

**Barbara Poppe and associates**

The collective for impact

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

**Fourth Meeting of the Strategic Plan Oversight Commission**

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

### Meeting of the Strategic Plan Oversight Commission

**8/29/23**

**3:30-5PM EDT**

**Meeting Purpose:** Review progress and updates since last meeting, review and comment on input received to date, review, discuss, and adopt/modify recommendations for the structure and process for planning sessions to develop the 5-Year Strategic System Improvement Plan, and prepare for next 60 days.

**Advance materials:**

- July 12 Meeting Minutes
- Updated SPOC meeting schedule
- Meeting Deck

### Agenda

- 3:30 p.m. Welcome and check-in
- 3:45 p.m. **Discussion:** Input, Draft Priorities, and Planned Approaches to Next Steps
- Recap activities to date
  - Themes from input and guidance from people with lived expertise
  - Review and discuss draft priorities identified
  - Review and discuss planned approaches to Work Groups and Community Planning Sessions
- 4:35 p.m. **Action:** Authorize formation of Work Groups and Planning Teams to launch the commencement of the planning phase
- 4:50 p.m. **Discussion:** Review expectations and work for the next 60 days; confirm next steps
- 5:00 p.m. Adjourn

Kourtney Clark, Project Manager, [Kourtneyclarkconsulting@gmail.com](mailto:Kourtneyclarkconsulting@gmail.com)

## Strategic Plan Oversight Commission July Meeting Minutes

Attendees: BPA team, Julie Schneider, Lydia Adkins, Donna Price, Safiya Merchant, DeAndra Matthews, ReGina Hentz, Sarah Rennie, Gerald Curley, Amy Brown, Tasha Gray, Taura Brown

### Reviewing and Refining SPOC Charter

SPOC Champions Amy Brown and Taura Brown developed proposed norms and values by which the SPOC should operate, including:

- We are learning how to honor the humanity of everyone. We value all lived experiences we each bring to the table.
- We ensure the inclusion of all voices and center those of the people who are most impacted.
- We practice transparent communication & frequent information sharing to avoid assumptions and build trust.
- We invest in authentic & courageous relationship building, in moments of triumph, challenge and crisis.
- We will listen, listen, listen, & process.
  - We allow space for misunderstanding and for inviting moments of clarification.
  - We assume the best intentions of others.
  - In oops and ouch moments, we acknowledge intention vs impact and clean up what you mess up

SPOC members approved the above norms and values for the commission.

### Review of Team Initial Findings

Since the BPA consulting team started their contract, they conducted reviews and research into the Detroit homelessness response system's governance structure, past strategic initiatives, system performance, and funding. As part of this initial review, the BPA team reviewed system documents, conducted interviews with key stakeholders, and talked to residents with lived experience of homelessness.

The consulting team presented their initial findings and the key themes/priorities that have emerged from this review process to the SPOC, which were:

- Detroit's homelessness response system includes many people – including people with lived experience, public and private sector leaders and staff – with expertise and strong intentions for advancing progress and change
- Individuals who have experienced Detroit's homelessness response system firsthand report that they find the system, as well as many of its programs and services, to be unhelpful, unresponsive to their needs and concerns, and in some cases, even abusive and traumatic.
- Despite intentions to focus on racial equity and support the leadership of people with lived expertise, processes and actions do not appear to truly center or embrace those intentions across all elements of the work

- While all elements of the homelessness response system (e.g., prevention, outreach, shelter, coordinated entry, PSH) are operational, most need strengthening, and while organizations are tackling issues to improve the system, the impact of those efforts are not clear yet
- There is a pattern of lack of follow-up and inefficient or ineffective implementation activities across a variety of initiatives and efforts
- The community lacks a clear and coherent system vision and values statement that drive and structure priorities and efforts within its response to homelessness
- System leadership roles are not being played by anyone, either independently or collaboratively, contributing to ineffective system management and other issues
- There are significant trust and partnership issues across and throughout the system that limit progress and impact of efforts – and that have major implications for development and implementation of the Strategic System Improvement Plan

In their discussion of the themes and priorities, the BPA team said that residents have identified great resources in the community but that the execution of these programs is sometimes lacking. The consulting team highlighted that it's not always clear how priorities are determined in the homelessness system and that there is a pattern of lack of follow-up and lack of clarity about who is responsible for carrying out the implementation of initiatives. The team also said that through their research, one theme is that system leadership roles are not being played by anyone, individually or in partnership, akin to a large ship without a captain.

