Collaboration Track

Chase Millsap
USC CIR

Lisa Anderson
SALVATION ARMY HAVEN

STATE OF THE AMERICAN VETERAN IN CALIFORNIA
September 15-16, 2016
Why are you here right now?

“I suppose you’re all wondering why I’ve asked you here...”
How does Track this work?

• Spark Speakers - “Get the Brain working.”

• Group Exercises- “Share your success and mistakes.”

• Session Worksheets- “You get back what you put in.”
Collaboration Track
Fostering Cross-Sector Collaboration
10:30 AM - 12:15 PM
Session #1 Purpose

• Answer the question, “What is collaboration?”
• Contextualize collaboration in the Veteran Space.
• Identify activities other than Collaboration
Collaboration is?
Fostering Cross-Sector Collaboration

SPARK!

Nancy Berglass
Principal
Berglass Community Investment Consulting

STATE OF THE AMERICAN VETERAN IN CALIFORNIA
September 15-16, 2016
Collaboration on the Veterans Landscape

USC Conference on The State of the American Veteran in California

Nancy Berglass
Director, Iraq Afghanistan Deployment Impact Fund
Senior Fellow, Center for a New American Security
Principal, Berglass Community Investment Consulting
General Best Practices in Community-Based Collaboration

- Build on existing community strengths;
- Emphasize and/or expand the community potential to realize and sustain positive wellness outcomes; and
- Foster self-determination among the population being served
Best Practices in Community-Based Veteran-Facing Collaboration

- Credible
- Data-Driven
- Community-Focused
- Culturally Competent
- Outcome Focused
- Wellness-Oriented
- Connected
- Inclusive
Successful Community Models for Community Collaboration:

• Are Well Informed
• Connect
• Strategize
• Collaborate
• Use a Case Management Approach
• Evaluate
Veteran Wellness Model
Improved Quality Of Life
For Augusta Region’s Warriors And Their Families

Measure: Augusta Ranking In Top 5 Regions/Cities For Veterans

FIND
• Message
• Outreach
• Ambassadors
• Website/Social Media
• “RallyPoint”
• Build Constituency

Measure: Increased Constituency

ADVOCATE
• Warriors & Families
• Very Low Income
• Homeless
• Education
• Employment
• Non Government Partners
• Government Partners
• Legislation/Policy
• Roundtable

Measure: Improved Warrior Financial Status

DEVELOP COMMUNITY
• Fortitude Center
• Habitat For Humanity
• Fisher House
• Research Symposium
• Housing
• Services

Measure: Increased Funding of Development and Research

AUGUSTA WARRIOR PROJECT
A Model For The Community And Nation
Find Warrior & Family

Assess Warrior & Family Status

Develop Plan Using Government And Non Government Resources

Establish Augusta Warrior Project As Community Leader and National Model

Warrior And Family Gap Analysis

Objective Assessment Of Government Programs and Non-Profits

Wilders & Families Helped Want To Give Back

Increase Community Connections

Community Services Gap Analysis

Assess Action
To Include Assessment of Other Programs

Take Action
Augusta Warrior Project

At the Individual, Regional, and National Level

Follow A Four Step Plan:

- Connect
- Educate
- Advocate
- Collaborate
Community Engagement

**Coalition Partners**

The Arizona Coalition for Military Families is a public/private partnership encompassing the military, government & all sectors of the community in support of service members, veterans, their families & communities throughout Arizona.

- **MILITARY** (Active Duty, Guard, Reserve, Veterans)
- **Government** (Federal, Tribal, State, Local)
- Community-Based Partners & Veteran Service Organizations
- Education (Elementary, Secondary, Higher Education)
- Business/Employers
- Child & Family Services/Prevention
- Healthcare Providers/Community Health
- Legal & Law Enforcement
- Mental Health/Substance Abuse
- Faith-Based Organizations
The Model: A Network of Networks

Volunteerism

Family Strength

Employment

Education

Financial/Legal

Behavioral Health

Reintegration

Housing and Homelessness
**Issues:**
- Lack of public awareness
- Services in silos
- Gaps in services
- Failure to leverage assets
- Failure to view military as an asset
- Public not sure how to get involved
- Need more meaningful ways for people to engage/volunteer

**Elements of the Model:**
- Raises awareness
- Shared leadership
- Provides communities with a structure to organize and build community networks
- Helps communities identify shared goals, duplication, and create a plan of action
- Helps communities leverage assets
- Uses volunteerism to engage the military community as an asset vs. a "population" or "issue"
- Increase and make available more impactful and meaningful service projects
- Increase overall community engagement with and for military members and their families

**Issues are National in Scope**

**All Elements are Replicable**

**Theory of Change & Measures of Success:**
Goal: Every community will engage their community to implement the Blueprint (i.e. implement a promising practice or create and implement a community action plan) resulting in more effective and coordinated services with military community.

