

**Barbara Poppe and associates**

The collective for impact

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

**11/29/23**

**10:00-12:30PM EDT**

**Meeting Purpose:** Review emerging recommendations for the Plan and establish next steps toward Plan adoption and roll out.

#### Advance materials:

- November 1 Meeting Minutes
- Updated SPOC meeting schedule
- Progress summary from each workgroup and planning team

#### Agenda

- 10:00 a.m. **Welcome and agenda review:** Taura and Amy
- 10:05 a.m. **Introductions and Check-in:** What is one way that I engaged and collaborated outside of SPOC meetings since we last met?
- 10:15 a.m. **Presentation and Discussion:** Preliminary Recommendations for Framework for Equity and Lived Experience Participation – David
- 10:30 a.m. **Presentation and Discussion:** System Modeling – Co-Chairs & Matt
- 10:50 a.m. **Presentation and Discussion:** Emerging Recommendations for Reducing Unsheltered Homelessness – Co-Chairs
- 11:05 a.m. **Presentation and Discussion:** Emerging Recommendations for Reimagining Shelter/Interim Housing – Co-Chairs
- 11:20 a.m. **Presentation and Discussion:** Emerging Recommendations for Improving Rehousing and Housing Supply – Co-Chairs
- 11:35 a.m. **Presentation and Discussion:** Emerging Recommendations for Building Momentum – Co-Chairs
- 11:50 a.m. **Brief Update:** Emerging Recommendations for Improving Implementation Framework – Co-Chairs
- 11:55 a.m. **Discussion:** Cross-cutting observations

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12:10 p.m.    **Discussion:** Plans to engage the community as the Plan is being finalized

12:25 p.m.    **Next Steps**

12:30 p.m.    **Adjourn**

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

**Strategic Plan Oversight Commission**  
**Meeting Minutes for November 1, 2023**

Attendees:

- Barbara Poppe, BPA
- Matthew Doherty, BPA
- Kristy Greenwalt, BPA
- Matt White, BPA
- Kourtney Clark, BPA
- David Dirks, BPA
- Elijah Wright, BPA Lived Experience Consultant
- Donna Price, BPA Lived Experience Consultant
- Julie Schneider, SPOC,
- David Bowser, SPOC
- Tasha Gray, SPOC
- Amy Brown, SPOC
- Dr. Gerald Curley, SPOC
- Taura Brown, SPOC
- Roquesha ‘Ro’ O’Neal, SPOC
- ReGina Hentz, SPOC
- Sarah Rennie, SPOC
- Amber Matthews, SPOC
- Ma’Jenaya ‘MJ’ Johnson, SPOC
- Safiya Merchant, HRD staff

**Brief Summary of Discussion**

*Appointing New Members With Lived Experience*

Because two SPOC members with lived experience have left the SPOC due to personal reasons, two new members with lived experience have been recruited to sit on the SPOC. The two new members are Roquesha O’Neal and Ma’Jenaya Johnson. Their appointments were approved by the SPOC.

*Implementation Design*

Tasha and Julie discussed potentially creating an Interagency Council on Homelessness (ICH) in Detroit as part of the implementation of the strategic system improvement plan. Through an ICH, agencies could come together to coordinate the delivery of funding for homelessness services so that funding and priorities are aligned. By working

collaboratively, there is an opportunity to coordinate how resources can be used to accomplish the goals we have as a collective. Julie said she saw a similar model work at HUD and that this kind of entity with its collective model could help make it easier for residents to navigate resources.

Tasha added that homelessness is a result of the breakdown of systems that are supposed to support people. We also need to recognize that support for residents goes beyond finding them an apartment. She stressed the need for us to collaborate with other systems so people do not fall through the cracks. She said we need shared accountability and responsibility through an ICH. Considerations for developing this kind of model would include:

- The need to figure out resources to staff and fund new governance structure
- The need to talk about coordination and scope (would it be like a CoC board, part of it, outside of it)
- The need to think about timing and if there is a phased approach to implementing this model
- The need to think about purpose and engagement (we need to think about how we will compel and engage people to participate on an ICH in a way that is more robust than how these agencies may currently engage on entities like the CoC board)

**Next Steps:** Julie and Tasha will discuss this recommendation and get feedback at the Implementation Framework meeting.

#### *Revising Sequencing of Implementation Design Phase*

Barb said they know the timeline of the ongoing implementation design phase is challenging. What was discovered during the initial half of this contract in terms of community challenges and needs stretches far beyond the scope of the original RFP. It was not anticipated the CAM changes would happen at the same time either. The Detroit community struggles with staffing shortages so it's hard for them to participate. She said we are hearing people say the process is too fast and that people don't feel like they have capacity. She said there are also outstanding questions about the adequacy of efforts to engage provider leadership and people with lived experience of homelessness.

