



"Our Neighborhood. Our Choice."

BMHA Perry Choice Neighborhood

The Perry Choice Neighborhood
**Supportive Service Network
Management Structure**

The management framework for the
Neighborhood-Based Supportive Service System

Prepared by

The UB Center for Urban Studies

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Neighborhood-Based Supportive Service Network Management Structure

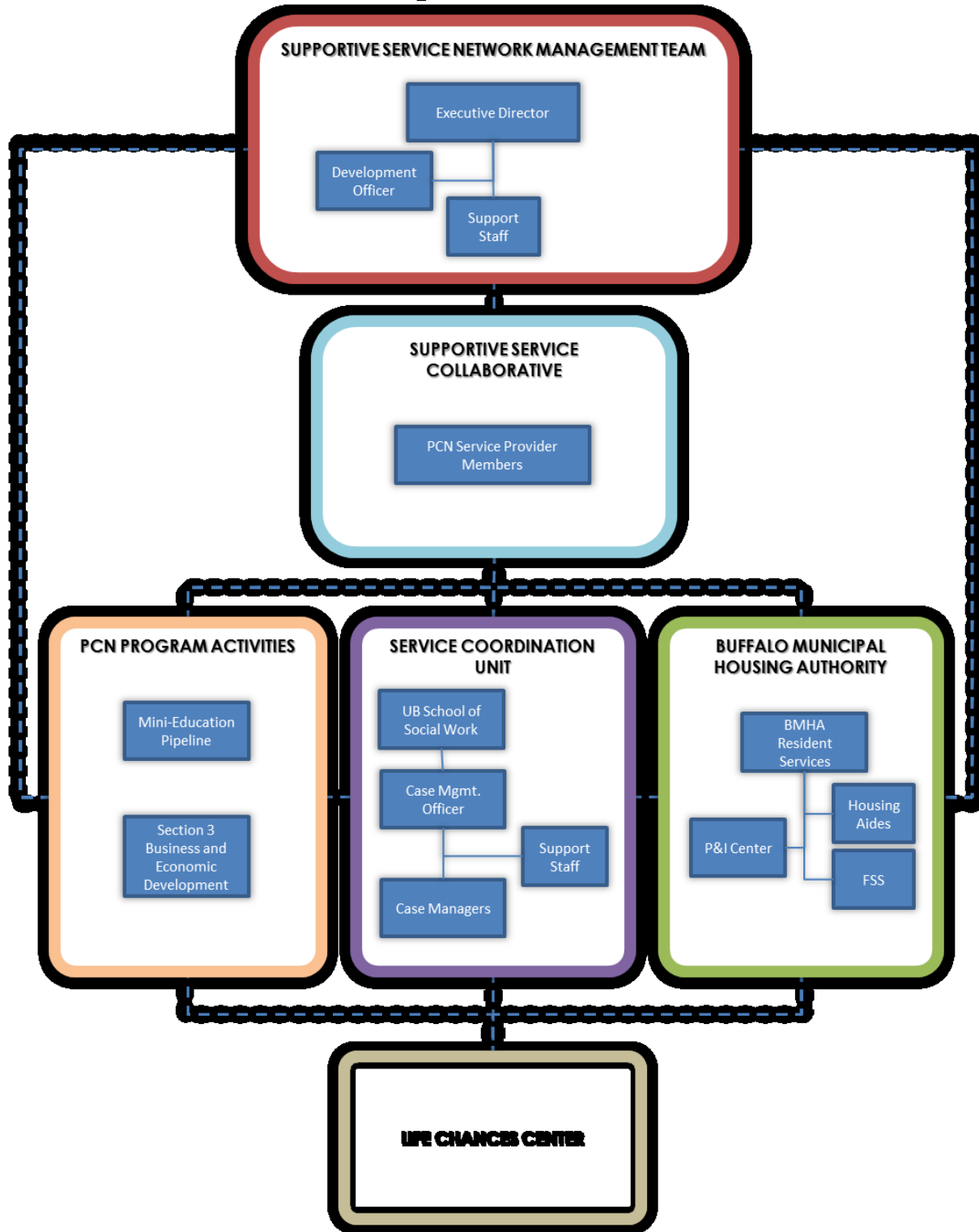


Figure 1. Organizational Map of the Neighborhood-Based Supportive Service Network.

