

**DRAFT FOR DISCUSSION**

**v12-2-2024**

**HSCC Visioning Assessment Report**

**Working Draft**

**v12-2-2024**

## **1. Background of the Human Services Coordinating Council**

The Human Services Coordinating Council (HSCC) is a Sacramento County advisory body that was established in 1994 with the purpose of advising the Board of Supervisors on matters relating to human services planning and policy issues.

Members are appointed by the Board of Supervisors and include two members from the following member advisory boards: Adult and Aging Commission, Alcohol and Drug Advisory Board, Children’s Coalition, Disability Advisory Council, Mental Health Board, and Public Health Advisory Board; plus four community members. Additionally, there are seven ex-officio members from the Departments of Human Assistance; Health Services; Child, Family and Adult Services; First Five; Housing and Homelessness; and a designee of the Board of Supervisors.

## **2. Purpose of the Organizational Assessment**

In 2023, HSCC’s Executive Committee recognized that the Coordinating Council was not achieving its desired impact to the scope or scale it wanted. Lack of clarity of purpose, a stagnating program of work, and waning membership all contributed to HSCC’s challenges. In response, the HSCC Executive Committee sought to undertake an organizational assessment to examine and determine how HSCC can be more effective at identifying and elevating health and human services issues for the Board of Supervisors and relevant County departments, as well as coordinating the work being done across departments and advisory boards to foster collaborative and streamlined efforts.

In coordination with County staff, the HSCC engaged Valley Vision to lead the organizational assessment (as well as to provide administrative staffing to the HSCC). The assessment’s specific goals were defined as:

- 1) Determine the role that the Human Services Coordinating Council needs to play
- 2) Determine the structure and processes needed for the Human Services Coordinating Council to most effectively fulfill its purpose.

The results of the assessment will inform recommendations that the HSCC, the Board of Supervisors, and any other relevant stakeholders can consider for shaping a more impactful course for the Human Services Coordinating Council.

### 3. Organizational Assessment Methodology

Valley Vision took a two-phase approach to the organizational assessment. First was reviewing existing and past governance documents to gain a thorough understanding of the design, intent, and history of HSCC's operations. The governance documents included establishing resolutions, bylaws, policies and procedures, and past work plans. In addition to providing an understanding of HSCC's current status, the review of these documents also provided a lens through which to consider how effectively the HSCC is pursuing or adhering to its prescribed charge.

Valley Vision then conducted key informant interviews to capture impressions and ideas from direct stakeholders. Valley Vision conducted nine key informant interviews with the Board of Supervisors members or their designees (group interview), Department heads (group interview), the HSCC Chair, and chairs of each of the Member Advisory Boards (individual interviews). The interview guide can be found in Appendix 1. All the interviews were conducted virtually via Zoom.

Valley Vision drafted a summary of findings and recommendations based on its research. The draft report was presented to the Human Services Coordinating Council members for input and refinement, leading to this final report.

### 4. Summary of Findings

Interviewees provided a broad range of feedback, with opinions and suggestions touching on very disparate elements of governance structure and implementation strategy. The summary of findings is segmented into the key themes and substantial concepts that emerged from the key informant interviews and document review.

#### **FINDING 1: HSCC would add value by facilitating collaboration among advisory boards that are addressing the same topic.**

Interviewees noted that it is not uncommon for multiple advisory boards to have interest in the same topics and be working on recommendations for the same issue. This can lead to redundant work for the volunteer members, as well as County staff. It can also open the door for conflicting solutions coming from different sources.

HSCC could play a valuable role in helping identify common topics across advisory boards and linking those advisory boards to pursue a collaborative effort, or at least keeping them informed of one another's progress. Valley Vision should facilitate opportunities for member advisory boards to share their respective priorities and programs of work. If appropriate, Valley Vision could serve as the convener of ad hoc

**DRAFT FOR DISCUSSION**

**v12-2-2024**

work groups composed of members across multiple advisory boards to address topics of mutual interest.

**FINDING 2: The impact of HSCC (and all member advisory boards) would expand through a revised membership structure.**

This finding is sourced from two separate issues. First, interviewees observed that reserving HSCC membership to the leaders of the member advisory boards would foster the flow of information and action between groups. Utilizing HSCC as a hub for the member advisory board leaders would ensure that the individuals who set agendas and guide the advisory boards through their respective work plans are engaging with one another to partner on solutions. It was also noted that having a common hub where member advisory board leadership convene could help streamline the County's sharing of information. Similarly, having a common meeting would provide opportunities for training and technical assistance that would build the capacities of the member advisory board leaders and, subsequently, the member advisory boards. The time burden that member advisory board leaders face was recognized, but thought that it could be mitigated by converting HSCC meetings to a quarterly meeting schedule. HSCC could hold additional meetings when needed, or establish working groups to complete activities between quarterly meetings.