To address these concerns, the BPA team proposes slightly altering the project timeline so that the final strategic system improvement plan is published in late February to make more time for deliberation and engagement.

SPOC members had the following feedback:

- Ro, MJ and Amy said they think pushing the report out to February is a good idea
- Amy said we should figure out what meeting in person and meeting provider leadership looks like

- Sarah said as we look to do additional engagement with provider leadership, we need to make sure we determine our messaging, expectations, and goals
- Taura emphasized that provider leadership need to come to the table
- Tasha said we need to get more specific about what we are doing with the extra time so we can make sure we accomplish tasks
- SPOC members said the workgroups and planning teams should cross-pollinate so everyone is more informed about what is happening in each one

**Next Steps:** HRD Project Manager Safiya Merchant will circulate the RSVP to sessions to the SPOC (including a non-Google version to Dr. G), circulate a summary of notes from all prior meetings to the SPOC, and coordinate with SPOC members on coming up with a plan for an extended timeline.

*Presentation on DEI trainings and Lived Experience Framework*

David Dirks presented a proposal on DEI trainings and engaging people with lived experience. Tasha said the people sitting around the SPOC table need to also receive this training. Sarah emphasized the importance of not placing the responsibility of DEI work solely on people of color.

**Next Steps:** The BPA team will take their proposals to the Detroit Advisors and Youth Action Board to further review and refine. They will then bring recommendations for the Plan to the SPOC and to the Implementation Framework workgroup.

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

### Strategic Plan Oversight Commission

#### Proposed meeting schedule (updated 11/27/23)

<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> <li>• Discuss framework for equity and lived experience engagement</li> <li>• Discuss emerging structure for implementation framework</li> </ul>
<b>November 29</b> 10:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Work Group &amp; Planning Team updates</li> <li>• Review and modify or approve system modeling recommendations</li> <li>• Review and discuss recommendations for equity and lived experience engagement</li> <li>• Review and comment on emerging themes – unsheltered, reimagining shelter, rehousing and housing supply, and building momentum</li> </ul>
<b>December 13</b> 10:00AM-12:30PM	<ul style="list-style-type: none"> <li>• Key project updates</li> </ul>

	<ul style="list-style-type: none"> <li>• Review and discuss recommendations for implementation framework</li> <li>• Review and modify or approve proposed recommendations – unsheltered, reimagining shelter, rehousing and supply, building momentum</li> <li>• Discuss rollout plans</li> </ul>
<b>Early February</b>	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• Review and modify or approve recommendations for implementation framework</li> <li>• Review and modify or approve recommendations for performance management framework</li> <li>• Review and modify comprehensive draft plan</li> <li>• Finalize rollout plans</li> </ul>
<b>Early March</b>	<ul style="list-style-type: none"> <li>• Key project updates</li> <li>• <b>Adopt final comprehensive plan</b></li> </ul>



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

## Reimagining Shelter Planning Team Progress Report 11/22/23

### Planning Team Members

Name	Agency/Affiliation
Sarah Rennie, Co-chair	CoC, SPOC member
Amber Matthews, Co-chair	SPOC member with lived experience
Ether Cranford	Resident with lived experience
Melvenna Jones	Resident with lived experience
Khalilah Rashid	Resident with lived experience
Scott Jackson	HAND
Kaitie Giza	HAND
Violet Ponders	HAND
Jeremy Cugliari	HRD
Paige Beasley	HRD
Safiya Merchant	HRD
Lynn Hendges	MDHHS
Charles Pearson	COTS
Lea Allen	NSO
Takisha Jones Clay Bell [alternate]	Salvation Army

We hosted 4 Community Planning Sessions and had excellent overall attendance with solid participation by people with lived experience of homelessness (PWLEH) in all sessions.

