

Barbara Poppe and associates
The collective for impact

5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

Detroit Project Team

5/24/23

10-11AM EST

Meeting Purpose: Review current task and request

Advance materials:

Project Description

SPOC Charter

Draft Community Engagement Plan

DPT Charter

Agenda

- 10:00 a.m. **Welcoming, Framing, and Flow** – Matthew Doherty
Introductions
- Updated Project Description
 - Includes new consultants Donna Price and Elijah Earnest
 - Update to equity value
- 10:10 a.m. **Strategic Plan Oversight Commission (SPOC)** - Kourtney
- Charter
 - Kick-off – June 14 @11AM
- 10:15 a.m. **Community Engagement Plan**
- Broader stakeholder engagement - Kourtney
 - Residents with lived experience engagement - David
- 10:30 a.m. **DPT Charter**
- Updated member list
- 10:35 a.m. Review of** prior related work and initiatives - Matthew
- 10:40 a.m. **Review of** governance, funding system data, and accountability – Kristy/
Matt
- 10:55 a.m. **Confirm next steps**

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5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

The City of Detroit Housing and Revitalization Department, the Homeless Action Network of Detroit, and the Detroit Continuum of Care have come together to establish shared goals, priorities, and actions to prevent and end homelessness in the City of Detroit and strongly recover from the Covid-19 pandemic. The City has engaged Barbara Poppe and Associates (BPA), to provide expert guidance and support for the development of a 5-Year Strategic System Improvement Plan. This Plan will serve as a roadmap to support the community in achieving the following objectives:

- Clear and unified message and plan for how Detroit is working to end homelessness, with a leading focus on equity and justice.
- Coordinated and improved system response to ending homelessness.
- Streamlined procedures, standards, and expectations between all homelessness funding sources and homelessness service providers.
- More efficient and better coordinated use of federal and private funds.
- High quality services for those experiencing homelessness as measured by increased exits to permanent housing, shorter time experiencing homelessness, and increased overall household stability.

Four key pillars will ground and shape the work at every step of the process:

Pillar 1: Equity and Justice Approach

Pillar 2: Engaging Residents with Lived Experience

Pillar 3: Key Stakeholder Engagement

Pillar 4: Strategic Plan Oversight Committee

The process will feature robust engagement with residents experiencing homelessness, community partners, advocates, and other stakeholders and be implemented in two phases.

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Discovery, Research, and Priority Setting

April - December 2023

- Facilitation of a strategic planning oversight committee
- Review and synthesis of prior initiatives
- Review of governance structure, accountability, system performance and system funding/investments
- Onsite engagement and site visits which will include listening sessions, program observations, and meetings
- Broad community engagement with residents with lived experience, providers, and other stakeholders that may include virtual listening sessions, interviews and/or surveys.
- System modeling to identify and optimize system performance and results
- Development of the Strategic System Improvement Plan
- Design of the initial Implementation Framework
- Communications to support input, transparency, and accountability

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January - June 2024

Implementation Planning and Support

- Co-facilitation of launch teams and processes to support successful execution of the Strategic System Improvement Plan
 - Provide guidance and support to implementation leaders
 - Recommend adjustments to design based on early implementation feedback
 - Offer recommendations for sustaining and strengthening efforts
 - Communications to support input, transparency, and accountability
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Values

The BPA project team will embed the following values in the process and products produced through this consultation.

- Center equity and justice - informed by intersectional analyses, across process.
- Provide multiple pathways for input to ensure all stakeholders, and especially people with current and past experiences of homelessness, feel seen and heard.
- Design a process that is collaborative, healing, inclusive, and strengthens partnerships and relationships.
- Ensure the final Plan is centered on people with lived experience, data-driven, action-oriented, built to work and evolve over time, and nimble to respond to the ever-changing dynamics of today's world.
- Establish metrics and process for program and system improvement that can measure progress over time.
- Identify and include organizations beyond the defined homelessness assistance system that interact and support people who are at risk of and experience homelessness.

