partnerships and coordination to be able to improve the quality of life of those experiencing homelessness. However, collaborative partnerships and coordination are not easy to achieve. The two City departments who provide direct service to the Salinas homeless community are in constant disagreement and would rather not to collaborate.

The community- based organization and City partnership and coordination varies. Working with government can be challenging due to its processes and bureaucracy, however in this case the challenge was exacerbated when funding was involved. Both, CBO and City agree that friction was the result when the City did not fund certain agencies. In other words, if organizations were not funded by the City the partnership and collaboration with the unfunded organization was even more challenging.

The community-based organization to community- based organization also faced challenges in their partnerships and coordination. Community- based organizations have to constantly “reinvent themselves and compete for funding to survive”. For government the competition is good, and will most often than not side with whoever can accomplish the job for the least amount of money. Scholars and practitioner will agree that competition is good however; the competition in this case revealed a 25% gap in referrals to other service providers. This gap is linked to the lack of collaborative partnerships, coordination among service providers and competition for funding.

In summery, leadership, inclusivity, collective partnerships and collaboration are needed at all levels to successfully address homelessness in Salinas. The following recommendations are made for consideration of all organizations present in this study.

### **Recommendations**

- The City Manager should appoint a task force by September 1, 2020 and assign the Assistant City Manager as the lead. The Task Force will develop a Strategic Plan with clear milestones

and objectives to better address homelessness in the City. The Objectives and strategies in this plan will help to make sure that individuals and families experiencing homelessness are connected to the resources needed to end and prevent the cycle of homelessness. The plan should include strategies for building strong and connected local systems, expanding collaborative partnerships and coordination with all service providers throughout the entire City. The preliminary plan should be presented before the City Council for review and suggestion by January 1, 2021. The implementation of the plan should be effective on July 1, 2021.

- The Assistant City Manager should also request an interdepartmental plan from the two City departments providing services to the homeless in Salinas. The collaborative plan should include clear goals and objectives and be led by Community Development. This interdepartmental Plan should feed into the larger strategic plan to address homelessness. The interdepartmental plan should be finalized and presented to the Assistant City Manager by October 1, 2020.
- Task Force members should visit service sites at least once quarter and special events. These visits will be an opportunities to connect with homeless individuals and direct service providers. Task Force members can use these opportunities to gather information about the needs of homeless individuals and best inform the recommendations and strategies in the plan. Task Force Members should have visited at least one service site by November 1, 2020. Task Force members should be prepared to report their experience and suggestions at the November Task Force meeting.
- Homeless individuals touch many systems and the need for fluid communication and coordination among community-based organizations is a must. The Coalition of Homeless

Services Providers should develop and implement strategies to improve the formal and informal communication and coordination within and among community-based organizations. The timeframe for developing and implementing these strategies should be short, and taking place immediately (July, 2020). The Coalition can start by hosting a joint monthly coordinating meeting with all service providers. The evaluation of these meetings can be done through surveying the participants and making changes as needed.

- Include and engage clients in program design and development. Below are recommendations to address the lack of inclusivity and engagement in the programs evaluated in this study. These recommendations can be part of the strategic plan or can be implemented simultaneously. The dates included here are based on a simultaneous approach.
  - Community - based organizations should survey clients and/or add a suggestion box at the service site within the next 3 months. A survey or suggestion box should be in place by September 1, 2020. Suggestions should be evaluated on a monthly basis. A second Survey can be deployed to after 6 months (March 1, 2020) of the initial survey. Compare results and make changes as needed.
  - Create an Advisory Board. Creating an advisory board of homeless clients can produce valuable feedback from the program participants. Allowing homeless individuals to have a seat at the table and be a voice for their peers can inform organizations of the clients needs. Organizations, then design their programs based on the participants needs. Including and engage people with lived experience through this mechanism will ensure meaningful opportunities for providing expert advice and input.

