

Community Defined Strategies to Strengthen Implementation of Plan 2.0



Step 1:
24 Interviews
+ 8 Surveys

Chicago CoC SWOT Analysis

- Lived Experience Commission
 - Sophistication
 - Engagement
- HMIS-Lead Agency
 - System utilization
 - User utilization
 - Data quality
- Community's Commitment to System Transformation
 - Early adopters of Coordinated Entry
 - Pioneering Transition in Place
- Youth Provider Collaboration
 - They have collective alignment
- Experience in Building Collective Alignment
 - Driving change through collective impact to achieve significant progress on veteran homelessness
- Lead Agency's Institutional Knowledge

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- System/Community Milestones
 - Specific milestones not yet identified (except veterans)
- Decision Making Structure
 - Too many committees without clear leadership and no work plans
 - CoC Board meetings lack strong leadership, focus, and understanding of their role
- Lead Agency Capacity
 - Technical expertise
 - Performance monitoring skills
 - Capacity to build and drive collective alignment
 - Project management and facilitation skills
- Permanent Housing Inventory
 - Limited resources

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- Relationship with CHA
 - There are many vouchers (some unused)
- Chicago's Political Will
 - History of strong community organizing, when there is a clear issue or initiative to back, the city will rally
- Leveraging the Understanding of Development in the CoC to Build Inventory
- Airbnb Tax
- EHARC Welcoming Center

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- Limited confidence from private funders in the system's ability to secure investments in housing
- HUD's perception of Chicago CoC
 - Alignment with federal goals
 - Sending funds back each year
- Expensive housing and development market

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Summary of Community Session Responses

Step 2: 2 Community Conversations to translate SWOT into Strategies

1. What elements of the Youth Collaboration and Veterans Initiative made it possible to build collective alignment?
2. How can the LEC be activated to support implementation? Where the LEC is voice most impactful?
3. How should HMIS data be used to support implementation and decision making? What kind of dashboards should the community be using to monitor progress?
4. How can the political will in Chicago be leveraged to build collective alignment around particular milestones? How can the political will in Chicago be leveraged to build permanent housing inventory? How can the political will in Chicago be used to drive a “yes” culture?
5. What short term strategies can be implemented to enhance All Chicago’s capacity through the initial phases of the system transformation process?
6. What strategies should be employed to capitalize on the opportunities within CHA? How can you leverage the deep development and operating experience within the homeless service system?

Step 3:
Strategy
Memo to
Synthesize
Results

Overview - Building on the EVHI

- Represented a **shift of all activities** and efforts toward permanent housing placements.
- **Political leaders, funders, providers, and advocates galvanized around a process improvement effort** focused on housing placements.
- **High level leadership (system-level power brokers) immediately react to align resources and activities.**
 - Recognized early on the need for more permanent housing options
 - Chicago Housing Authority and DFSS at the leadership table
 - additional 450 units of housing and increase rapid rehousing funding.
 - Activate the Mayor's political will
 - sent a letter to every landlord in the city
 - \$100,000 Emergency Fund for Veterans and Landlords.
- Examples **exemplify the rapid success that can be achieved** with effective governance and implementation infrastructures that are focused on permanent housing placements.
- It was repeatedly noted that **the broader homeless response system lacks that same focus and commitment for other subpopulations** and instead tends to fixate on funding competitions, representation, and advocacy. While each of these activities were identified as important, in isolation they lack the ability to achieve the collective goal of ending homelessness.

Step 3:
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4 Strategies with Recommended Next Steps