The SPOC then discussed their initial responses to the listed themes and emerging priorities. Some SPOC members said these findings really resonated with them. SPOC member Gerald Curley said the system does tend to do a lot of planning and visioning but these plans often “fall into an abyss” and struggle to become fully implemented and operational. SPOC member Tasha Gray said one of the reasons why it feels the system is a ship without a captain is that the system lacks a strategic plan and a clear direction that all system partners are moving in. SPOC member Julie Schneider reiterated the importance of having a definition of what success looks like system-wide and that metrics of system impact are more effective when measured against a plan of priorities.

SPOC member ReGina Hentz said she believes HAND is doing a good job at steering the system.

When discussing other themes, the SPOC talked about barriers residents face in accessing supports in the community. SPOC member Taura Brown said when you don't have housing, it affects everything else, like the ability to reach doctors' appointments since shelters are located further away from health care and schools. SPOC member Lydia Adkins said it can be difficult when resources are not centralized in one place. SPOC member Tasha Gray said focus groups with people with lived experience of homelessness indicated that residents had the most success when they had an advocate helping them navigate the homelessness system.

Review of July site visit and community engagement plan

The BPA team went over their upcoming visit to Detroit from July 24-27, where they will be meeting with government and system leaders, conducting listening sessions with provider staff, talking to residents with lived experience of homelessness, and visiting homelessness service facilities like shelters.

#### Next Steps

At the August SPOC meeting, the BPA team will present its interim report on community priorities and its recommendations for the structure and process for planning sessions to develop the 5-year strategic system improvement plan.

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

## Strategic Plan Oversight Commission

**Proposed meeting schedule**

<b>June 14</b> 11:00AM-12:30PM	Kick off
<b>July 12</b> 1:00-2:30PM	<ul style="list-style-type: none"> <li>▪ Key project updates</li> <li>▪ Determine values for SPOC</li> <li>▪ Share working draft of prior related work</li> <li>▪ Share working draft of governance, funding system data, and accountability.</li> <li>▪ Approve draft priorities to test based on findings and prepare for community engagement and facilitation.</li> <li>▪ Present onsite engagement itinerary</li> </ul>
<b>August 29</b> 3:30-5PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Present recommendations for the structure and process for planning sessions to develop the 5-Year Strategic System Improvement Plan to SPOC</li> </ul>
<b>October 4</b> 11:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Review and approve the Interim Report</li> <li>• Work Group &amp; Team updates</li> </ul>
<b>November 1</b> 11:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Work Group &amp; Team updates</li> </ul>
<b>November 29</b> 11:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Work Group &amp; Team updates</li> <li>• Review and comment on draft 5-Year Strategic System Improvement Plan</li> </ul>
<b>December 13</b> 11:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Adopt 5-Year Strategic System Improvement Plan</li> <li>• Adopt process plan to launch the 5-year strategic system improvement plan.</li> </ul>

# Strategic Plan Oversight Commission

8.29.23



## Meeting Expectations

- ▶ Before the meeting, please review all the materials.
- ▶ Please keep your camera on and be prepared to participate in meaningful discussions.
- ▶ Respect everyone's time and avoid multitasking.
- ▶ Please find a quiet and undisturbed place to sit during the meeting.
- ▶ Above all, make sure to make decisions rooted in equity and diversity of thought.