Goals of the Supportive Neighborhood-Based Service Network Management Team

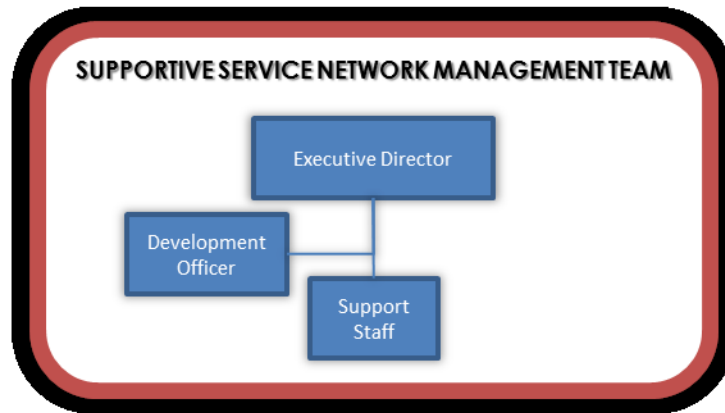


Figure 2. Management structure of the NBSSN Management Team

Overview

The Neighborhood-Based Supportive Service Network (NBSSN) Management Team will be the guiding force in the supportive service system, and will serve as the primary administrative body of the Network as a whole.

The primary duties of the Management Team will be:

1. **To establish formal lines of communication** between providers to effectively coordinate service provision for residents
2. **To function as a planning entity** to enhance the quality of the neighborhood-based supportive service system
3. **To identify needs and challenges to service provision** for residents in the Perry Choice Neighborhood.
4. **To develop system-wide projects and initiatives** to fill gaps in supportive service needs
5. To ensure that the neighborhood supportive service providers are taking a **proactive and preventative approach** to service provision
6. **To link the supportive service providers** more effectively with regional supportive service “mother ships”
7. **To build effective system-wide outreach strategies** to inform and connect residents of the PCN to services that can benefit them.

Core Tasks of the Management Team

Coordinate and manage meetings of the Collaborative

The Management Team will schedule and host meetings of the Supportive Service Collaborative and will function as a support infrastructure to coordinate any activities that the Collaborative engages in as an organization.

Establishing a 5-Year Neighborhood-based Supportive Service Strategic Plan

In partnership with the Service Coordination Field Unit, the Mobile Safety-Net Team, the P&I Center, and BMHA, the Management Team will be tasked with developing a neighborhood-based Service Strategic Plan that will guide the way that supportive service agencies will work together and cooperate to accomplish system-wide goals and achieve the desired outcomes of the PCN Initiative's Supportive Service Performance Indicators. The Service Strategic Plan will also outline all of the services currently provided by the system and will incorporate the master plans of the neighborhood's supportive service providers. The Plan will also outline the work that the Management Team will do to support the needs of the system as a whole in achieving the desired outcomes of the Performance Indicators.

The plan will be reviewed at least once annually as part of a needs assessment process and minor revisions to the plan will be made as needed by the Board during this time. Every five years, the plan will undergo a complete review and evaluation process and will be updated based on the revisions proposed as a result of this process.

Annual Needs Assessment and Progress Reports

In partnership with the Oishei Foundation's Mobile Safety-Net Team, the Service Coordination Unit, and the Planning and Information Center, the Management Team will undertake annual needs assessment reports outlining the supportive service needs of residents in the PCN and evaluating how successful the system as a whole has been at achieving those needs. The needs assessment will be used to inform revisions to the Management Team Plan in order to meet new or changing needs by residents.

Filling Gaps in Supportive Service Needs

Using the needs annual needs assessment reports and other data from the community; the Management Team will be responsible for developing strategies to meet new supportive service needs in the neighborhood. When obstacles arise for residents or they encounter a challenge in obtaining needed services, it will be the responsibility of the Management Team as a whole to develop a solution, including new programming when necessary, to meet unfulfilled needs. The strategies produced by the Management Team should be incorporated into the Strategic Plan as they are developed.

