

Barbara Poppe and associates

The collective for impact

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



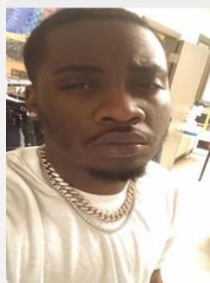
David Dirks is a staunch advocate for racial and economic justice issues with technical knowledge of federal homelessness programs, from compliance to system and program design. David serves as Directing Attorney on Homebase's Federal HUD technical assistance team, providing trainings, technical assistance, 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.