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

**Strategic Plan Oversight Commission**

8.29.23



# SPOC Charter: Our Norms and Values

1. We are learning how to honor the humanity of everyone. We value all lived experiences we each bring to the table.
2. We ensure the inclusion of all voices and center those of the people who are most impacted.
3. We practice transparent communication & frequent information sharing to avoid assumptions and build trust.
4. We invest in authentic & courageous relationship building, in moments of triumph, challenge and crisis.
5. We will listen, listen, listen, & process
  - a. We allow space for misunderstanding and for inviting moments of clarification.
  - b. We assume the best intentions of others.
  - c. In oops and ouch moments, we acknowledge intention vs impact and clean up what you mess up.

# Agenda

- ▶ Welcome and Check-in
- ▶ **Discussion:** Input, Draft Priorities, and Planned Approaches to Next Steps
  - Themes from input and guidance from people with lived expertise
  - Review and discuss draft priorities identified
  - Review and discuss planned approaches to Work Groups and Community Planning Sessions
- ▶ **Action:** Authorize formation of Work Groups and Teams for Community Planning Sessions to begin
- ▶ **Discussion:** Review expectations and work for the next 60 days; confirm next steps

# Quick Check In

Who am I?

How am I feeling  
about the work we are  
doing together?

# Updates

- ▶ We have concluded the onsite engagement and follow up.
- ▶ The Detroit Project Team has been sunsetted. Members have been asked to engage in the Work Groups and Community Planning Sessions which we'll discuss in depth at today's meeting.
- ▶ We will be sharing a draft of the Interim Report at the October 4, 2023, meeting.

# Overview: Work To Date

**Discovery, Research, and Priority Setting**

# Phase 1: Community Engagement

- Approximately 100 people who participated in listening sessions facilitated in-person by the BPA Consulting Team in Detroit during July 2023.
- Elected officials, other leaders, and the many people working within and in partnership with the homelessness response system shared information, analyses, data, guidance, and recommendations about recent efforts and activities in the community.
- Visits with multiple agencies and programs - outreach, shelter, and housing.
- Dozens of people with lived experiences of homelessness in Detroit shared their perspectives, guidance, and recommendations.

# Phase 1: Other Activities

- Facilitation of Strategic Plan Oversight Commission
- Review and synthesis of prior initiatives
- Review of governance structures, accountability, system performance and system funding and investments
- Design of the initial Implementation Framework
- Communications to support input, transparency, and accountability



# **Input and Guidance from People with Lived Expertise**



# Grouping Themes from Input & Guidance

Accessing the Homelessness Response System of Care

Shelter Access, Quality, and Client Experiences

Finding and Securing Housing

Training for Staff

## Accessing the Homelessness Response System of Care

### ***Themes***

- Participants reported that word of mouth or calling around to find help was the primary way that people learned about how to access the homelessness response system or found any forms of help.
- Some providers provided high-quality services, but that most providers were not able to offer a robust set of services and people needed to seek assistance from multiple programs and organizations.
- Very long wait times to access CAM or shelters were noted.
- Participants also report being treated rudely when seeking assistance from CAM, shelters, and/or other programs.

### ***Illustrative Quotes from Participants***

*“While experiencing unsheltered homelessness, sleeping in my car with my children, and riding the bus, a lady provided me with a number to call CAM coordinated entry. It was hard to get through to CAM - was told to call back in the morning.”*

*“I asked for services every day but was told by case managers that they didn’t have any services.”*

*“When my son got really sick, my provider was extremely helpful by taking me to the Doctor, they provided mental health resources, transportation, therapy, and legal help to name a few.”*

## Shelter Access, Quality, and Client Experiences

### ***Themes***

- Participants' feedback focused especially on issues related to the quality of the shelter facility and availability of shelter beds, the professionalism of staff, and inconsistent and unreasonable rules.
- Participants have expressed problems with staff attitudes, unfair treatment and application of rules that are inconsistent.
- People reported significant levels of violence in the shelter system.