Note: Each practice has associated success measures. Ex. Job Fairs: Number of jobs
CSSP’s Approach

Being accurate
- Service Member Data
  - Number in the region
  - Family members
  - Deployment cycle
  - Economic and health status
  - Perceptions of need
- Community Information
  - Current programs
  - Key community leaders
  - Likely centers of influence
  - Untapped resources and services
  - Complimentary efforts

Working locally
- Increasing Awareness
  - Elected Political Leaders
  - Public Sector Executives
  - Private Sector Executives
  - Non-Profit Sector Executives
  - Informal Community Leaders
  - Military Family Program Leaders

Better outcomes
- Improved Resiliency
  - Local policies
  - Local practices and programs
  - Community Covenants
  - Local relationships

Planning
- Convening
- Leveraging
- Partnering
- Facilitating

Being accurate
- Working locally
- Better outcomes
A community based model
Fostering Cross-Sector Collaboration

SPARK!

Lisa Anderson
Community Integration Manager
Salvation Army Haven
Challenge

Effectively and efficiently connecting clients with external, complementary services necessary to drive successful job placement.

Background: While we have a multitude of resources available within the larger Salvation Army organization, what we had internally was not, by itself, enough to insure sustained career success for our veteran clients. Our challenge was to increase the average hourly wage for our clients and increase the 270 day retention percentage.

Magnitude: At least 75% of our clients needed assistance with a challenge other than employment. This is true for all ages, eras, educational levels and experiential levels. Often these “other needs” did not present themselves until well into the process. It is likely the “other needs” are the reason behind the reason that they needed assistance.
Collective Impact

We recognized that the other needs of our veteran clients were as varied as the clients themselves. We did not want to just hand them a list of resources. As a team, we decided to develop a long term strategy that would be helpful for everyone.

- **Cooperation** - working with someone in the sense of enabling: making them more able to do something (typically by providing information or resources they wouldn't otherwise have)

- **Strategic Partnership** - an arrangement between two organizations to help each other or work together, to make it easier for each of them to achieve the things they want to achieve

- **Collaboration** - actually working alongside someone to achieve something
Cooperation

Initial phase was to develop cooperative relationships with resource providers. Easiest and quickest.

- Located existing resource guides
- Made introductory calls
- Located a primary contact to facilitate warm referrals
Strategic Partnerships

Second phase was to develop partnerships with organizations providing key services not available within Salvation Army

- Identify primary unmet needs
- Identify and vet service providers to meet those needs
- Develop trusted relationships with key service providers
- Identify primary liaison within each organization
- Formalize partnership (MOU, sub-contractor, etc.)
Collaboration – where it all really happens

Current phase - establish true collaboration within the veteran service space as a whole to effect Collective Impact throughout Los Angeles

- Identify areas of need
- Motivate key stakeholders to meet and work together
- Identify COMMON goals to meet those needs
- Develop mutually reinforcing plan of action
- Continuous communication strategy to share needs and results
Results

As a result of this long-term strategy towards increased collaboration, we have seen the following results:

- Average hourly wage for highest barrier clients has gone from $10.55 in 2010 to $13.84 in 2015
- Average hourly wage overall has gone from $10.55 in 2010 to $16.60 in 2015
- Overall placement rate has increased from 67% to 76% while maintaining at least 80% 270 retention rate
- Able to place clients in a shorter period of time due to the ability to address non-employment related issues much more efficiently and effectively

This strategy is now leading to increased collaboration among employment service providers which we expect to result in further increases in placement rates, quality of placements, retention rates, employer engagement and employer satisfaction.
What is Collaboration in the Veterans Space?
Collaboration Track
Building A Veterans Collaborative In Your Community
(2:15 PM - 3:45 PM)
Session #2 Purpose

• To answer the question, “What is needed to start/facilitate collaboratives?”
• Identify necessary components for collaboration.
• Identify components that hinder collaboration.
Building A Veterans Collaborative In Your Community

SPARK!

Pat Clifford
Senior Consultant
Tri-State Veterans Alliance
Building a Veteran Collaborative In Your Community

Pat Clifford, MSSA, LSW
Senior Consultant,
Tristate Veterans Community Alliance
Why form a veteran collaborative?