Develop an Outreach Strategy

The Management Team will work with the Collaborative and the P&I Center to develop a strategy to inform residents about all of the supportive services available through the Network.

Develop a Sustainability Strategy

After the completion of the Management Team Plan, the Management Team will be responsible for building a strategy to ensure that the supportive service system will have a lasting and long-term impact on and finance the addition of new services as needed by residents. The Management Team will work closely with private foundations, prospective funders, and regional “mother ship” organizations when establishing the Sustainability Strategy. The Needs Assessment and the Management Team Plan will help to inform the strategy as well.

The Collaborative

Overview

The PCN Neighborhood-based Supportive Service Collaborative will be a partnership among supportive service organizations located in the PCN, along with the BMHA and other key City and regional health and social service organizations. The goal is to construct an integrative supportive service network that enables all participating agencies to optimize the delivery of their services to neighborhood residents, bolster outreach, share information and facilitate fund raising. By working and planning together, the collaborative will be able to deliver their services more efficiently and effectively, especially in terms of removing barriers to accessing services, expanding existing services and filling service gaps.

The Membership Body

All member organizations of the Collaborative will compose a body that will help to guide the Supportive Service Network and the Management Team. Members of the Collaborative will include all of the supportive service providers in the Perry Choice Neighborhood. Other partners in the supportive service framework, such as the Oishei Foundation, the UB School of Social Work, Buffalo Municipal Housing Authority and other “mother ship” agencies will also be represented to provide guidance, technical insights, and to assist the Collaborative with development activities.

The Body will be responsible for meeting at least once every two months to plan and discuss challenges and progress in achieving the goals of the Supportive Service

Network. Members of the Collaborative and the Body as a whole will communicate and help guide the direction of the NBSSN Management Team.

Sub-Committees

Sub-committees will be established by the leadership team to plan for and guide various responsibilities of the Collaborative.

The Service Coordination Unit

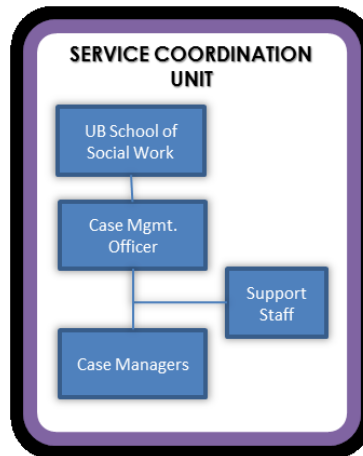


Figure 3. Management Structure for the Service Coordination Unit

The Service Coordination Unit is the case management arm of the Neighborhood-based Supportive Service Network. The Unit will function as the connective center of the Supportive Service System that will link residents to needed services in the community and provide intensive follow-up to ensure that the provided services are successful at helping residents to meet the challenges they face to reaching their full human potential.

The Service Coordination Unit will be composed of one Case Management Officer, who will head the day-to-day operations of the organization.

Case Management Officer

The Case Management Officer will be a Licensed Social Worker who will oversee and manage the day-to-day operations of the Service Coordination Unit. All case managers in the Unit and support staff will be directly responsible to the Case Management Officer. The Officer will function as a liaison between the Unit and the heads of the

NBSSN Management Team, the providers in the Collaborative, the Life Chances Center and its service providers, regional supportive service agencies, and other activities within the Perry Choice Neighborhood framework.

Whenever a resident is directed to the Service Coordination Unit by a provider, it will be the responsibility of the Case Management Officer to assign a case manager to the resident in order to open a case. Virtually all residents seeking service coordination and case management services from the Service Coordination Unit will enter the system through assignment by the Case Management Officer.

The Case Management Officer will also be responsible for producing annual reports and assembling other data that will be needed in order for the NBSSN Management Team and the UB School of Social Work to evaluate the effectiveness of the organization at achieving the goals of the Perry Choice Neighborhood Initiative.