### ***Illustrative Quotes from Participants***

*"There wasn't always bus tokens or transportation available, so I had to quit my job because it was difficult for me to get to work within the curfew limitations."*

*"If not present by time provided, then shelter space or bed was given away, even if late by 5 minutes."*

*"Gay and Trans people are getting beat up in shelters. I want to build a new shelter for gay and Trans people."*

*"We are staying in the emergency shelter overflow in chairs or cots in the basement."*

*"I walk with a cane and was placed on the 2<sup>nd</sup> floor, there is no elevator in the building, and I had to walk up and down steps for food."*

# Finding and Securing Housing

## *Themes*

- Market forces are making finding housing difficult for many low- or no-income participants.
- Some people reported it took them 1 - 2 years to find housing, while others found housing within 3 months.
- Many participants indicated that they did not receive any help with locating housing or that housing resource information they were provided (lists, pamphlets, numbers of landlords) were outdated.
- Some participants stated that they received helpful assistance from providers in finding, locating, and securing housing, experiences that seemed to be connected to a special funding program.

## *Illustrative Quotes from Participants*

*“When I received my RRH voucher I got no help from [program], I was giving a housing resource from 2019 in 2022.”*

*“I got wind of my shelter closing so I started looking for housing myself, no one at the shelter was working to re-shelter or rehouse me.”*

*“I am still searching for housing after 6 months with my voucher”*

*“No one talked to me about deposits required for water, power or the responsibility to pay those bills. I am scared of losing my housing or not being able to maintain.”*

*“I’ve been here for 2 years and have been waiting for a voucher for 2 years.”* <sup>19</sup>

# Training for Staff

## *Themes*

- Overwhelmingly participants have noted the need for staff to be trained more, including customer service training.
- Other staff training topics prioritized include training that will support:
  - Implementation of trauma informed care.
  - Shifting of programs' cultures.
  - Shifting away from abusive behavior, including mental and verbal abuse.
- Participants also noted that more staff should be hired.

## *Illustrative Quotes from Participants*

*“There are some good programs, but terrible execution; they need better training and customer service.”*

*“Staff need more empathy towards participants.”*

*“The staff here, put clients to work such as cleaning, but there is no compensation.”*



# 8 Draft Priorities

# Organization of Priorities into Themes

**Urgent Improvements & Transformations**

**Partnerships & Collaborative Efforts**

**Systemic Operations & Leadership**

# Urgent Improvements & Transformations

- 1. Urgent and profound issues with facilities, programs, and practices, resulting in traumatizing experiences for people within many shelter programs and people who are unsheltered, must be addressed.**



# Urgent Improvements & Transformations

- 2. Rehousing strategies and services, and the utilization of rental subsidies, must be dramatically improved and reorganized to support people to successfully exit from homelessness into permanent housing more quickly, efficiently, and stably.**

# Urgent Improvements & Transformations

- 3. Housing supply must be strengthened and scaled to create an expanded availability of quality housing affordable to people at the lowest income levels, and for people exiting homelessness.**

# Systemic Operations & Leadership

4. **System leadership roles must be clearly and collaboratively defined, embraced, and played in order to: drive progress on systemic issues; to strengthen system and program quality, performance, and accountability; and to effectively implement the Strategic System Improvement Plan.**

# Systemic Operations & Leadership

- 5. System leadership roles must be guided by a clear and coherent system vision and values that focus both on driving reductions in homelessness and on driving progress toward racial justice and equity for all people.**

# Partnerships & Collaborative Efforts

6. Ongoing and meaningful community engagement processes and dialogues across partners must be implemented and must purposefully and transparently acknowledge, and strive to address, significant trust, power, and equity issues throughout the homelessness response system; most importantly the partnership between the City of Detroit and HAND must be strengthened and become more effective in supporting the community transformation that will be required.