To contact the BPA Consultant Team, you can contact the project manager Kourtney Clark at kourtneyclarkconsulting@gmail.com.

BPA Consultant Team

Project Lead: Barbara Poppe



Barbara Poppe established [Barbara Poppe & Associates](#) in 2014 to work with communities and organizations to tackle complex issues by developing a collaborative, cross-sector approach that leads to a common agenda, shared measurement strategies, and a set of mutually reinforcing activities. Ms. Poppe served as the Executive Director of the [U.S. Interagency Council on Homelessness](#) from November 2009 to March 2014. Previously, she served as the executive director of the Columbus, Ohio-based [Community Shelter Board](#) (CSB) from October 1995 to November 2009 and as the executive director of Friends of the Homeless, Inc. from June 1990 to October 1995. Ms. Poppe holds a Master of Science degree in Epidemiology from the University of Cincinnati.

Project Manager: Kourtney Clark



Kourtney Clark is a proactive cause-driven professional with over 9 years of experience in the nonprofit sector, working with underrepresented populations. She drives change and by offering lived experience perspective to program implementation and project completion. Kourtney has served Franklin County, Ohio, through various organizations to develop innovative programs for at-risk youth, transitional-aged youth, and the homeless population. She created the policies and procedures for the City of Columbus's first "Shelter for Isolation and Quarantine" which resulted in a 0% mortality rate. She specializes in operations evaluations, program innovation, and community engagement. Kourtney is also the 2022 Annual Achievement Awardee from Columbus Coalition for the Homeless. She is currently serving as a Special Projects Director while independently consulting with Barbara Poppe & Associates.

System Review & Implementation Planning: Matt White



For the past 25 years **Matt White** has been working with communities to design and implement effective systems for persons experiencing homelessness and at imminent risk of homelessness. He specializes in homeless system policy development and implementation, research and evaluation, and building effective CoC systems of care. His work in the past 10 years has focused on unsheltered encampment decommissioning in Los Angeles, Houston, Dallas, and Cleveland. He has achieved results in these communities by developing more impactful outreach and engagement processes and improving crisis response system operations so limited CoC resources are leveraged with other adjacent systems (public health, criminal justice, behavioral health, and municipal departments). Mr. White is now a Senior Associate with Housing Innovations, a consulting collaborative of practitioners with direct community experience implementing solutions to homelessness.

Strategy Development & Communications: Matthew Doherty



Matthew Doherty has nearly 30 years of leadership experience in both the private and public sectors, focused on ending homelessness and the creation and integration of housing, services programs, and economic opportunities. Through his consulting practice, Matthew now provides expert guidance to national, state, and local organizations seeking effective solutions to housing needs and homelessness. Matthew previously served, from 2015 to 2019, as the Executive Director for the United States Interagency Council on Homelessness (USICH), having served in other roles at USICH starting in 2012. Matthew also previously held leadership positions at the Corporation for Supportive Housing, the San Diego Housing Commission, the King County Housing Authority in Washington State, and other organizations.

System Review & Implementation Planning: Kristy Greenwalt



Kristy Greenwalt is a results-driven leader with deep technical knowledge on homelessness, supportive housing, and federal safety net programs. Through her consulting practice, Ms. Greenwalt provides support to cities to develop comprehensive, data-informed strategies to address homelessness, as well as implementation assistance focused on governance and stakeholder engagement, funding alignment, policy development, and system performance management. Prior to launching her consulting practice in 2021, Ms. Greenwalt spent eight years as the first-ever Director to End Homelessness in the District of Columbia under Mayor Muriel Bowser. During her tenure, the District experienced a 39% reduction in homelessness, including a 73% reduction in homelessness among families. Prior to the time with the District, Ms. Greenwalt served as Director of Housing Policy and Research for the United States Interagency Council on Homelessness (USICH).