The proposed new member structure was presented to HSCC members for consideration. HSCC members further highlighted concerns about the capacity of Member Advisory Board chairs to serve, as well as challenges that could result from continual churn in membership due to varying chair terms. Allowing member advisory boards to choose their designees was determined to be the only viable path.

It was also observed that the six-member advisory boards do not reflect all of the critical topics that are addressed by human services. As a result, the membership lacks knowledge of various activities or issues that are impacting residents. Representatives from additional advisory boards should be added to help provide a comprehensive understanding of the breadth of human services issues. The Homeless Continuum of Care and the Commission on the Status of Women and Girls were stated as examples. Adding the perspective of additional community groups would also help broaden the perspective of the HSCC and allow it to better understand the issues of concern for all residents.

Implementing the new membership structure would also allow HSCC to serve as a hub for training and capacity development for member advisory board chairs. A key function in HSCC meetings could be training on topics that are frequently pain points for member advisory boards.

**FINDING 3: HSCC could add value by being a conduit for community input.**

As an advisory body with a broad charge, HSCC is uniquely positioned to seek open-ended input from the community on their persistent or emerging concerns and synthesize and distribute that information - along with specific recommendations - to the appropriate stakeholders. HSCC has successfully held listening sessions with existing community groups in the past. Reinstating the listening session format or other ways of gathering community feedback would result in broader insights about residents' perceptions of challenges and concerns.

By broadening its interaction with the community at large, HSCC would also be better able to promote participation in county advisory boards. By serving as a champion for all member advisory boards, HSCC could help cultivate interest in and boost membership of the respective member advisory boards.

**FINDING 4: HSCC needs to better communicate and routinely demonstrate its value proposition.**

Discussions with interviewees made it clear that groups and people outside of the HSCC members do not have much awareness of the activities or work being performed by HSCC. It was also noted that HSCC should not perform work that is redundant to member advisory boards, rather it should perform work that leverages its unique position as a hub of bodies with diverse areas of focus.

Clear lines of communication are of great importance to the success of the HSCC. Creating and posting annual work plans and progress reports would boost transparency and confidence, as well as draw interest from the community at large.

**5. Recommendation for a New HSCC Model**

The following organizational model is being proposed as a result of the input received from stakeholders. The model reflects modification to HSCC's membership and meeting structure, as well as calling for a more defined description of its core activities.

**Purpose**

The Human Services Coordinating Council serves to:

- Facilitate the exchange of information with the community on critical human services topics, priorities, and needs, and share findings with the Board of Supervisors and member advisory boards.
- Build capacity of its member advisory boards through training and promoting opportunities for community participation.
- Foster partnership and coordinated efforts among its member advisory boards.

## DRAFT FOR DISCUSSION

v12-2-2024

### Membership

One member from each existing member advisory board, including:

- Adult and Aging Commission
- Alcohol and Drug Advisory Board
- Children's Coalition
- Disability Advisory Commission
- Mental Health Board
- Public Health Advisory Board

Add participation from additional County advisory boards that would expand HSCC's visibility into critical human services matters.

- Suggestions include the Homeless Continuum of Care. Other advisory boards may be considered based on a review of all County advisory boards.

Add participation from two community organizations from each supervisorial district.

- The community organizations will be determined by the respective Supervisor and will be from collaboratives or associations with deep community ties. The organization must be able to represent the overall community and not exclusively focused on a single topic or issue. Examples include but are not limited to neighborhood associations, community collaboratives, and membership organizations.

Add three seats for emeritus members.

- Emeritus member seats are designated for former advisory board members with interest and expertise in matters related to advisory board governance, topics relevant to the HSCC's program work, and/or community networks that can help further HSCC's objectives.

Seven ex-officio representatives, including:

- Director, Dept. of Human Assistance or designee
- Director, Dept. of Health Services or designee
- Director, Dept. of Child, Family and Adult Services or designee,
- Deputy County Executive, Social Services or designee
- Director, Dept. of Homelessness and Housing
- Executive Director of the First 5 Commission or designee
- Chief of Staff or, Board member

It is preferred that members appointed to HSCC be officers of their represented body to ensure ability to influence work plans and priorities. While officer representation is requested, nominations are at the discretion of the representing body.