# Partnerships & Collaborative Efforts

**7. Collaborative partnerships, grounded in best practices and shared accountability, must be strengthened or developed with a broader range of systems, community partners, and organizations to leverage an expanded range of resources and strategies that can help prevent people from becoming homeless, address unsheltered homelessness, and support rehousing activities.**

# Partnerships & Collaborative Efforts

**8. The community's array of recent & current plans, recommendations, & initiatives are assets that provide powerful opportunities to implement new approaches to partnerships and leadership & should serve as the basis for strategies and activities, alongside new strategies that will be developed, to address these priorities for improving the system.**

## Discussion

Do you have any immediate reactions to the identified priorities?

Do they capture the community's top concerns and needs?

Are any unclear in their meaning and intention?



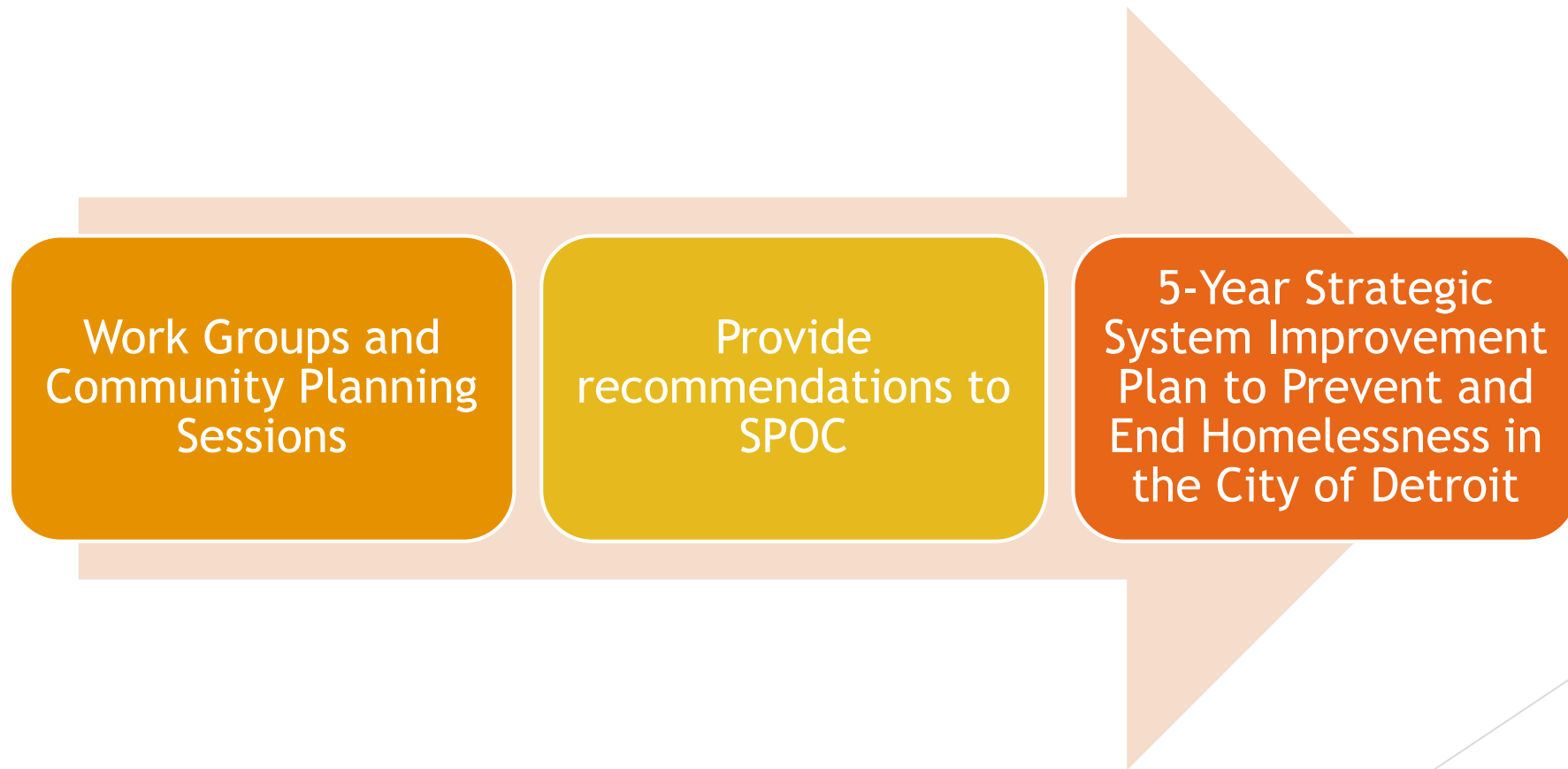


# Next Steps and Structures for Planning Process

# Characteristics of Communities Making Progress

- ➔ Center on equity
- ➔ Shared vision
- ▶ Willingness and ability to work together
- ➔ Inclusive and trusting relationships
- ➔ High level of accountability to each other
- ➔ Mobilize existing and new resources (people and \$)
- ▶ Ability to try and test ideas
- ➔ Use data to set goals and measure progress
- ➔ Embed feedback loops in the process
- ➔ Celebrate success
- ▶ Adjust plans over time

# Overview of the Proposed Planning Phase



# Reflections from SPOC Champions

This is **our** opportunity to

- ▶ move forward together in a
- ▶ **focused** way to
- ▶ create **meaningful and impactful changes** and
- ▶ **center our work** on the needs of people with lived experience

# Three Work Groups

In order to drive progress on the priorities identified, and to identify strategies and activities that will be prioritized within the Strategic System Improvement Plan, the SPOC, with the support of the Consulting Team, will implement three Work Groups:

## Work Group 1: System Modeling

- Will inform work of other Work Groups and will especially help address Priorities #1, #2, and #3

## Work Group 2: Implementation Framework

- Will especially address Priorities #4 and #5

## Work Group 3: Building Momentum

- Will especially address Priority #8 and will likely identify strategies relevant for all other Priorities