Equity & Justice Planning: David Dirks



David Dirks is a staunch advocate for racial and economic justice issues with technical knowledge of federal homelessness programs, from compliance to system and program design. David serves as Directing Attorney on Homebase's Federal HUD technical assistance team, providing trainings, technical assistance, and support in evaluating and addressing community needs and goals according to evidence-based best practices. He serves as the Strategy Lead for the Racial Equity Action and Coordination Team (REACT) and serves on the national HUD Equity TA Committee. David holds expertise in a wide range of housing programs and funding sources and is a skilled facilitator, bringing together communities and cross-sector stakeholders to build consensus around strategic approaches to equitably address homelessness. David also serves as a volunteer attorney with the Pro Bono Resource Center of Maryland, providing legal counsel to clients through the Tenant Volunteer Lawyer of the Day program and the Consumer Protection Project. David is a native of Los Angeles, CA, and holds a BS in Business Marketing from Grambling State University of Louisiana and a JD from Howard University School of Law.

Community Consultant: Donna Price



Donna L. Price is a 62-year-old mother of two born and raised in the city of Detroit. Who became a housing advocate in Detroit after experiencing housing challenges from 2015-2019. Donna's experience created a passion for others in her situation and sparked her advocacy journey. 2019 Donna joined Detroit's Action Commonwealth and became a housing advocate. She was elected as President of Detroit Action Commonwealth in 2020 and completed a Housing Justice Fellowship Training with Community Change in 2021. Donna now serves on several committees within the CoC and joined the C4 Innovative Team with the State of Michigan in 2022. Her unwavering dedication to the community and passion for championing housing justice serves as an inspiration to many.

Community Consultant: Elijah Earnest



Elijah Earnest is a direct care worker and community advocate from Detroit. With over 5 years of experience, he has provided direct peer support for many individuals. His passion lies in spreading awareness about recovery, particularly for those dealing with mental illnesses, addiction, and homelessness. Having personally received mental health, substance abuse, and housing services in the past, he empathizes with the challenges that people in these situations face. Elijah believes in self-awareness, self-reflection, and self-evaluation and is a spiritual person. Some of his favorite activities includes burning sage, spending time with my family, enjoying good food, and exploring astrology. As an Aries, he is confident and assertive in his beliefs.

5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

Strategic Plan Oversight Commission Charter

I. Purpose and Intent of Strategic Plan Oversight Commission:

The Strategic Plan Oversight Commission (SPOC) is convened by the City of Detroit Housing and Revitalization Department (HRD), the Homeless Action Network of Detroit (HAND), and the Detroit Continuum of Care (CoC) to provide a time-limited focused structure and forum to ensure that the Strategic System Improvement Plan (the "Plan") meets the goals and objectives of the project.

The City of Detroit, and its consulting team of Barbara Poppe, Kourtney Clark, David Dirks, Matthew Doherty, Kristy Greenwalt, Matt White, Donna Price, and Eli Earnest (referred to as the BPA Team), will seek guidance, support, recommendations, and final decision-making for the **strategic decisions** related to the development of the Plan.

II. Scope of the Strategic System Improvement Plan

The Plan will provide guidance, to prioritize uses of key resources, including but not limited to those provided by Federal, State, local and philanthropic sources of funding, to support efforts to prevent and end homelessness within Detroit. The Plan will provide:

- An understanding of current system outcomes and areas of improvement;
- A detailed list of priorities to improve the homelessness response system and reduce homelessness in the Detroit CoC; and
- A framework and tools to implement initiatives to improve the CoC and reach stated priorities.

III. Strategic Plan Oversight Commission Priorities and Areas of Focus:

The Strategic Plan Oversight Commission (SPOC) will inform and guide all elements of all phases of the process, which is summarized in *Attachment A: Strategic System Improvement Planning Project Description*. The table below summarizes priorities and areas of focus for SPOC members.

Priorities and Areas of Focus for Commission Members

- Ensure connection to and engagement with residents with lived experience since this is a high priority during all phases of the process.