### Membership Terms

## **DRAFT FOR DISCUSSION**

**v12-2-2024**

Members will be appointed to three-year terms. Three year terms of appointment begin on January 1 of the first year to December 31 of the third year. There are no defined term limits, but members must be reappointed to continue serving.

Members must be residents of or employed in Sacramento County. All reasonable efforts will be made to ensure that the membership is demographically representative of the County and includes representation from each supervisorial district.

### **Membership Expectations**

HSCC is dependent on active membership and participation in meetings. This involves:

- Attending all regularly scheduled HSCC meetings.
- All appointed members will actively assist in planning and/or implementing at least one listening session per year with external organizations (active participation could include, but is not limited to scheduling, taking notes, facilitating, summarizing findings, etc.).
- Staying informed about current events as they relate to human services.
- Report developments in the County human service system and programs back to member advisory boards and constituents.
- Report to HSCC on the activities of their respective member advisory boards.
- Make recommendations on how HSCC should respond to Human Service issues impacting the County.
- Support trainings for fellow members, as appropriate, based on existing expertise and knowledge.

### **Meeting frequency**

- Meetings will be held quarterly and will be 2 hours in duration.
- Dates, time, and location will be determined by the seated membership.
- Interim meetings may be called on an as-needed basis.
- Standing committees and ad hoc work groups may also be organized to conduct work between meetings.

### **HSCC Activities**

- Conducting listening sessions and other methods for gathering community input. The information can be used to develop an annual report that voices County residents' concerns, experiences, needs, and priorities. The report will be presented to the Board of Supervisors to inform their decision-making.
- Presenting to community groups to share information relevant to County health and human services, as well as promote member advisory board opportunities.
- Training and technical assistance provided to members (such as trainings on county processes, meeting facilitation, member onboarding, other functions common to advisory boards)
- Reports from county staff on 3-6 month forecast of county (departmental) priorities and funneling of information to advisory boards, as appropriate.

**DRAFT FOR DISCUSSION**

**v12-2-2024**

- Member advisory boards sharing work plans and priorities to identify and mobilize collaborative opportunities.
- (As needed) Forming and facilitating ad hoc work groups on cross-cutting topics.
- Coordinate the annual Heroes of Human Services Award.

## **Appendix 1**

Purpose of Assessment:

- 1) Determine the role that the Human Services Coordinating Council needs to play
- 2) Determine the structure and processes needed for the Human Services Coordinating Council to most effectively fulfill its purpose.

### METHOD 1 – KEY INFORMANT INTERVIEWS

Valley Vision will conduct 15 to 25 key informant interviews to capture impressions and visions from HSCC stakeholders. Interview questions will be designed to help bring forward ideas for the needed role, processes, and membership that will allow the Human Services Coordinating to achieve its greatest impact.

Interview Targets:

- Board of Supervisors (or Chiefs of Staff)
- Department/Division heads (possibly group setting during Social Services Directors meeting)
- HSCC Chairs
- Member Advisory Board Chairs
- HSCC members (group setting during HSCC meeting)

Interview Questions:

*(Questions will be adapted to ensure direct relevance to the audience. Questions will be adapted on a continual basis to incorporate prior interview findings (e.g. share suggested ideas for feedback/reaction.)*

Re: Defining Role

- 1) What do you want the Human Services Coordinating Council to accomplish?
- 2) What role could the HSCC fill that is not being filled elsewhere?
- 3) What are key activities or outputs that the HSCC should be pursuing?
- 4) What types of topics or areas of interest should the HSCC address?

**DRAFT FOR DISCUSSION**  
**v12-2-2024**

Re: Determining Desired Processes

- 5) Are there any examples of when you thought the HSCC was especially effective? Why did that example stand out to you? What conditions were in place to make that effort possible?
- 6) How should HSCC interact with the member advisory boards? How is/isn't that happening now?
- 7) How should HSCC interact with Departments and other organizations? How is/isn't this happening now?
- 8) What holds the HSCC back from achieving its full potential?
- 9) [Exclusive to County Staff and BOS] What characteristics have stood out in past recommendations you have received from Advisory Boards that made them implementable?

Re: Determining Needed Membership

- 10) Who needs to participate in HSCC? Are the right mix of advisory groups assigned seats at the table? Are the right members of those groups appointed to HSCC?
- 11) In order for HSCC to be successful, what expectations need to be placed on members?
- 12) What inhibits member interest or participation?

Open Comment

- 13) What other information or suggestions for the Human Services Coordinating Council would you share with us?