

# Strategic Plan Oversight Commission

11.01.23



## 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**

11.1.23

# 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**
- ▶ **Decisions:** Approve new SPOC Members
- ▶ **Introductions and Check-in**
- ▶ **Presentation and Discussion:** Emerging thinking on what will be required to implement the Plan
- ▶ **Discussion:** Revised sequencing and timeline
- ▶ **Presentation and Discussion:** Framework for Equity and Lived Experience Participation
- ▶ **Presentation and Discussion:** System Modeling
- ▶ **Quick Updates:** Work Groups and Planning Teams
- ▶ **Presentation and Discussion:** Final plan structure

# Decision: Approve New SPOC Members

- ▶ Ma'Jenaya Johnson (MJ)
- ▶ Roquesha O'Neal

# Quick Check In

Who am I?

What is one word that describes my thoughts about our work together as we are creating the Plan?

**Presentation and Discussion:**  
Emerging thinking on what will be  
required to implement the Plan?

# Discussion: Revised Sequencing and Timeline

- ▶ Considerations
- ▶ Constraints
- ▶ Assumptions
- ▶ Urgencies
- ▶ Options
  - ▶ **Current path:** publish final document in early January
  - ▶ **Alternative path:** publish final document in late February



# Discussion: Alternative Path Sequencing and Timeline

- ▶ **11/1 SPOC #5**
  - Approve template for final Plan document
  - Review and comment on system modeling and concepts for lived experience participation
  - Brief updates from other WG/PTs
- ▶ **11/29 SPOC #6 - extended meeting time?**
  - Draft recommendations from WG/PTs in PPT format
- ▶ **12/13 SPOC #7 - extended meeting time?**
  - Updated recommendations from WG/PTs in Plan format
- ▶ **January TBD SPOC #8**
  - Adopt proposed implementation timeline and framework
  - Deliberate on the comprehensive draft final Plan
- ▶ **Late January/Early February:**
  - ▶ *If implementation framework is adopted, WG/PT's shift to preparing for implementation launch*
- ▶ **February TBD SPOC #9**
  - Adopt comprehensive final Plan
- ▶ **February:** Public release of Plan & implementation launch
- ▶ **March-June:** Plan implementation underway & BPA team serves as advisors to implementation

# Presentation and Discussion: Framework for Equity and Lived Experience Participation

- ▶ Implementing an Equity, Belonging and Justice Lens to the Work
- ▶ Elevating and engaging Detroit Advisors Group and Youth Action Board members.
- ▶ Support and enhancing resources for continued participation and stability
- ▶ Grow participation and provide professional development.

# Presentation and Discussion: Framework for Justice, Equity and Belonging

- ▶ Address barriers and disparities within each of the working groups.
- ▶ Systems-level education and understanding of diversity, equity, antiracism, and anti-blackness.
  - ▶ This includes an education and unearthing of historical and current structural barriers.
  - ▶ This includes leadership training and support regarding education and transformational change.
- ▶ Identify what DEI Structures currently exist within the system of care.
- ▶ Explore power dynamics across identities, organizational hierarchy and how those dynamics impact staff and clients from underserved communities.
- ▶ Develop a set timeline that addresses
  - ▶ Building skills and a culture of accountability to address racism
  - ▶ Developing or deepen development for DEI Committee/leadership body.
  - ▶ Develop an action plan including activities for the first 12 months.

# Lived Experience Participation Framework

## Funding/Compensation

- Secure and allocate a portion of funding specifically for compensating individuals with lived experience of homelessness who contribute their insights and expertise to decision-making process. This includes an emergency fund.

## Case Management

- Provide ongoing training and support to case managers to enhance their skills and knowledge of available resources and connections within the system of care to ensure they can help individuals that are engaged to remain connected and secure in their housing/services.

## Succession Planning

- Develop programs and initiatives to support the professional growth and development of individuals with lived experience of homelessness, facilitating their transition into leadership roles within the homeless system of care.

## Mental Health and Health Resources

- Involve individuals with lived experience of homelessness in the planning and implementation of mental health resources, ensuring their input reflects the unique challenges faced by this population.

## Housing Placement and Resources

- Ensure housing availability for those working closely in the system of care, including resources and connections to providers to create stable housing solutions.

# Presentation and Discussion: System Modeling

- ▶ Co-Chairs: Taura Brown, Dr. Gerald Curley
- ▶ BPA Team: Matt White

# Presentation and Discussion: System Modeling

## **What is System Modeling?**

System Modeling is an analytical process to “right size” each component of the homelessness system to address peoples’ actual needs and achieve an efficient and effective allocation of resources.

## **What is involved in the analysis?**

The System Modeling Work Group estimates the annual inflow of people seeking assistance and the amount of each intervention or service strategy the Detroit system needs to provide based on the share of people that will need different types of services and the time spent in each intervention.

# System Modeling Includes the Following Steps:

1. Define components of optimal system: short-term crisis beds, intermediate-term programs, permanent supportive housing, other types of permanent housing

2. Estimate annual number of people served.

3. Review actual system use: what types of programs are needed, used, how long people stay and whether they exit to other system programs or to permanent housing

4. Identify “ideal” pathways: combinations of programs that will improve housing outcomes

5. Develop assumptions about pathway utilization % of people using each pathway and average length of assistance expected.