- No sense of the scope or scale of problems
- Few relationships among support orgs
- No referral structure, pinball effect
- Little coordination among programs, chasing same clients
- Funders not committed to longer-term strategy
Tristate Veterans Community Alliance

- New, veteran-led non-profit collaborative
- 100 partner organizations, five workgroups meet monthly
- Independent board: VA, United Way, USO, Community Foundations

Regional scope
- 145,870 veterans, 13,924 post-9/11 and growing
- 16 counties/3 states, nearest bases are Wright-Patt, Ft. Campbell
Collaboratives are Developmental

2014
• Planning
• Easter Seals Convening

2015
• Formalizing
• New Non Profit

2016
• Implementing
• In-Processing Center

2017
• Scaling
• Larger Initiatives

2019
• Demonstrate Impact
• Transition Pipeline
Collaboratives are Multi-layered

| Community (social impact) | Partner Orgs (customers) | Veterans/Families (consumers) |

Must define unique strategies and outcomes for each segment.
Frameworks

Helpful
- Collective Impact (Kania & Kramer, 2011)
- Community Collaborative Action Theory (Butterfoss & Kegler; 2002)
- Complex and action-oriented

Not as helpful
- The Convening Process
- Replicate Standardized Model
- Simple and passive
Workgroup Meetings
Veterans In Processing (VIP) Center
Report and Data Dashboard

Tristate Veteran Community Report
Progress, Outlook, and Recommendations
July 2016
TVCA
Tristate Veterans Community Alliance
First Steps

Natural and neutral convening organization

Resources to administer and facilitate

Credibility, respect, and trust

Use data to set strategy

(Clifford & Graeser, 2016)
Best Principles

Prioritize relationships

Lead by empowering

Agree on roles

Learn together

Be proactive
Questions?

Contact info:
Pat Clifford
Tristate Veterans Community Alliance
pclifford@TristateVCA.org
Discussion Questions

- What does your organization need to begin collaborating?
- What does your community need from your effort?
Building A Veterans Collaborative In Your Community

SPARK!

Ray Flores
Executive Director
San Diego Veterans Coalition
State of the California Veteran
One Region, One Voice

September 14-15, 2016

Bill York
2-1-1 San Diego

Maurice Wilson
NVTSI/REBOOT

Ray Flores
San Diego Veterans Coalition
Painting the Picture of San Diego

- 4,261 square miles (larger than 21 states)
- Urban and rural
- 5th largest county in the nation and 2nd largest in California
- 18 municipalities; 36 unincorporated areas
- 18 tribal nations
- 42 school districts
- Population – 3.2 million people
- Larger than 19 states
- 6 healthcare systems
- Busiest international border crossing in the world (San Ysidro/MX)
Military and Veteran Presence

- Large military presence: San Diego has the highest number of active duty commands and largest number of active duty personnel in the country. Major commands include:
  - Southwest, Space and Naval Warfare Systems Center
  - Naval Submarine Base
  - Military Sealift Command
  - Naval Oceanographic Center
  - Camp Pendleton
  - Marine Corps Air Station (MCAS) Miramar
  - Naval Air Station North Island
  - Marine Corps Recruit Depot (MCRD)
  - Naval Amphibious Base, Coronado.
- San Diego is the home port to a large number of navy surface and sub-surface assets, as well as fixed-wing and helicopter squadrons.
- 120,000 active duty personnel with more than 150,000 dependents.
- 15,000 exiting the military with 33% remaining in San Diego County.
- Approximately 267,000 veterans in San Diego and Imperial Counties.
- One of the largest VA Health Systems in the United States.
History

1981
Vietnam Veterans of San Diego starts

1986
United Veterans Council of San Diego starts

1988
Standown starts (Dr. Jon Natchison)

1995
VAMC CAB starts, becomes OneVA concept in 2001

2001
Afghanistan War starts

2002
San Diego Military Advisory Council starts
History

2010
San Diego Military Family Collaborative becomes a formal entity

2011
San Diego Grantmakers Military Family Support Working Group convenes

2012
Military Transition Support Project (MTSP) emerges as a result of the SD Grantmakers Military Family Support working Group

2015
Zero8Hundred is launched after two years of planning, advocacy and support done by MTSP
Best Practices

San Diego Veterans Coalition

- Physical & Emotional Health
- Family Life
- Personal & Self Health
- Employment & Financial
- Spiritual Wellness
Best Practices