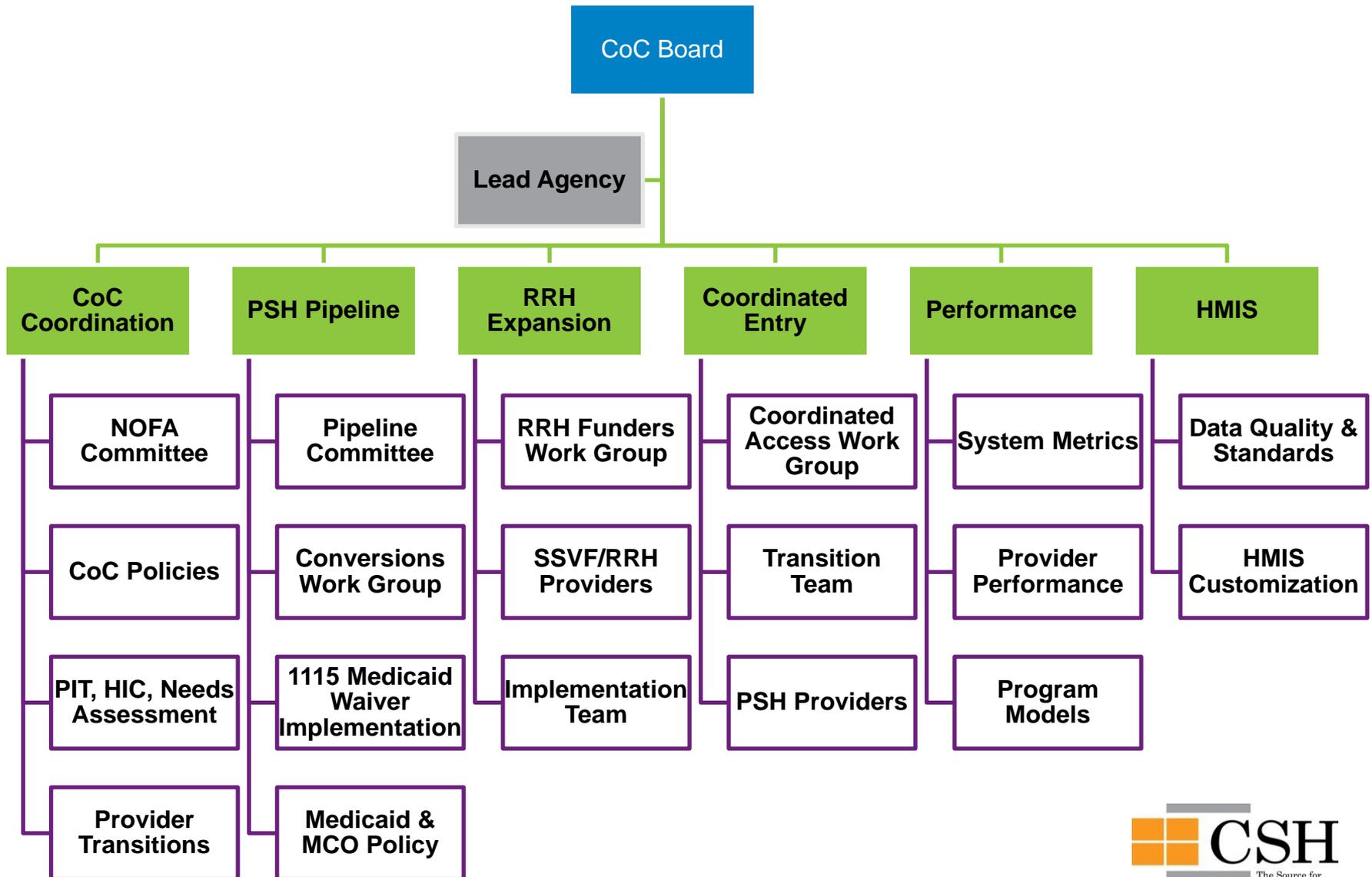
1. **Organize as an implementation infrastructure to amplify action and execution of Plan 2.0**
2. **Empower All Chicago to be the backbone organization for implementation of Plan 2.0**
3. **Use the CoC Governing Board to approve policies and align resources and activities in support of implementation.**
4. **Amplify Political Will to Align Leadership, Set Concrete Targets, and Expand Housing Inventory**

Strategy #1

Organize as an implementation infrastructure to amplify action and execution of Plan 2.0

- Prepare an **Implementation Organization Chart** that details how existing and new work groups form an integrated network of activities that work to accelerate and amplify implementation of Plan 2.0 and short-term crisis response efforts.
- **Assign Project Leads** Based on Expertise and Skills of All Chicago staff and individuals from other organizations that can function as dedicated implementers.
- **Identify Capacity Gaps** and prepare a proposal to fill the project management capacity gaps either permanently or temporarily
- Determine how to **fill those project management capacity gaps** and execute