# Three Community Planning Sessions

In addition, the SPOC and the Consulting Team will implement community planning sessions to develop strategies and activities that will drive progress in addressing the following prioritized topics:

## Topic 1: Reducing Unsheltered Homelessness

- Will especially address Priority #1 and will identify strategies relevant for Priorities #2 and #3

## Topic 2: Reimagining Shelter / Interim Housing

- Will address Priority #1

## Topic 3: Improving Rehousing & Housing Supply

- Will address Priorities #3 and #4

# Composition of Work Groups & Planning Teams

- Two Co-Chairs drawn from SPOC, including at least one SPOC member with lived experience of homelessness
- People with lived expertise
- Representatives from HRD, HAND, and CoC
- Additional members with relevant expertise
- Supported by HRD and HAND and member(s) of Consulting Team

# WG1: System Modeling Work Group

## Purpose & Intent

- Analytical process that assesses data about the extent and scope of homelessness, system utilization, and how well the system meeting current needs
- Applies planning assumptions regarding the highest and best use of resources
- Develops various models of system reorganization which projects optimized system performance where all persons resolve their housing crisis in the most efficient and effective manner possible
- Enables system to anticipate future demand for housing and services, configure different options for services and housing resources, model the impacts of various policy considerations, and enables intentional and thoughtful design of the homelessness response system based on a set of data-informed execution strategies



# WG1: System Modeling Work Group

## Scope

- Design and direct the analysis process
- Support the process of gathering & organizing data
- Provide expert opinion and guidance to prioritize and direct uses of resources
- Focus on key questions:
  - What is the best and highest use of each existing system resource (i.e. bed, unit, service slot)? What number of additional resources are necessary to optimize the homelessness system and achieve key performance measures? What incremental changes should be prioritized?
  - What are the estimated per unit costs needed to address system gaps which, when met/addressed, will contribute to system optimization?