• Communication, collaboration and cooperation
• Multi-stakeholder Community Building
• Asset mapping resources and delivery system
• Coordination of care among Veteran nonprofits and other stakeholders
• Deeper level of navigation and peer support
• Advocacy
• Reactive program creation for complicated needs
• Re-socialization/education (reintegration) process
Collaboration Process

Outcomes

Veterans and their families locate services easier and sooner

The quality of service improves

VCAT PROCESS

1. Community Assessment
2. Coalition Formation
3. Action Planning
4. Workgroup Development
5. Implementation
6. Monitoring and Evaluation
Collective Impact

The 5 Conditions of Collective Impact

1. Common Agenda
   - Common understanding of the problem
   - Shared vision for change

2. Shared Measurement
   - Collecting data and measuring results
   - Focus on performance management
   - Shared accountability

3. Mutually Reinforcing Activities
   - Differentiated approaches
   - Coordination through joint plan of action

4. Continuous Communication
   - Consistent and open communication
   - Focus on building trust

5. Backbone Support
   - Separate organization(s) with staff
   - Resources and skills to convene and coordinate participating organizations
Moving Forward

Holistic Approach - Person centered care, integrated whole person view

Increased cross-sector coordination (non-profit, county, state, federal, informal councils, Veteran groups) resulting in more comprehensive services, reducing duplication, and increasing efficiency
Regional Information Exchanges in San Diego

Shared Aim:
Integrated Whole Person View

- Easily Accessible
- High volume
- Community Backbone
- Efficient
- Cross-Sector—Vertical insights across social, health and government sectors
- Community-wide
- Holistic

- Using data to improve services - longitudinal record for veterans and their families, shows change over time
- Build and sustain trust networks—software, people, and processes—which allow users to efficiently share, interpret, notify, and act upon vital information.
Using data to improve services - longitudinal record for veterans and their families, shows change over time, long term follow up and proactive response.

- Build and sustain trust networks—software, people, and processes—which allow users to efficiently share, interpret, notify, and act upon vital information.

- The result of a community wide Regional Information Exchange brings a strong partnership of trust, relationships and services – leveraging each others strengths and technology to create a true ecosystem of care.

- Integrates Public/Private Cross sector collaboration.
Questions and Closing
Anchor Concepts

• Backbone Leadership
• Communication
• Logistics/Funding
• Community Buy-In
Working Group Exercise

Helpful vs. Harmful?
Collaboration Track
Harnessing Local Data to Drive Collaboration & Measure Impact
10:00 AM – 11:30 AM
Session #3 Purpose

• To answer the question, “How do we measure community needs and outcomes?”

• To understand the role of data in collaboration.

• Identify relevant data to best serve California Veterans
Harnessing Local Data to Drive Collaboration & Measure Impact

SPARK!

Carl Castro
Director
USC CIR
Harnessing Local Data to Drive Collaboration & Measure Impact

SPARK!

Blas Villalobos
Veterans Affairs Manager
LA Mayor's Office of Veterans Affairs
10,000 Strong Hiring Initiative

Veterans Affairs
10,000 Strong: Mayor’s Veterans Hiring Initiative

Veteran Job Placements
8,150
Goal: 10,000 by Jun. 2017

Homeless Veterans Housed
6,910

Total Veterans Hired (incl. EDD Placements)

Veterans Hired (by Industry)

STATE OF THE AMERICAN VETERAN IN CALIFORNIA
September 15-16, 2016

USC Social Work
Center for Innovation and Research on Veterans & Military Families
Working Group Exercise

GET ALL THE INFORMATION YOU CAN, WE’LL THINK OF A USE FOR IT LATER.
Collaboration Track

Collaborative Leadership: Successful Practices For Sharing Responsibility

(1:00 PM - 2:30 PM)
Session #4 Purpose

• To answer the question “What is collaborative leadership?”
• Identify different models/types of leadership.
• Identify components of leadership that are most advantageous to mobilizing engaging and sustainable collaboration within the veteran space.
Collaborative Leadership: Successful Practices For Sharing Responsibility

SPARK!

Joe Buerhle
Vice President of Organizational Planning
SAY San Diego
Collaborative Leadership
Friday, October 16th, 2016
Mission: To provide an inclusive forum to maximize the collective impact of community resources to enhance military family life.

Sustaining Partners

LIVE UNITED

United Way

United Way of San Diego County

SDGE connected

A Sempra Energy utility

San Diego Unified School District

Substance Abuse and Mental Health Services Administration

zero8hundred

Navigate Your Future

SAMHSA

Program and staffing support provided by:
State of the American Veteran in CA

What is Collaborative Leadership?