Implementation Infrastructure



Strategy #2

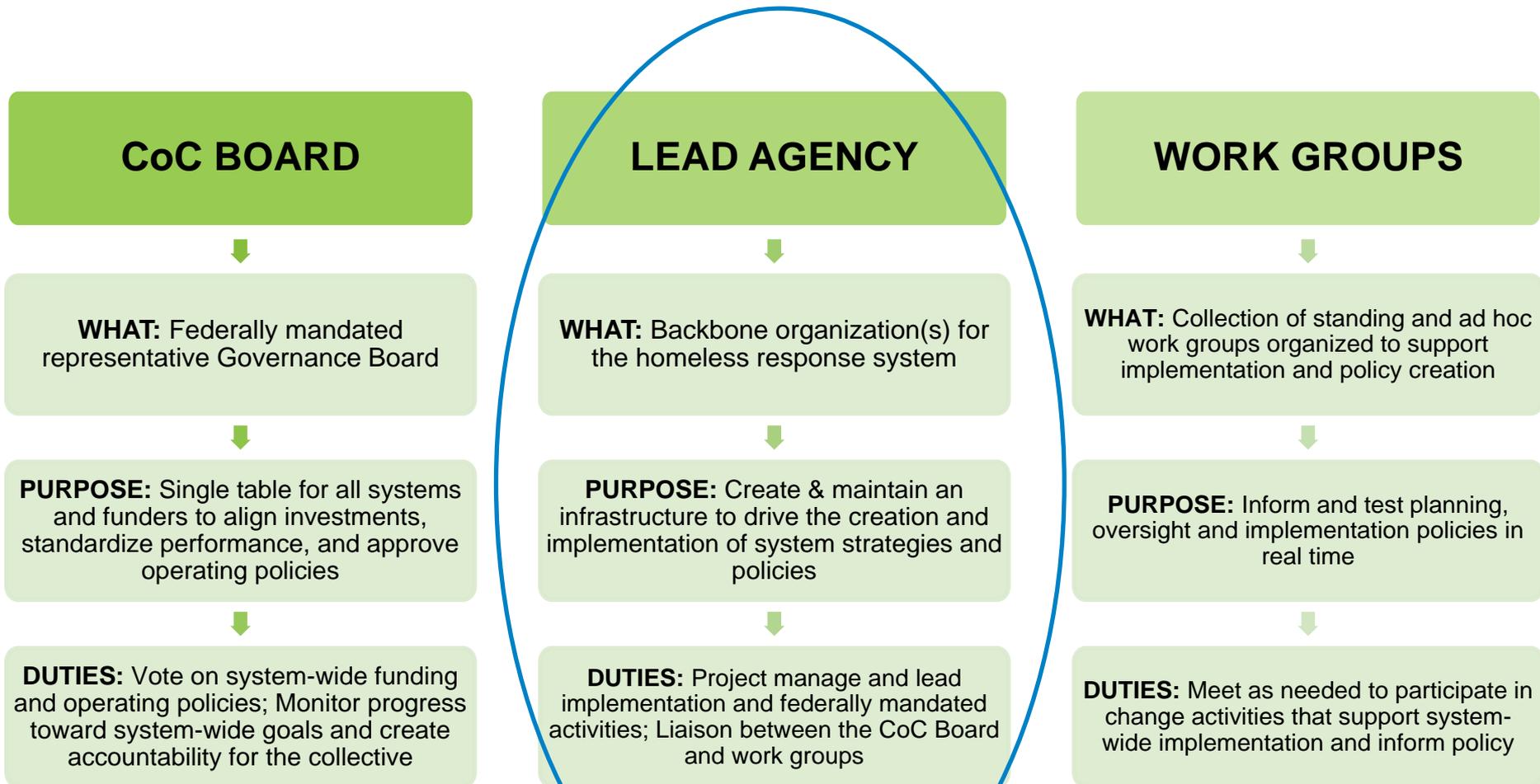
Empower All Chicago to be the backbone organization for implementation of Plan 2.0

- Affirm All Chicago as the lead agency and clearly define its role as the **backbone for the collective impact initiative** to end homelessness.
- All Chicago should **amend the current MOU** annually to clearly articulate this expanded role and proposed annual activities.
- All Chicago should **re-examine and maximize its staffing capacity** to lead and drive the implementation process. All Chicago should develop a one year action plan and individual work plans for all lines of activities and train and coach project leads on driving phased implementation within a collective impact model.

Strategy #2 Continued

- All Chicago should begin **leading/co-leading implementation** activities which includes maintaining **phased implementation work plans** and actively facilitating the change process.
- All Chicago should **expand its data analytics and dashboard capacity** to articulate progress and impact effectively and in real-time whenever possible.
- All Chicago should develop **formal and informal communication strategies** to ensure all stakeholders have regular access to progress updates, are participating in a culture of learning and adaptive programming and continue to understand and inform the system vision in light of implementation challenges. This will require joint leadership from All Chicago, CoC Board, City Leadership, and Funders.