# WG2: Implementation Framework

## Purpose & Intent

- Prepare for plan launch in January
- Determine how to address gaps, challenges, and weaknesses identified in the community's existing leadership, governance, and decision-making protocols
- Pave the way for plan implementation and more active, coordinated system management

# WG2: Implementation Framework

## Scope

Will focus on sets of questions related to:

- System Leadership
- Decision-Making and Implementation Structures
- Funding Alignment
- Accountability Framework

## WG3: Building Momentum

### Purpose & Intent

- Community partners and stakeholders have invested significant time, efforts, and expertise into many different planning processes and initiatives
- Many people are still highly invested in those efforts
- Value range of efforts, wisdom of plans and recommendations, and people's commitment to trying to drive progress as valuable assets that will be reflected and built upon
- Identify strategies and activities that will build momentum for addressing the priorities identified within Interim Report

## WG3: Building Momentum

### Scope

- Review strategies, recommendations, progress, and challenges from recent and current initiatives, plans, and reports
- Identify and prioritize strategies and activities that should be sustained or strengthened and that will address the priorities for improving the system and build momentum for the implementation of the Strategic System Improvement Plan

# Community Planning Sessions

- The Consulting Team will support SPOC to implement three solutions-focused community dialogues and planning sessions
- Outputs will be prioritized strategies for inclusion in the Plan
- A Team will design, implement, and prepare final recommendations

# Community Planning Session

## Topic 1: Reducing Unsheltered Homelessness

### Key strategy questions:

- What strategies should be refined or undertaken to reduce unsheltered homelessness?
- How should these be prioritized?
- What types of goals and metrics should be developed?
- What community partners and resources should be engaged?

# Community Planning Sessions

## Topic 2: Reimagining Emergency Shelter / Interim Housing

### Key strategy questions:

- How can the community implement recommendations from the Reimagining Interim Housing Project to transform approaches to sheltering people?
- What strategies should be undertaken to transform approaches to sheltering people experiencing homelessness?
- How should these be prioritized?
- What types of goals and metrics should be developed?
- What community partners and resources should be engaged?



# Community Planning Session

## Topic 3: Improving Rehousing & Housing Supply

### Key strategy questions:

- What strategies should be undertaken to increase re-housing and improve housing navigation?
- What strategies should be undertaken to increase access to and the supply of affordable and permanent supportive housing?
- How should these be prioritized?
- What types of goals and metrics should be developed?
- What community partners and resources should be engaged?

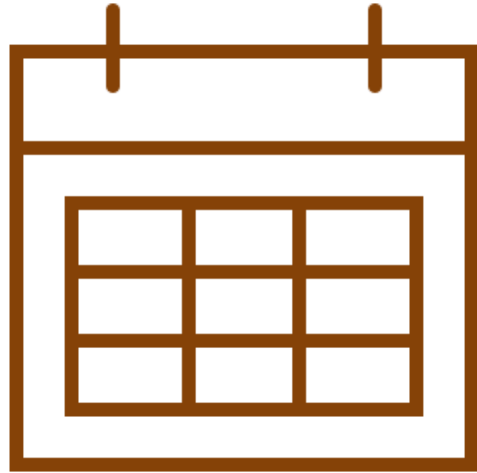
# Discussion and Decision

## Discussion:

Do you have questions or suggestions regarding the planned Work Groups and Community Planning Session topics and process?

## Decision:

**Does SPOC authorize the formation of Work Groups and Teams for Community Planning Sessions to begin?**



## Expectations & Next 60 Days

- SPOC champions work with SPOC members to identify co-chairs for each Work Group and Planning Team
- Work Groups are formed and begin meeting
- Planning Teams for Community Planning Sessions are formed and begin meeting
- Prepare Interim Report
- Upcoming meetings:
  - October 4 @ 11-12:30
  - November 1 @ 11-12:30 pm

Closing

Thank  
you!