Case Managers

The case managers will be graduate interns pursuing a MSW degree and will be directly responsible to the Case Management Officer. The case managers will be responsible for opening cases with residents, helping the residents to plan a strategy for getting the services they need, connecting residents to the appropriate providers, providing assistance with any paperwork or technical support necessary for application to these services, and for intensive follow-up with residents after services are obtained in order to assess next steps.

Case managers be responsible for keeping detailed Case Management Database with detailed records for each resident-client that they serve and will share data with the appropriate supportive service providers as needed and with permission of the resident-client. When specific data is needed from providers in order to effectively provide case management services and referrals for resident-clients, the case manager will obtain appropriate permissions for the release of the data from the resident and from respective agencies.

Support Staff

Support staff will be hired directly under the authority of the Case Management Officer. These staff will assist with administrative tasks will maintain the Case Management Database, schedule appointments between residents and case managers, and complete other tasks as needed in the day-to-day operations of the Service Coordination Unit.

In addition, AmeriCorps staff may be hired to help conduct resident outreach activities to help link residents in need directly to the Service Coordination Unit without relying entirely on BMHA's Housing Aides, the P&I Center and provider referrals to the Unit.

Workflow of the Service Coordination Unit

The workflow of residents entering the Service Coordination Unit is described in Figure X above. All residents who are in need of the assistance and case management services provided by the Unit will enter through the case management officer, who will in turn assign a case manager to the resident or household in need of assistance.