6. Model assumptions.

7. Adjust assumptions and model again.



Work Group is on Step #5

# Service Strategy Typology Cohorts

- ▶ **Acuity #4: Light Need Households**
  - ▶ Prevention, Shelter, Diversion
- ▶ **Acuity #4: Moderate Need Households**
  - ▶ Shelter, Diversion, Housing Search & Navigation
- ▶ **Acuity #3: Intensive Need Households**
  - ▶ RRH, RRH + Other Permanent Housing (OPH)
- ▶ **Acuity #1: Long-term Needs but not Chronic Households**
  - ▶ OPH (HCV, EHV, Subsidized)
- ▶ **Acuity #1: Long-term Needs/Chronically Homeless**
  - ▶ PSH



# DRAFT Results Table

## System Conversion Summary - **SAMPLE**

Project Types (Annual Number of Beds/Service Slots)	Current System for (Units)	Optimal System (Units)	Difference (Gaps)
Prevention	200	250	-50
Diversion	25	250	-225
Emergency Shelter	500	750	-250
Transitional Housing	50	25	25
Rapid Re-Housing	155	745	-590
Other Permanent Housing	50	275	-225
Permanent Supportive Housing	320	1,170	-850

# 2<sup>nd</sup> Quarter Stakeholder Communications

- ▶ Issued last week and provided links to Interim Findings Report and registration links for upcoming Community Planning Sessions

[https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA\\_DETInterimFindingsReport\\_FINAL.pdf](https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA_DETInterimFindingsReport_FINAL.pdf)

[https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA\\_DETInterimFindingsReport\\_FINAL.pdf](https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA_DETInterimFindingsReport_FINAL.pdf)

# Quick Updates: Workgroups and Planning Teams

- ▶ Work Group 1: System Modeling
- ▶ Work Group 2: Implementation Framework
- ▶ Work Group 3: Building Momentum
- ▶ Topic 1: Reducing Unsheltered Homelessness
- ▶ Topic 2: Reimagining Shelter / Interim Housing
- ▶ Topic 3: Improving Rehousing & Housing Supply

# Work Group 2: Implementation Framework

- ▶ Co-Chairs: Tasha Gray, Julie Schneider, and Taura Brown
- ▶ BPA Team: Kristy Greenwalt, David Dirks, and Elijah Wright
- ▶ Status:
  - ✓ Group has met twice; initial discussions have focused on overarching structure to support plan implementation.
  - ✓ Upcoming conversations will focus on roles & responsibilities, mechanisms to support accountability, and creating meaningful engagement with PWLEH in the implementation structure.
  - ✓ Objective is to present proposed structure by mid-December, including whether an interim structure will be needed to support plan launch while the community works on larger structural changes.

# Work Group 3: Building Momentum

- ▶ Co-Chairs: Amy Brown and [TBD]
- ▶ BPA Team: Matthew Doherty and Donna Price
- ▶ Status: **Focusing on These 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
- **Discussing if and how each effort should be reflected in the Strategic System Improvement Plan**

# Topic 1: Reducing Unsheltered Homelessness

- ▶ Co-Chairs: Sarah Rennie and [TBD]
- ▶ BPA Team: Matt White & Elijah Earnest
- ▶ Status:
  - ✓ **1st Community Planning Session held Sep. 21.**  
Reviewed goal of reducing unsheltered homelessness. Identified key contributors to that goal and their roles. Discussed system gaps and barriers. Brainstormed possible improvement strategies
  - ✓ **2nd Community Planning Session planned for Nov. 16.**  
Define a set of system improvement objectives that best position Detroit to reduce unsheltered homelessness. Identify and prioritize system improvement actions with activity leads, timeframes, and performance measures.

## Topic 2: Reimagining Shelter/Interim Housing

- ▶ Co-Chairs: Amber Matthews and Sarah Rennie
- ▶ BPA Team: Matthew Doherty, Barb Poppe and Donna Price
- ▶ Status: Four Community Planning Sessions Scheduled
  - November 14: Reimagining Shelter: Focus on Clients' Basic Needs, Experiences, and Rights
  - November 15: Reimagining Shelter: Focus on Services and Staffing
  - November 16: Reimagining Shelter: Focus on Facilities and Environments
  - November 17: Reimagining Shelter: Focus on Integrating Programs within the Homelessness Response System

# Topic 3: Improving Rehousing & Housing Supply

- ▶ Co-Chairs: ReGina Hentz and Julie Schneider
- ▶ BPA Team: Barb Poppe and Donna Price
- ▶ Status:
  - 11/8 12:30-2:30PM Permanent Supportive Housing (PSH)
  - 11/8 3-5PM Rapid Rehousing (RRH)
  - 11/9 9:30-11:30AM Vouchers, utility assistance, & other financial assistance
  - 11/9 3-5 PM Affordable housing supply, including assisted & public housing
  - 11/13 3-5 PM Improving Housing Navigation and Landlord Engagement
  - 11/14 3-5 PM Integrating access to all types of housing and rehousing supports within the Homelessness Response System