Topic	# RSVPs	# Attendees (unduplicated participants according to Zoom records)	% PWLEH
11/14/23 <b>Clients' Basic Needs, Experiences, and Rights</b>	99	99	22%
11/15/23 <b>Services and Staffing</b>	88	74	21%
11/16/23 <b>Facilities and Environments</b>	84	84	21%
11/17/23 <b>Integrating Programs within the Homelessness Response System</b>	106	78	26%

### Observations and Take-Aways

Throughout these sessions, community members have emphasized the **urgent importance of:**

- Building more effective partnerships with other systems to connect residents experiencing homelessness to a holistic set of resources

## Reimagining Shelter Planning Team Progress Report 11/20/23

- Conducting a system wide study of current wages/benefits and developing a strategy to increase wages/benefits to be more equitable
- Deepening trauma informed care practices across all shelters at the systems level.
- Ensuring basic needs can be met at all shelters, warming centers, and overflow spaces
- Ensuring the system equitably responds to the needs of all populations and groups based on identities and provides resources to address these needs
- Exploring and piloting creative solutions to enhance activities related to operating shelter
- Growing client supports and services in shelters to better address holistic needs
- Improving engagement and decision-making by people with lived experience of homelessness to inform program design, funding decision, program monitoring, etc.
- Increasing accountability between and among providers and funders so that clients get optimal treatment and services that respects their safety, dignity, autonomy, and humanity; advancing ideas to provide greater privacy and make shelters more welcoming and less institutional
- Promoting greater coordination across shelter providers through routine meetings and real-time ability to problem-solve effectively
- Updating the grievance processes at each shelter and system wide, including CAM system, to protect shelter residents' ability to grieve without fear of retaliation and to ensure a meaningful and fair investigation into grievances
- Working together to creatively get more funding for the shelter system and for shelter services and operations; also advocating for policies that reduce homelessness

### Priority Setting Process

The Admin Team and the BPA team reviewed all the proposed solutions from each session, consolidated where appropriate. We are in the process of creating an online survey that will provide the opportunity for participants from all community planning sessions to prioritize among the list of proposed solutions.

- Content will include:
  - Solutions will be of two types:
    - specific to the focus area
    - cross-cutting solutions (ones that appeared across all or most sessions)
  - Survey respondents will be asked to
    - prioritize what will be "most important to undertake"
    - prioritize what will be "most important to undertake during 2024"
    - describe what success look like (how to measure success)
    - suggest what community partners and resources should be engaged

The prioritization survey will be issued 11/28 (Tuesday after Thanksgiving holiday) with closing on 11/30.

**Reimagining Shelter**

**Planning Team Progress Report**

**11/20/23**

- One survey link will be distributed to all who registered as “person with lived experience”.
- Other survey link will be sent to all others.

The results will be analyzed and forwarded to the Planning Team for its deliberation and decision.

**Next steps**

- All materials (summary of information and data; notes with list of solutions generated; and meeting decks) will be posted to Plan website.
- The Planning Team will meet on December 6 to review the survey and prepare recommendations for inclusion in the plan:
  - 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?
- The SPOC will receive the recommendations for consideration at its 12/13/23 meeting.

**Improving Rehousing & Housing Supply  
Planning Team Progress Report  
11/22/23**

**Planning Team Members**

ReGina Hentz, Co-Chair	SPOC; CoC; Resident with lived experience
Julie Schneider, Co-Chair	SPOC; Director, Housing & Revitalization Department (HRD) at City of Detroit
Eleanor Bradford	Interim Systems Coordinator-Housing, Homeless Action Network of Detroit (HAND)
Elise Grongstad	CoC Coordinator, Homeless Action Network of Detroit (HAND)
Larry Catrinar	Director of Multifamily, Housing Underwriting Division Housing & Revitalization Department (HRD) at City of Detroit
Jason Friedmann	Director, Public Private Partnerships, Housing & Revitalization Department (HRD) at City of Detroit
Lauren Licata	Program Analyst, Homeless Solutions Division, Housing & Revitalization Department (HRD) at City of Detroit
Cynthia Elmore- LeJeune	Division Manager, Housing Navigation and Inventory Development, Detroit Housing Services Office, Housing and Revitalization Department (HRD)
Safiya Merchant	Analyst, Policy & Implementation Team, Housing & Revitalization Department (HRD) at City of Detroit
Roberta Smith	Resident with lived experience
Ruby Moore	Resident with lived experience

We hosted 6 Community Planning Sessions and had excellent overall attendance with strong participation by people with lived experience of homelessness (PWLEH) in most sessions.