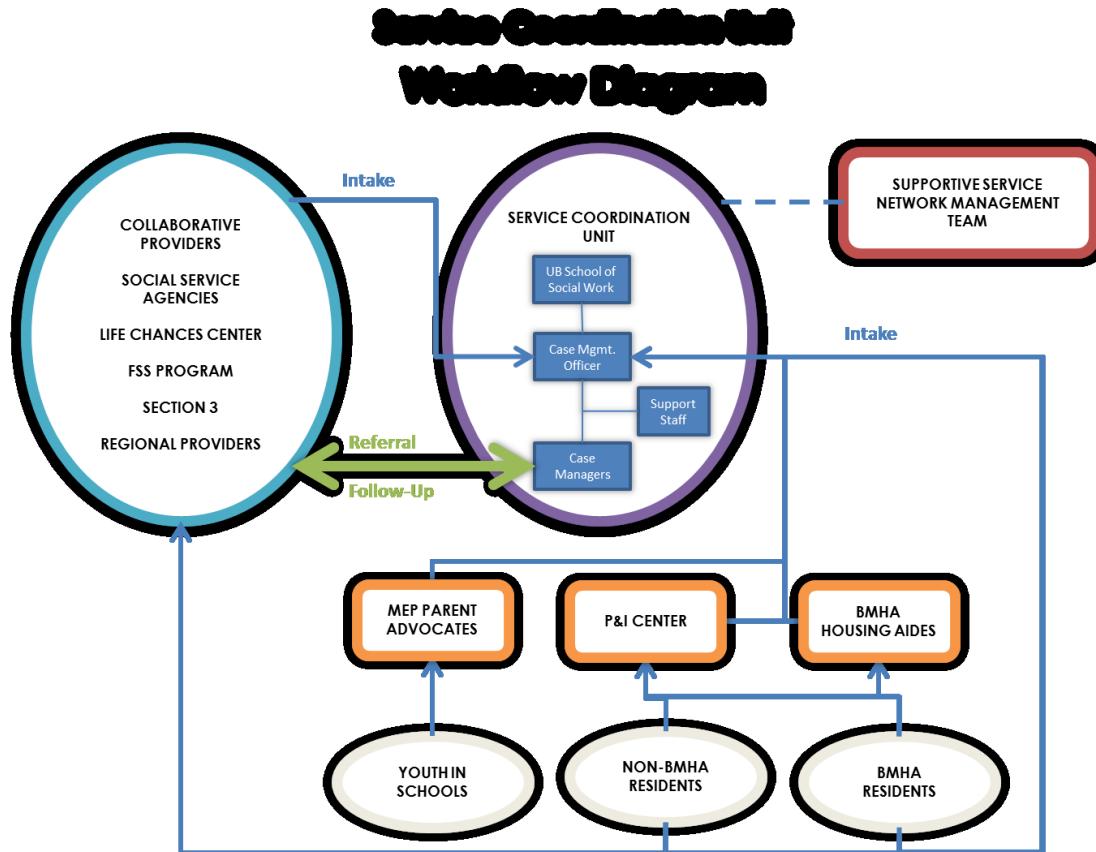


Figure 4. Service Coordination Unit Workflow Diagram

BMHA Residents

For years 1 and 2, the Unit will focus on reaching out to BMHA residents. BMHA residents will be connected to the system either directly (through outreach support staff) or via the P&I Center and BMHA Housing Aides. These two entities will communicate directly with the Case Management Officer, who will in turn assign the residents or families in need of assistance to a case manager. Some BMHA residents may also be connected to the system through supportive service providers who have identified that a resident or family has unmet needs or is in need of comprehensive follow-up.

Non-BMHA Residents

During year 3, the Service Coordination Unit will begin to reach out to non-BMHA residents. Non-BMHA residents will be connected to the Unit through outreach conducted by the P&I Center and internal support staff. They will also be linked to the Unit through supportive service providers who identify residents and families that would benefit from case management or have unmet supportive service needs.

Youth in Schools

Youth attending Perry Choice Neighborhood Mini-Education Pipeline (MEP) schools who are also residents of the neighborhood will benefit from the Service Coordination Unit. When Parent Advocates identify youth and families that attend these schools who would benefit from case management, they will refer these families to the Unit.

The Life Chances Center

The Life Chances Center will have an independent management structure that will work closely with the Collaborative, the Service Coordination Unit, and the Supportive Service Network Management Team. See Figure X above for a detailed look at the management structure for the Life Chances Center