- Oversee implementation of community engagement and stakeholder input processes, including the onsite consultant engagement which is scheduled for July 24-27, 2023.
- Ensure that the information, documents, and data necessary to inform consultants' analyses and all processes is available in a timely and complete manner.
- Ensure a diverse and adequate number of residents with lived experience, providers, and other community leaders are invited to inform discussions, provide expertise on local needs, inform system modeling and allocation scenarios, etc.
- Serve as community ambassadors to generate interest in participation in the processes related to the Plan.
- Identify opportunities to share information during all phases of the process.
- Suggest ways to strengthen the focus of the process and products on the values that undergird the consultation.
- Advise on opportunities to streamline and align planning activities within existing structures.
- Support the timely implementation of the planning process to meet project deadlines.
- Based on the community engagement and stakeholder input process, along with opportunities identified through BPA team research, establish the Plan priorities and planning structures to develop the Plan.
- Determine the content of the final Plan and the implementing structures and governance for Plan implementation.
- Participate in public presentation of the Plan.

IV. Team Leadership, Membership, Management, and Facilitation:

The BPA team will convene and facilitate the SPOC that will be composed of key stakeholders and anchored by residents with lived experience of homelessness. This will include providers, the City of Detroit Housing and Revitalization Department (HRD), the Homeless Action Network of Detroit (HAND), and the Detroit Continuum of Care (CoC). Up to ten individuals will serve in this role across the term of the project and meet approximately monthly. The individuals who are selected to participate should include the people who will likely lead the implementation work groups.

Barbara Poppe and Kourtney Clark will serve as consultant lead and co-leads, respectively, for the Commission. All members of the BPA team will support this process.

Co-chairs: elected at the first meeting of the SPOC

- One resident with lived experience
- One other individual

Members:

- (5) residents with lived experience (includes representation from families with children, youth/young adults, and single adults/couples), selected by the Advisors Group.
- (3) representative, appointed by the Detroit Continuum of Care (includes expertise on families with children, youth/young adults, and single adults/couples)
- (1) representative, appointed by the Homeless Action Network of Detroit (HAND)
- (1) representative, appointed by the City of Detroit

Project Management and Facilitation of Team Meetings: Barbara Poppe and Kourtney Clark will lead with support from the BPA team of Kristy Greenwalt, Matt White, David Dirks, Matthew Doherty, and 2 local consultants TBD.

V. Frequency and Structure of Meetings:

The SPOC will generally meet monthly between June 2023-June 2024. Meetings will be virtual. The BPA team will work with the co-chairs to establish the meeting agenda. An agenda and meeting materials will be provided by BPA team in advance of the meetings. HRD Project Manager Safiya Merchant will take and publish meeting minutes. Members must commit to reviewing materials in advance, so they are ready to discuss and make decisions.

Members may elect to also participate in working groups that will support the development of the Plan and its launch and ongoing implementation.

Special meetings may be called by co-chairs if needed.

VI. Decision-Making Process

Facilitation will aim for consensus among all SPOC members. If consensus cannot be reached, then the SPOC will vote on the recommendations with simple majority.

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5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

Initial Community Engagement Plan

Background

Community engagement will encompass gathering information from different partners throughout the term of the process.

- We will begin with engagement of residents with lived experience to ensure that the process and strategic plan will be centered and guided by their experience. This will begin in June 2023 and continue across both phases.
- HRD will host a virtual community kick off which will serve as an orientation to the planning process and generate interest in participating in the community engagement processes.
- The full team will travel to Detroit during the week of July 24 through July 28 to visit local programs, observe service delivery, conduct listening sessions with providers and residents with lived experience, and meet with key stakeholders and partners.
- Once key community priorities have been solidified through the community engagement process, a virtual strategic planning process will be designed and implemented, featuring continued guidance from residents with lived expertise, consultation with people working in a full range of roles within the homelessness response system, and close coordination with the Detroit Project Team and the Strategic Plan Oversight Committee. This work commences in September.
- In consultation with the Detroit Project team and the Strategic Plan Oversight Committee, additional input opportunities through online surveys, listening sessions, and facilitated presentations may be deployed to supplement the structured onsite visit and planning meetings.
- Each quarter, we will provide a report to the community about completed, current, and upcoming analyses, planning activities, and implementation efforts. It is the intention for such communication to be broadly and transparently shared to ensure awareness and engagement of community stakeholders and partners and to provide opportunities for feedback through a designated project email address.