Topic	# RSVPs	# Attendees (unduplicated participants according to Zoom records)	% PWLEH
11/8 12:30-2:30PM <b>Permanent supportive housing</b>	123	105	48%
11/8 3-5PM <b>Rapid rehousing</b>	77	55	31%
11/9 9:30-11:30AM <b>Vouchers, utility assistance &amp; other financial assistance</b>	131	96	23%
11/9 3-5 PM <b>Affordable housing supply</b> , including land bank homes, assisted & public housing + new housing models	98	64	27%
11/13 3-5 PM <b>Housing navigation &amp; landlord engagement</b>	90	95	38%
11/14 3-5 PM <b>Integrating access to all types of housing and rehousing supports within Homelessness Response System</b>	117	66	19%

**Observations and Take-Aways**

Throughout these sessions, community members have emphasized the **urgent importance of:**

- Enhancing and expanding housing navigation supports to all people who need this support to exit homelessness, including those who are pulled for vouchers
- Enhancing training and information sharing to ensure providers, residents, and landlord/property owner partners are aware of their responsibilities and tenants' rights
- Helping families and individuals avoid losing their housing and becoming homeless
- Identifying ways to help rehousing participants become homeowners in the future
- Improving and streamlining workflow processes between all entities involved in rehousing activities, such as CAM, MSHDA, the Detroit Housing Commission, providers, landlords, and funders; increase transparency and information about these processes
- Improving access to and the number of quality units used for rehousing in the homelessness response system and ensuring that landlords maintain properties over time; units need to be available across the city
- Improving engagement and decision-making by people with lived experience of homelessness to inform program design, funding decision, program monitoring, etc. to improve the overall rehousing system and the programs within the system.
- Standardizing landlord incentives and accountability measures; increasing public awareness of landlords/properties that are problematic
- Standardizing supports across all rehousing programs to support move in costs, furniture, and other household needs
- Strengthening partnerships across all programs within the homelessness response system and with funders, landlords, and others that are/should be engaged
- Strengthening services and other community supports that are provided to help households stabilize and avoid returning to homelessness
- Working together to advocate for more funding for housing opportunities in Detroit that are truly affordable, including more permanent supportive housing and other subsidized housing units

### Priority Setting Process

The Admin Team and the BPA team reviewed all the proposed solutions from each session, consolidated where appropriate. We are in the process of creating an online survey that will provide the opportunity for participants from all community planning sessions to prioritize among the list of proposed solutions.

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The results will be analyzed and forwarded to the Planning Team for its deliberation and decision.

### Next steps

- All materials (summary of information and data; notes with list of solutions generated; and meeting decks) will be posted to Plan website.
- The Planning Team will meet on December 6 to review the survey and prepare recommendations for inclusion in the plan:
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  - How should these be prioritized?
  - What types of goals and metrics should be developed?
  - What community partners and resources should be engaged?
- The SPOC will receive the recommendations for consideration at its 12/13/23 meeting.

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

### Building Momentum Work Group Progress Report 11/27/23

#### Work Group Members

Name	Agency/Affiliation	WG Role
Amy Brown	NOAH Project; CoC; SPOC	Co-Chair
Roquesha O'Neal	SPOC; Resident with lived experience	Co-Chair
Denise Goshton	HAND	Subject Matter Expert
Eleanor Bradford	HAND	Administrative Support
Scott Jackson	HAND	Subject Matter Expert
Kaitie Giza	HAND	Subject Matter Expert
Terra Linzner	HRD	Subject Matter Expert
Donna Lyons	HRD	Subject Matter Expert
Safiya Merchant	HRD	Administrative Support
Vanessa Samuelson	McGregor Fund	Subject matter expertise on philanthropy
Azaria Terrell	Resident with lived experience	Subject Matter Expert
Darcell Dale	Lakeshore Legal Aid	Subject Matter Expert
Matthew Doherty	BPA Consulting Team	Consulting support
Donna Price	BPA Consulting Team	Consulting support

#### Process Overview

This work group is charged with reviewing strategies, recommendations, progress, and challenges from recent and current initiatives, plans, and reports and will identify and prioritize strategies and activities that should be sustained or strengthened and that will build momentum for the implementation of the Strategic System Improvement Plan.

The Work Group has met four times, beginning October 13 and as recently as November 17, 2023. The Work Group has decided to focus on the following recent and current initiatives:

- Housing Justice Roadmap
- C4 Racial Equity Initiative
- CAM Transition
- YHDP and Coordinated Community Plan
- Built for Zero
- Regional Housing Partnership
- Other efforts related to fully engaging people with lived experience into decision-making processes

During meetings, the Work Group has been Discussing if and how each effort should be reflected in the Strategic System Improvement Plan and identifying potential Improvement Objectives and Improvement Activities for possible inclusion in the Plan.

### **Emerging Recommendations**

The Work Group's initial drafts of potential Improvement Objectives and potential Improvement Activities related to Housing Justice Roadmap, C4 Racial Equity Initiative, Youth Homelessness Demonstration Program and Coordinated Community Plan to End Youth Homelessness, and CAM transition and implementation will be included in slide deck for SPOC meeting on November 29, 2023.

