

Barbara Poppe and associates  
The collective for impact

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

### Kick-Off Meeting for the Detroit Project Team

4/26/23  
10-11AM EST

**Meeting Purpose:** Kick-off meeting for the “Plan”

**Advance materials:**

- Project Description
- Draft charter for the Detroit Project Team
- Draft project plan

### Agenda

- 10:00 a.m. Introduction of BPA Team and Detroit partners
- 10:10 a.m. Review the project description and clarify questions about the consultation
- 10:15 a.m. Review, refine, and adopt the charter for the Detroit Project Team
- 10:20 a.m. Overview of phased project plan
- 10:35 a.m. Discuss expectations and work for the next 60 days
- 10:55 a.m. Confirm next steps

Kourtney Clark	Project Manager	Kourtneyclarkconsulting@gmail.com
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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.**

1

April - December 2023

### Discovery, Research, and Priority Setting

- 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

## 2

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

## Values

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

- Center equity and justice - race, gender, ethnicity, disability and other dimensions – 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](mailto:kourtneyclarkconsulting@gmail.com).

## BPA Consultant Team

The Consultant Team is in the process of hiring two individuals with lived experience of homelessness and local expertise on the City of Detroit. Other members of the BPA team are included below.

**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 & Communication: Mathew 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), the federal agency charged with coordinating the federal response to homelessness and with creating national public-private partnerships to end homelessness across the nation, 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.

# 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
- Kaitie Giza, CoC Engagement Manager
- Deloris Cortez, CERA Program Director
- Donna Price, Advisors Group Member and CoC Board Member At Large
- 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

**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.



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

### High Level Overview of the Project Timeline

#### April

- Recruitment | Hiring of Community Consultants
- Develop a detailed project plan for Phase 1
- Review of governance, funding system data, and accountability
- Review of prior related work and initiatives
- Begin development of the engagement plans for residents with lived experience and the broader community
- Kick-off meeting of the **Detroit Project Team** (DPT)

#### May

- Refine engagement plans for residents with lived experience and the broader community
- Clarify decision-making process for approval of the 5-Year Strategic System Improvement Plan
- Prepare for the launch of the Strategic Planning Oversight Committee (SPOC) and HRD/HAND begin selection of members
- Complete onboarding of the Community Consultants
- Detroit Project Team meets

#### June

- Kick-off meeting of the **Strategic Plan Oversight Committee** (SPOC)
- Detroit Project Team meets
- Launch engagement plans for residents with lived experience and the broader community
- Complete working draft of prior related work
- Complete working draft of governance, funding system data, and accountability
- Develop draft priorities to test based on findings and prepare for community engagement and facilitation
- Complete initial engagement with residents with lived experience
- HRD and CoC to develop plans for community kickoff
- Issue key stakeholder communications, including opportunity for input.

#### July

- SPOC meets
- Detroit Project Team meets
- Initiate preliminary design work for system modeling - HIC, PIT, HMIS analysis and initial planning

- Onsite visit by the consulting team – July 24-28 – to engage with broad array of community stakeholders

### August

- SPOC meets
- Detroit Project Team meets
- Launch online input survey on community priorities and opportunities
- Draft, revise, and present interim report on community priorities to SPOC
- Draft, revise, and present recommendations for the structure and process for planning sessions to develop the 5-Year Strategic System Improvement Plan to SPOC

### September

- SPOC meets
- Detroit Project Team meets
- SPOC approves community priorities and approach to developing 5-year strategic system improvement plan
- **Launch planning sessions to develop the 5-Year Strategic System Improvement Plan**
- Launch system modeling workgroup to develop a set of system modeling assumptions regarding anticipated future demand for homelessness response services, optimal configuration of system service and housing options, and impacts of various policy considerations to achieve system goals.
- Publish interim report on community priorities, including assessment of opportunities
- Issue key stakeholder communications, including opportunity for input.

### October

- SPOC meets
- Detroit Project Team meets
- Conclude system modeling workgroup (final results/recommendations will be incorporated into 5-year plan)
- **Continue Planning sessions to develop the 5-Year Strategic System Improvement Plan**

### November

- SPOC meets
- Detroit Project Team meets
- **Conclude Planning sessions to develop the 5-Year Strategic System Improvement Plan**
- SPOC reviews draft **5-Year Strategic System Improvement Plan**

### December

- SPOC meets
- Detroit Project Team meets
- SPOC adopts **5-Year Strategic System Improvement Plan**
- SPOC adopts process plan to launch the 5-year strategic system improvement plan

### January - April

- **Launch 5-Year Strategic System Improvement Plan**
- Bi-Monthly SPOC Meetings
- Facilitate launch of implementation structures
- SPOC implements public engagement of the 5-Year Strategic System Improvement Plan

### May-June

- Update System Modeling
- Update Plan based on early implementation