These values will guide community engagement.

- Center equity and justice across process, anchored by a baseline analysis and interrogation of disparities based on race, ethnicity, gender, and other disparities that may be revealed.
- Provide multiple pathways for input to ensure all stakeholders, and especially people with current and past experiences of homelessness, are seen, heard and involved in the design and implementation of this plan.
- Design a process that is collaborative, healing, inclusive, and strengthens partnerships and relationships.
- Identify and include organizations beyond the defined homelessness assistance system that interact and support people who are at risk of and experience homelessness.

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Barbara Poppe, David Dirks, and Kourtney Clark will co-lead this stakeholder engagement work. Matthew Doherty will lead on communications. All members of the team will support this process.

Scope of the Initial Plan

This document is intended to describe the initial community engagement that will occur during June – August before the launch of the strategic planning process in September. This plan focuses on broad engagement; there is a separate document that describes the engagement with residents with lived experience. This work will be integrated into the overall process. Activities described in this document will also be available to residents with lived experience and every effort will be made to include them in the full range of community engagement.

Intent of Initial Community Engagement

- Primary: Engage key stakeholders to provide input and ideas to inform priorities and planning for the Plan
- Secondary: Provide consultants opportunities to observe program operations and services and directly engage with key stakeholders to inform their expertise about how Detroit system and providers operate.

Key Components of Initial Community Engagement

Online Opportunities

During this period, we will launch feedback and communication mechanisms for broader community engagement including the creation of a City-hosted strategic planning webpage in coordination with the Detroit Project Team to post community announcements about surveys, feedback forms, interim reports, community listening sessions, etc.

We are considering an online survey available during August that will help provide additional input into community priorities and opportunities.

City Leadership

During this period, we suggest that HRD provide virtual meetings with key city leaders to inform them of the planning process and gather any initial feedback for consideration as the planning process is being developed.

- Mayor, Deputy Mayors,
- City Council members and staff
- Key department heads (see list below)
 - Civil Rights, Inclusion & opportunity Department
 - Department of Neighborhoods
 - Department of Public Works
 - Detroit Building Authority
 - Department of Transportation
 - Detroit Fire Department
 - Detroit Health Department
 - Detroit Parks & Recreation
 - General Services Department
 - Planning and Development Department
 - Police Department, and
 - Youth Services

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Onsite Visit

All team members will spend four days onsite during July 24-28 to achieve several purposes:

- Conduct focus groups with residents with lived experience.
- Visit homelessness assistance programs to observe how housing and services are being delivered.
- Conduct listening sessions with providers – frontline staff, program managers, and organizational leaders to gather perspectives on strengths and challenges related to current system/program as well as opportunities for improvement.
- Individual meetings with key local government and system leaders.

During these sessions and meetings, we will test emerging priorities and incorporate equity conversations, collaborative, healing, and trust building features into the meeting design. Kourtney Clark will lead logistics planning for the onsite engagement. All team members will participate in the onsite visit.

Program observations during onsite visit

We hope to visit and observe operations at a range of programs during the onsite visit. These may include:

- Congregate single adult shelter
- Family shelter
- NCS Hotel site
- Street outreach provider ride-along
- PSH community
- Youth program

Listening Sessions

During this period, BPA will conduct in-person and virtual listening sessions with people who are responsible for implementing and managing the system of housing, services, and supports that focus on addressing and preventing homelessness. We want to hear from frontline, management, and leadership staff. This should include:

- HRD staff
- HAND staff
- CoC board and membership
- Street outreach
- Racial justice-focused organizations and advocacy organizations
- Family Providers – homeless & DV - all types of programs
- Single Adult Providers – all types of programs
- Youth Providers – all types of programs
- Prevention and diversion providers
- Other organizations that provide housing, services, and support to residents experiencing or at risk of homelessness

Where appropriate, listening sessions with the above providers may be combined or joint to increase the opportunity to garner as much feedback as possible.