### **Challenges**

The Work Group has experienced the following challenges:

- Has been challenging to differentiate issues that these initiatives, and this Work Group, are focused on from discussions and thinking within other elements of the planning process.
- Many of the initiatives focused on do not have clearly defined next steps – or planned next steps have not been documented in ways that are easy to translate into Plan Objectives or Activities.
- Work Group has also struggled to envision how recommendations related to these initiatives will fit within the full Plan without being able to see other Objectives and content within the Plan yet.
- Revised timeline will hopefully make it more possible for Work Group to see and understand gaps within info generated through planning processes that their recommendations may be able to help close.

### **Next Steps and Guidance Needed from SPOC**

- Members of Work Group will be meeting with DAG and YAB in first half of December to inform, shape, expand, and strengthen recommendations.
- Work Group will meet again on 12/1 and likely 2-3 times more.
- Work Group will need to connect with Built for Zero leadership to identify if/how that initiative's objectives and activities should be reflected within the Plan.
- Work Group would benefit from guidance regarding if/how it should be considering the Regional Housing Partnership effort – or recommends that SPOC determine if/how Strategic System Improvement Plan and Regional Housing Partnership planning need to be aligned.



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

### Implementation Framework Work Group Progress Report 11/22/23

#### Work Group Members

Name	Agency/Affiliation	WG Role
Tasha Gray	Housing Action Network of Detroit (HAND)	Co-Chair
Julie Schneider	City of Detroit, Housing and Revitalization Department (HRD)	Co-Chair
Taura Brown	Lived Experience Representative	Co-Chair
Kiana Harrison	HAND	SME
Terra Linzer	HRD	SME
Julia Janco	HRD	SME
Armani Arnold	Lived Experience Representative	SME
Dr. Gerald Curley	Dept of Veterans Affairs	SME
Candace Morgan	COTS	SME
Lindsey Bishop-Gilmore	Corporation for Supportive Housing	SME
Sarah Prout-Rennie	Michigan Coalition to End Domestic & Sexual Violence	SME
Safiya Merchant	HRD	Admin Support
Meredith Baughman	HAND	Admin Support
Kristy Greenwalt	BPA Consulting Team	Staff
Elijah Wright	BPA Consulting Team	Staff
David Dirks	BPA Consulting Team	Staff

#### Process Overview

This work group is charged with developing recommendations for addressing gaps and challenges identified in the community's governance structure to pave the way for plan implementation and more active, coordinated system management, including:

- **Implementation Structure.** What is the best structure to support strategic plan implementation? Are there structures beyond the CoC that could be created to oversee implementation of the plan?
- **System Leadership and Backbone Staffing.** Which organization (or interagency team) will assume responsibility for strategic leadership and active system management?

- **Funding Alignment.** How will funders of various program models/interventions coordinate to ensure funding is aligned to support key system priorities?

The group has been meeting biweekly for 90 minutes since October 5, with co-chair debrief and prep conversations occurring on the off weeks. The group will convene at least two more times, unless they decide additional time is needed.

Notes and materials for all meetings to date can be found [here](#).

## Emerging Recommendations

To date, the group has coalesced around three key recommendations:

- Stand-up an Interagency Funders Council to better support leveraging and alignment of resources to support plan implementation.
- Update the CoC Charter to clarify roles, update the committee structure to support plan implementation, and revisit seats to improve representation.
- Sunset the SPOC and Planning Teams once the plan has been adopted, using CoC Committees and the Funders Council to support plan implementation.

## Challenges

Two key issues seem to be preventing stronger forward momentum in this group:

- 1) Trust issues based on past experiences are presenting a significant challenge, though there is a lack of clarity among members regarding what would make the situation better and/or if the community can move forward together without first addressing/working through these dynamics.
- 2) Some members feel things are moving too fast and that not enough buy-in has been developed with CoC members/provider partners; others feel that there is a moral imperative to move fast to better serve residents experiencing homelessness.

## Next Steps

The group will be convening at least two more times before the end of the year, with a focus on clarifying roles, including the Funder's Council vs the CoC Board, and strategy leads identified in the plan vs CoC backbone staff vs Board and committee chairs.

Once a draft plan has been circulated, BPA staff recommend that this work group revisit HAND's proposal for CoC committees to ensure the CoC has the right structure to support plan implementation and that each committee has a clear set of responsibilities that is aligned with the larger plan.