Collective Alignment Infrastructure - Overview

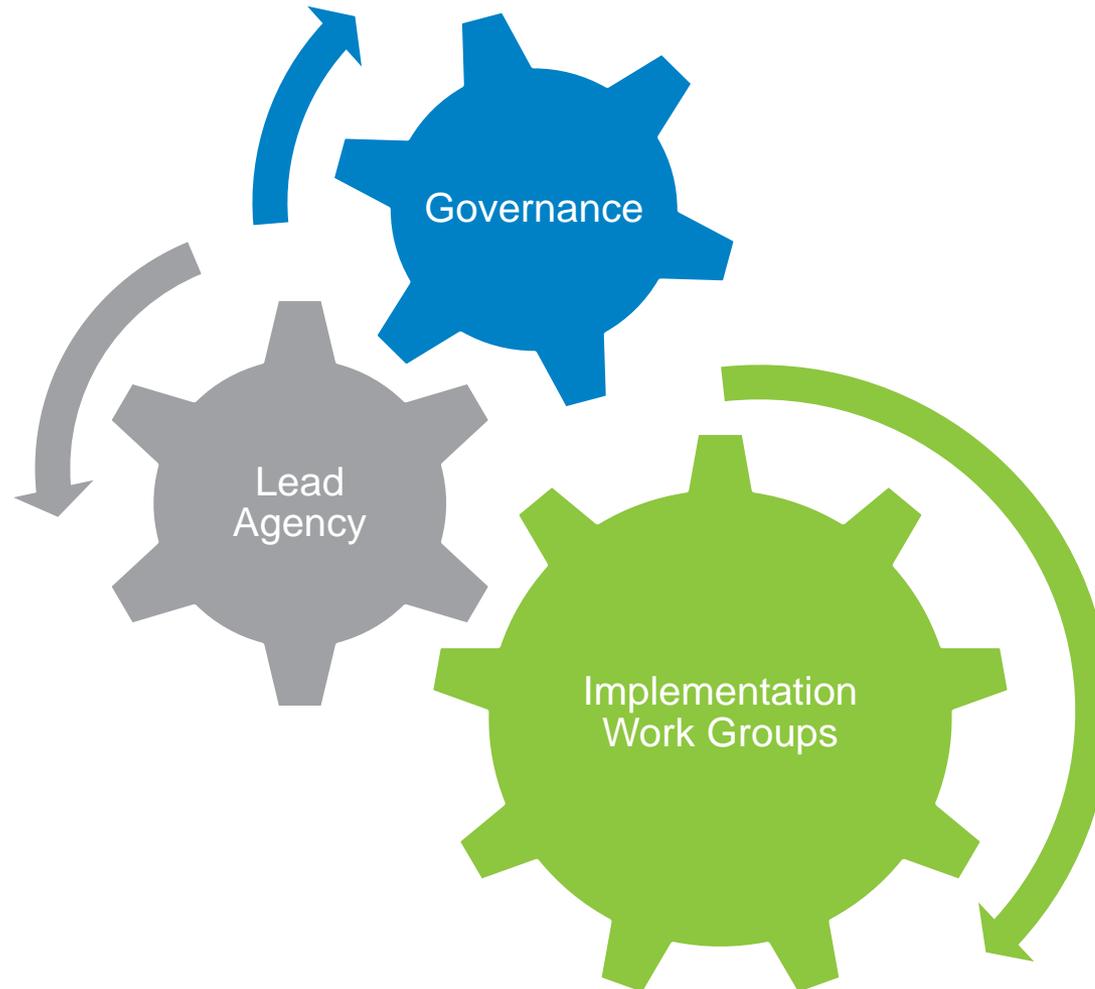


Strategy #3

Use the CoC Governing Board to approve policies and align resources and activities in support of implementation.

- CoC Board should **move and possibly reshape all Board committees within the implementation infrastructure** and formally acknowledge the implementation oversight groups responsible for providing leadership, monitoring progress, and barrier busting for each collective impact initiative.
- CoC Board should **reexamine Board membership to seat system-level power brokers** that will transition the Board to function as the primary table for the alignment of all homeless response and rehousing activities regardless of funding source.
- CoC Board and All Chicago should **reexamine meeting agendas** to include the approval of policy created within the implementation infrastructure, examination of system-wide performance data, and general monitoring and funding decisions to support the creation of a healthy and functional system.

Collective Alignment Infrastructure



Strategy #4

Amplify Political Will to Align Leadership, Set Concrete Targets, and Expand Housing Inventory

- The City should **activate the Mayor and Task Force** to create a committee dedicated to identifying, funding and managing the **expansion of permanent housing** and housing stabilization options to end homelessness.
- All Chicago, the CoC Board, the City and Funders should unite to set **concrete targets and milestones** and deliver to the Mayor along with regular progress reports coupled with a broader **marketing campaign**.
- The City should **align planning, management, and distribution of new and existing revenue streams** to permanent housing expansion strategies and other implementation activities to catalyze or accelerate collective impact results of Plan 2.0.

Result: Evolution to a Coordinated System & Big Impacts



A diverse collection of independent providers employing lots of methods seeking various goals



An integrated network of providers coordinating efforts to achieve maximum impact.

Questions?