Key Questions during Initial Community Engagement

- 1) What is working well about the community response to homelessness? What do you think are the most significant accomplishments over past four years?

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- 2) What are the biggest community challenges to addressing homelessness in Detroit?
- 3) What new strategies should the community explore for adoption or adaptation for local replication? What promising partnerships that should be scaled up?
- 4) What bold goals and priorities should be considered for strategic investment of community resources?
- 5) What are the most important changes in how the community addresses homelessness that should be considered?

5-Year Strategic System Improvement Plan to Prevent and End Homelessness in the City of Detroit

Detroit Project Team Charter

I. Purpose and Intent of Detroit Project Team:

The Detroit Project Team (DPT) provides a time-limited focused structure and forum through which the City of Detroit, and its consulting team of Barbara Poppe, Kourtney Clark, David Dirks, Matthew Doherty, Kristy Greenwalt, Matt White and consultants with lived experiences of homelessness (currently being identified) (referred to as the BPA Team), will seek guidance, support, and advisory recommendations for the **logistics** related to the process for development of 5-Year Strategic Improvement Plan to Prevent and End Homelessness in Detroit (referred to as the Plan).

II. Detroit Project Team Priorities and Areas of Focus:

The Detroit Project Team will inform and support elements of all phases of process, which is summarized in *Attachment A: Strategic Improvement Planning Project Description*. The table below summarizes priorities and areas of focus for Detroit Project Team members.

Priorities and Areas of Focus for Team Members

- Provide connection to and engagement with residents with lived experience since this is a high priority during all phases of the process.
- Provide input to guide implementation of community engagement and stakeholder input processes, including the onsite consultant engagement which is scheduled for July 24-27, 2023.
- Provide information, documents, and data necessary to inform consultants' analyses and all processes.
- Identify residents to inform discussions, provide expertise on local needs, inform system modeling and allocation scenarios, etc.
- Serve as community ambassadors to generate interest in participation in the processes related to the Plan. Identify opportunities to share information during all phases of the process.
- Suggest ways to strengthen the focus of the process and products on the values that undergird the consultation.
- Advise on opportunities to streamline and align planning activities within existing structures.
- Support the timely implementation of the planning process to meet project deadlines.

III. Team Leadership, Membership, Management, and Facilitation:

Members:

- Safiya Merchant, Strategic Plan Project Manager

- Julia Janco, HRD Project Support Staff
- Terra Linzner, Homelessness Solutions Team Director and CoC Board Member
- Elise Grongstad, CoC Coordinator
- Matthew Tommelein, Community Home Supports
- ReGina Hentz, CoC Advisor
- Julisa Abad, CoC Advisor
- Eleanor Bradford, CoC Advisor
- Abby Crippes, RRH Case Planner
- Scott Jackson, CAM Assistant Manager
- Benne Baker, Director of Housing
- Zach Betthausen, Director of PSH
- Ronnika Harris, TIPS, Methodist Children's Home Society

Project Management and Facilitation of Team Meetings: Barbara Poppe and Kourtney Clark

Consultant Team: Kristy Greenwalt, Matt White, David Dirks, Matthew Doherty, and 2 local consultants TBD.

IV. Frequency and Structure of Meetings:

Team will generally meet monthly between April 2023-June 2024. All meetings will be virtual. The BPA team will provide an agenda and meeting materials in advance of the meetings. The City of Detroit Project Manager will take meeting notes to distribute to all Project Team members.

V. Decision-Making Process

This Team is advisory only so no formal decision-making process is required.