Navigating the “Sea of Goodwill”

Photo courtesy of Nathan Graeser

#MilKidsRock
State of the American Veteran in CA

Systems Thinking – Ecosystem or Egosystem?

Equality Versus Equity

In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.

In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.
State of the American Veteran in CA

Dialogue – Public Listening or Public Speaking?
“strength of ignorance”

65% of SDMFC participants are active duty, veterans or immediate family members.

#MilKidsRock
Collective Action – Connection or Control?

**SDMFC Continuum of Participation**

- **#MilKidsRock**
- **Annual Event & Trainings (200+)**
- **Monthly Convenings (100)**
- **Impact Task Forces (50+)**
- **Coordinating Council (12)**

State of the American Veteran in CA
Military Transition: The Spouse Edition
- Resilience
- Confidence
- Connections
- Knowledge

Families and Community Engaging for Students
- Kinder Readiness
- 3rd Grade Literacy
- Attendance

Drug Free Communities
- Stigma Reduction
- Environmental Substance Abuse Prevention

State of the American Veteran in CA
Co-creating Our Future

The wicked leader is he whom the people despise.

The good leader is he whom the people revere.

The great leader is he of whom the people say,

“We did it ourselves.”

Lao Tzu, Chinese philosopher (2500 years ago)

http://ssir.org/articles/entry/the_dawn_of_system_leadership

#MilKidsRock
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S.D.M.F.C.
SAN DIEGO MILITARY
FAMILY COLLABORATIVE

#MilKidsRock
Collaborative Leadership: Successful Practices For Sharing Responsibility

SPARK!

Chase Millsap
Community Liaison
USC CIR

STATE OF THE AMERICAN VETERAN IN CALIFORNIA
September 15-16, 2016
Who is the Leader?
LAVC OVERVIEW

Mission

The Los Angeles Veterans Collaborative is a structured network of public, private and government agencies working together to reduce suffering and improve the lives of veterans, service members and military families in LA County. This is achieved through strategically improving their access to services, reducing barriers and coordinating care, and influencing policy to improve their lives.

Vision

Veterans living in Los Angeles County will know where to access the services and care they need for a successful transition from military to civilian life. A comprehensive and coordinated system will welcome, introduce, and connect service members, veterans and their families to a seamless infrastructure of resources to fully address their needs.
On Target Leadership

**Issue**
How well do you know the Issue?

**Population**
How well do you understand the Population?

**Access**
Do you have access?

**Location**
How familiar are you with the Area?
LAVC Staff Roles & Responsibilities

**Community Program Administrator**
- Reports to USC CIR Director
- Facilitates LAVC Meetings
- Primary Spokesperson for LAVC
- Fundraising Lead

**Logistics Manager**
- Reports to Community Program Administrator
- Coordinates Event Logistics (Venue, Parking, Food, etc.)

**Working Group Liaison**
- Reports to Community Program Administrator
- Engages with Working Groups to develop Action Plans/Goals
- Manages Working Group Requests

**Operations Specialist**
- Reports to Working Group Liaison
- Supports Working group requests
- Manages LAVC Documents

**Communications Specialist**
- Reports to Working Group Liaison
- Develops all LAVC Newsletters
- Manages LAVC Contact Rosters

**Innovation Manager**
- Reports to Community Program Administrator
- Primary Spokesperson to Pilot Grantees
- Monitors Program Intake/Performance

**Social Media Specialist**
- Reports to Working Group Liaison
- Manages all FB, Instagram and Twitter Posts
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**Communications Log**

- **LAVC 8-12pm**
- **Staff De-Brief**

**Logistics**

- **Collect Action Sheets**
- **Community Pilot Review**

**Meetings**

- **Parking Confirmed**
- **1 WEEK PRIOR**
- **1 DAY PRIOR**
- **2 DAY PRIOR**
- **2 WEEK PRIOR**

**Website Updates**

**Staff Update**

**Venue Confirmed**

**Follow-up**
LAVC Timeline/ Tasks

Timeline

8-9Am- Setup/Prep

9-10AM- Engagement&Access/Women’s Working Group

10-11AM- Working Group Sessions

11AM-12PM – Collaborative Session

12-1PM – Break Down

Tasks

Communications
• Photographer
• Live Tweeting
• PowerPoint Presentation

Administration
• Nametags
• Working Groups Signs
• Check-In

Collaboration
• Collaborative Materials
• Working Group Printing
• Connect Cards
HE WHO LEADS LEAST LEADS BEST!