#### **Areas for Further Research**

- Undocumented homelessness in Salinas should be studied. Individuals experiencing homelessness and are undocumented could meet all the program criteria, but because of their legal status services cannot be provided.
- Resilience to the “unknown”. The partnerships, coordination and collaboration in time of crisis, like the 2020 Covid-19 pandemic. How are organizations that provide services to the homeless community partnering and coordinating to prevent the spread of Covid-19.

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Survey Comprehensive Report 2017. [https://chspmontereycounty.org/wp-](https://chspmontereycounty.org/wp-content/themes/chsp/img/2017-Monterey-County-Census-Report.pdf)

[content/themes/chsp/img/2017-Monterey-County-Census-Report.pdf](https://chspmontereycounty.org/wp-content/themes/chsp/img/2017-Monterey-County-Census-Report.pdf)

## Appendix B: Surveys to Homeless Individuals

**Informed consent statement:** Hi! I am Ana Ambriz an Executive Master of Public Administration candidate of Golden Gate University. My final thesis examines the effectiveness of homeless programming in the City of Salinas. This interview will take less than 20 minutes and can be conducted in person, on the phone, by Zoom, or you could just email me your response at: [aambriz@my.ggu.edu](mailto:aambriz@my.ggu.edu). Thank you!

### Demographics

#### Generations:

Boomer (1946-1964)

GenX (1965-1980)

Millennials (1981-2000)

GenZ (2001-2020)

#### Gender:

☐ Male

☐ Female

☐ Other

#### Ethnicity:

☐ White

☐ Black or African American

☐ Hispanic or Latino

☐ Asian / Pacific Islander

☐ Native American or American Indian

☐ Other

#### Veteran:

☐ Yes

☐ No

### Questions

1. How long have you been homeless?

☐ 1-6 months

☐ 1-3 years

☐ 3-5 years

☐ 5-10 years

☐ 10+ years

2. What kind of services would you like to receive?

3. What services do you use?

4. Have you met any members of the leadership team? (executive director, etc.)
5. Did the organization consult/ engage you when they developed the services?
6. Does the organization request/ solicit your feedback for improving their services?
7. Does CHS provide you with a navigator or case worker?  
☐ Yes  
☐ No
8. Is the navigator caring and helpful to you?  
☐ Yes  
☐ No
9. When there's a service that you need and CHS is not able to provide - does your navigator help you to connect to other resources or organizations?  
☐ Yes  
☐ No
10. Please share any additional comments:

## **Appendix C: Key Informant Interview Questions**

### **Questions to Service Providers (CBOs)**

1. Is your organization a member of the MC Homeless Coalition? Please elaborate
2. Does your organization's leadership engage staff in program design and development? Please elaborate
3. Does your organization's leadership engage clients in program development? Please elaborate
4. Does the organization engage clients for suggestions? Please elaborate
5. Does your organization refer clients to other Community-based organizations? Please elaborate
6. Does your organization refer clients to other government agencies? Please elaborate
7. Please share any additional comments:

### **Survey to Gov. Service Providers**

1. Is your agency a part of the MC Homeless Coalition?
2. Does your agency have a leadership role in the MC Homeless Coalition? Please elaborate.
3. Does your agency provide financial or other support to the MC Homeless Coalition? Please elaborate.
4. Does your agency refer clients to community-based organizations? Please elaborate.
5. Does your agency refer clients to other state and federal government agencies or departments? Please elaborate
6. Please share any additional comments:

### **Survey to leadership from CBO's and Gov.**

1. Is your agency a part of The Coalition of Homeless Service Providers?
2. Does your agency have a leadership role in the The Coalition of Homeless Service Providers? Please elaborate.
3. Does your agency provide financial or other support to the The Coalition of Homeless Service Providers? Please elaborate.

4. How would you describe your relationship and collaboration with other leaders in community-based organizations?
5. How would you describe your interdepartmental relationships and collaboration?
6. How would you describe your collaboration with other local, State and Federal government agencies?
7. Is there anything you would like to add about the effectiveness of the City of Salina's network of homeless support agencies or organizations?