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# Presentation and Discussion: Final Plan Structure



Opening  
Content  
Sections



Body of  
the Plan



Implementation  
Framework



Appendices

# Final Plan Structure: Opening Content Sections

Opening Content Sections	Content to Include
<b>Executive Summary</b>	<ul style="list-style-type: none"><li>▪ Vision / Values / Guiding Principles</li><li>▪ Overview of Improvement Action Areas and Objectives</li></ul>
<b>Overview of Strategic System Improvement Planning Process</b>	<ul style="list-style-type: none"><li>▪ Overview from Interim Findings Report</li><li>▪ Overview of Efforts of Work Groups and Planning Teams</li></ul>
<b>Leading with Focus on Equity</b>	<ul style="list-style-type: none"><li>▪ Information regarding disparities and harms caused within current system</li><li>▪ Need for shared responsibility and a shared vision for driving progress and redressing harms</li><li>▪ How planning processes have sought to address these needs</li></ul>
<b>Engaging the Leadership of People with Lived Experience</b>	<ul style="list-style-type: none"><li>▪ How people with lived expertise have been engaged into planning process</li><li>▪ Key themes that have informed the Plan’s Improvement Objectives and Improvement Activities, how Plan strives to be responsive to input provided</li><li>▪ Guidance for continued efforts</li></ul>
<b>Summary of System Modeling and Data</b>	<ul style="list-style-type: none"><li>▪ Summary level info</li><li>▪ Highlight or call-out boxes of other key data that informed planning processes</li></ul>



# Final Plan Structure: Body of the Plan

## Content

### Vision / Values / Guiding Principles

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### Summary of Improvement Action Areas

- Reducing Unsheltered Homelessness (+ Improvement Objectives Identified)
- Reimagining Shelter and Interim Housing (+ Improvement Objectives Identified)
- Improving Rehousing (+ Improvement Objectives Identified)
- Improving Access and Increasing Housing Supply (+ Improvement Objectives Identified)

### Full Strategic System Improvement Plan

- More detailed presentation of Improvement Action Areas, Improvement Objectives, and Improvement Activities



# Final Plan Structure: Improvement Action Areas, Objectives, and Activities

## Improvement Action Area #1: Reducing Unsheltered Homelessness

[Some narrative content explaining the focus of this Action Area and how it is responsive to input from people with lived experience.]

### Improvement Objective #1: [1 sentence description of the Objective to be pursued]

**Improvement Activity #1:** [1 - 2 sentence description of Activity to be implemented in support of achieving the Objective.]

**Improvement Activity #2:** [1 - 2 sentence description of Activity to be implemented in support of achieving the Objective.]

**Improvement Activity #3:** [1 - 2 sentence description of Activity to be implemented in support of achieving the Objective.]

**Improvement Activity #4:** [1 - 2 sentence description of Activity to be implemented in support of achieving the Objective.]



## Final Plan Structure: Improvement Action Areas, Objectives, and Activities

**Improvement Activity #1:** [1 - 2 sentence description of Activity to be implemented in support of achieving the Objective.]

**Implementing Organizations or Entities:**  
[Identify the organizations or entities who have the greatest responsibility for implementation.]

**Supporting Organizations or Entities:**  
[Identify the organizations or entities whose support and involvement is most critical for implementation.]

**Timeframe:** [Identify the projected timeframe for implementation of this activity.]

**Performance Measure:** [Identify the process measure, output measure, and/or outcome measure that should be used to assess implementation progress and impact.]

**Equity Considerations:** [Identifying how the Activity is expected to drive progress on inequities and/or equity-focused considerations that will need to guide the implementation and/or measurement of the Activity.]



# Final Plan Structure: Types of Measures

- **Process Measures:** Assess whether the implementation of Activities is in alignment with expectations, timeframes, and/or processes expected (e.g., timely implementation of a planned data analysis or of a training or convening, etc.)
- **Output Measures:** Assess the “tangible” scale of efforts achieved in the implementation of Activities (e.g., # of people served through programs, # of people participating in trainings, # of programs adopting revised policies or practices, etc.)
- **Outcome Measures:** Assess the impact or changes achieved through the implementation of Activities (e.g., increased exits to permanent housing, reductions in lengths of homelessness, improvements in measures of health and well-being of program participants, etc.)



# Final Plan Structure: Implementation Framework

- Decisions reached regarding implementation & governance structures that will guide initial implementation of Plan
- Identification of key action items that will be needed to codify decisions, grant authority, confirm roles, and establish accountability mechanisms





# Final Plan Structure: Appendices

## **Appendix A:**

Description of Discovery and Planning Processes (adapted from Interim Report and input and themes from people with lived experience and listening sessions, and information regarding implementation of Work Groups and Planning Teams)

## **Appendix B:**

Full System Modeling Report





## Expectations & Next 60 Days

- Stakeholder Communication
- Interim Report Distribution
- SPOC members connect with their constituencies to keep them engaged
- Upcoming meetings:
  - November 29 @ 11-12:30 pm

Closing

Thank  
you!