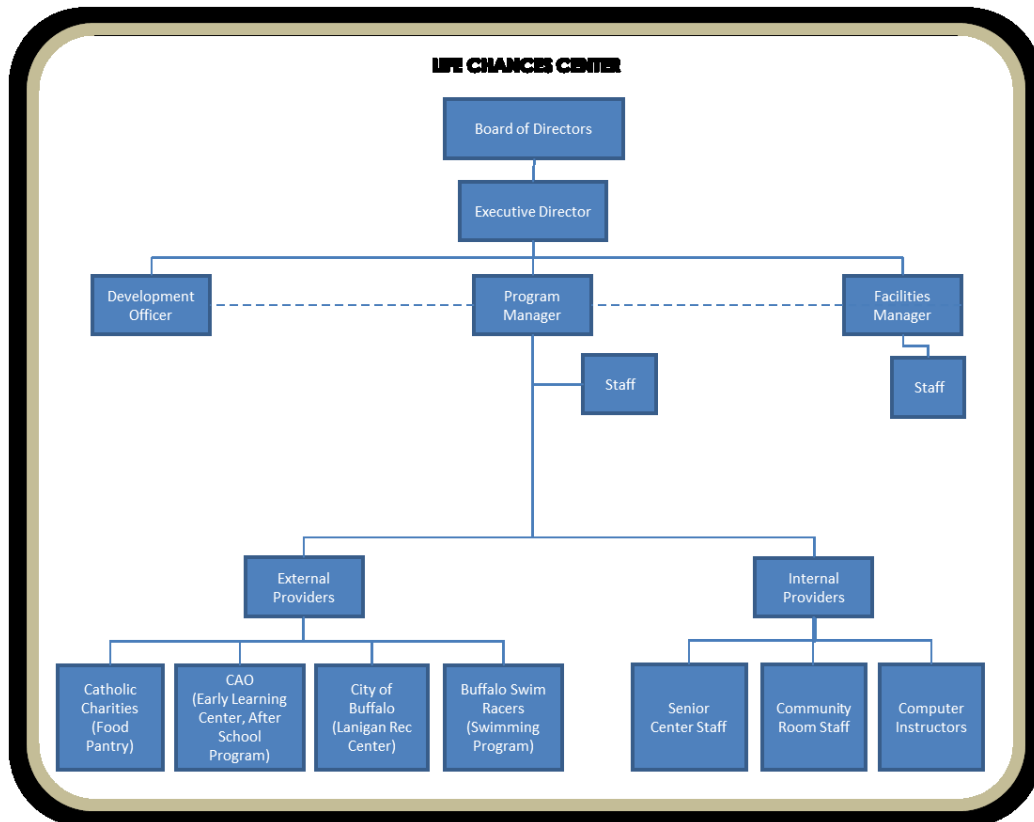


Figure 5. The Management Structure for the Life Chances Center

Board of Directors

The Board of Directors of the Life Chances Center (LCC) will guide the Center's mission and development activities. Its board will be composed of members representing the City of Buffalo's Division of Parks and Recreation, the Buffalo Municipal Housing Authority, residents of Commodore Perry Homes, and residents of the greater Perry Choice Neighborhood.

Executive Director

The executive director will oversee the operations of the Life Chances Center and will work with the board and the development officer to ensure the LCC meets its goals and objectives. The Executive Director will be responsible for producing metrics and measures necessary to evaluate the success of the LCC at achieving the desired outcomes and the performance indicators for the PCN Supportive Service Network.

The Executive director will also be responsible for communicating with the Collaborative and the NBSSN Management Team to determine how the LCC will assist with system-wide events, activities, objectives and programs. The Executive Director will also communicate with the Service Coordination Unit to take in residents in need of services provided in the Life Chances Center. Internally, Executive Director will work closely with the Program Manager on program development activities.

Development Officer

The LCC will have its own development office to help raise funding for the Center itself and to assist with larger efforts to fund the Neighborhood-Based Supportive Service Network. The Development Officer will work closely with the Board of the LCC and with the Executive Director to determine appropriate funding strategies and evaluate the benefits and viability of different membership structures for the LCC.

Facilities Manager

The Facilities Manager will be responsible for overseeing the upkeep and maintenance of all of the facilities and grounds at the Life Chances Center. The Facilities Manager will also work with the Program Manager to make sure all spaces for internal and external providers in the LCC are open and ready for operation at the beginning of each day, and that any rented spaces and special events are properly prepared for and managed.

Program Manager

The Program Manager will oversee the day-to-day programmatic operations of the Life Chances Center. Both internal and external providers using space in the Life Chances Center will be accountable to the Program Manager.

The Program Manager will keep a detailed calendar of all activities taking place at the P&I Center and will make sure that the day-to-day programming activities of the LCC are taking place according to plan.

The Program Manager will also manage internal programming staff directly and work with staff, with the Executive Director, and with the NBSSN Management Team to develop new programming activities based upon neighborhood needs and evidence-based models.

Support Staffing

The Program Manager and facilities will have support staff to assist with the day-to-day operations of the Life Chances Center. They will include administrative assistants, maintenance staff, interns, AmericCorps volunteers, and any additional staff deemed necessary for effective day-to-day operation.

External Providers

External providers will be program coordinators and support staff hired by other agencies to provide supportive services to residents of the PCN. These providers are funded and managed directly by their parent agencies and are physically housed in the Life Chances Center.

They will be responsible to the Program Manager to conduct their operations in a way that meets neighborhood needs and achieves the objectives of the Supportive Service Network. In turn, the Program Manager and Facilities Manager will be responsible to ensure that the providers can operate effectively within the facilities of the Life Chances Center.

Internal Providers

Internal providers will be program coordinators hired and managed directly by the Life Chances Center in order to conduct specific programming to meet community needs. For instance, the Life Chances Center will host Computer Training programs which are funded and managed through the LCC. These program coordinators will be entirely responsible to the Program Manager and Executive Director.

Initial internal programming at the Life Chances Center will include a Senior Center program, a Computer Training program, and a Community Room, based on the needs identified by residents during the PCN Initiative's needs assessment process. However, as the Supportive Service Network identifies additional needs, new internal programs can be developed to meet these needs.

Internal Program Staffing

Internal program staffing will include all staff operating under the authority of internal program coordinators to assist with carrying out respective programs. This might include teacher's aides, computer instructors, youth supervisors, food preparation staff, and others who are employed and managed through the Life Chances Center. These program staff will be separate from general support staff because they are affiliated with a specific program operating in the Life Chances Center.