

# Community Defined Strategies to Strengthen Implementation of Plan 2.0



# Chicago CoC SWOT Analysis

Step 1:

24 Interviews  
+ 8 Surveys

- 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





## 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

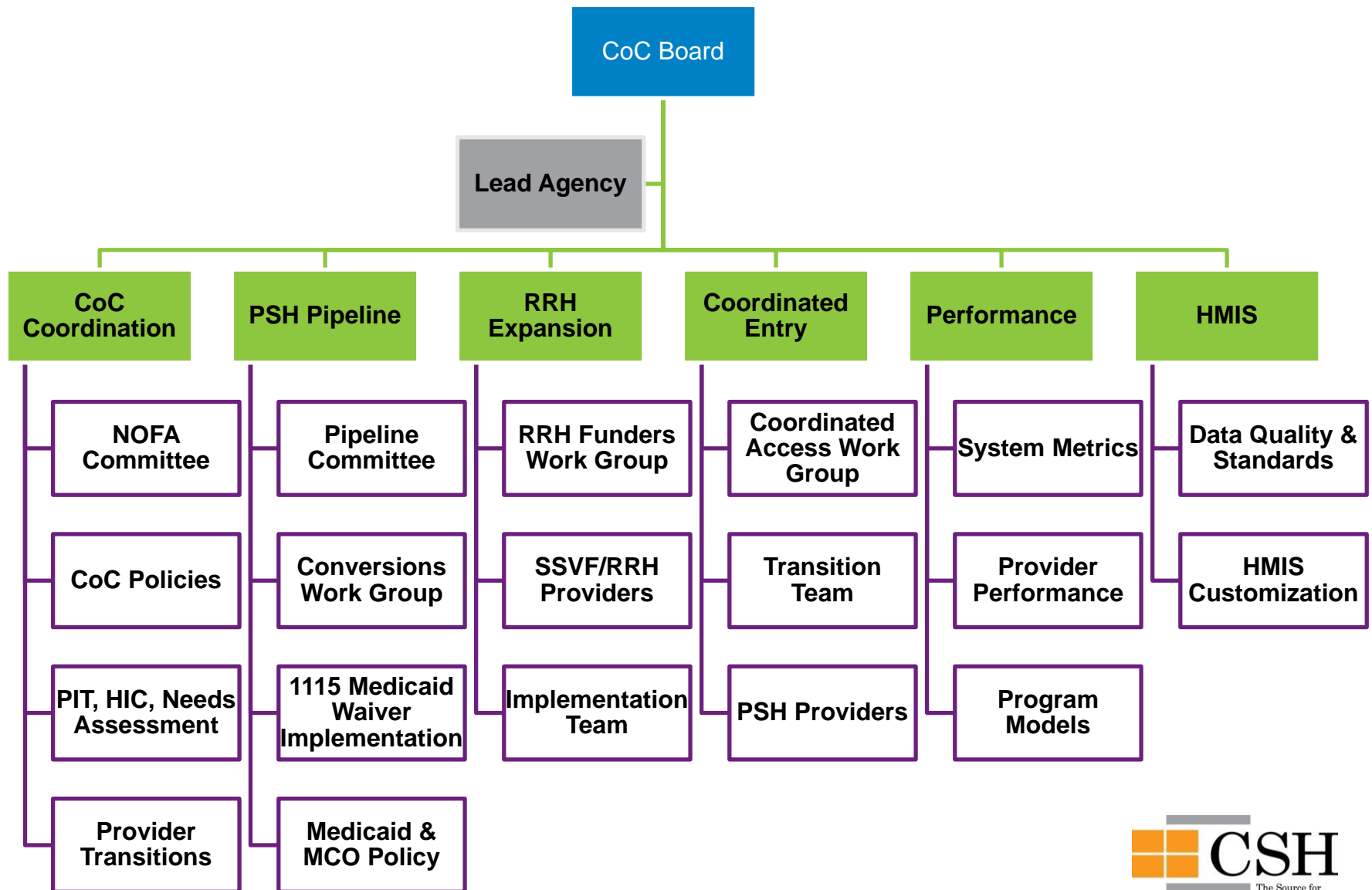
- Represented a **shift of all activities** and efforts toward permanent housing placements.
- **Political leaders, funders, providers, and advocates galvanized around a process improvement effort** focused on housing placements.
- **High level leadership (system-level power brokers) immediately react 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.

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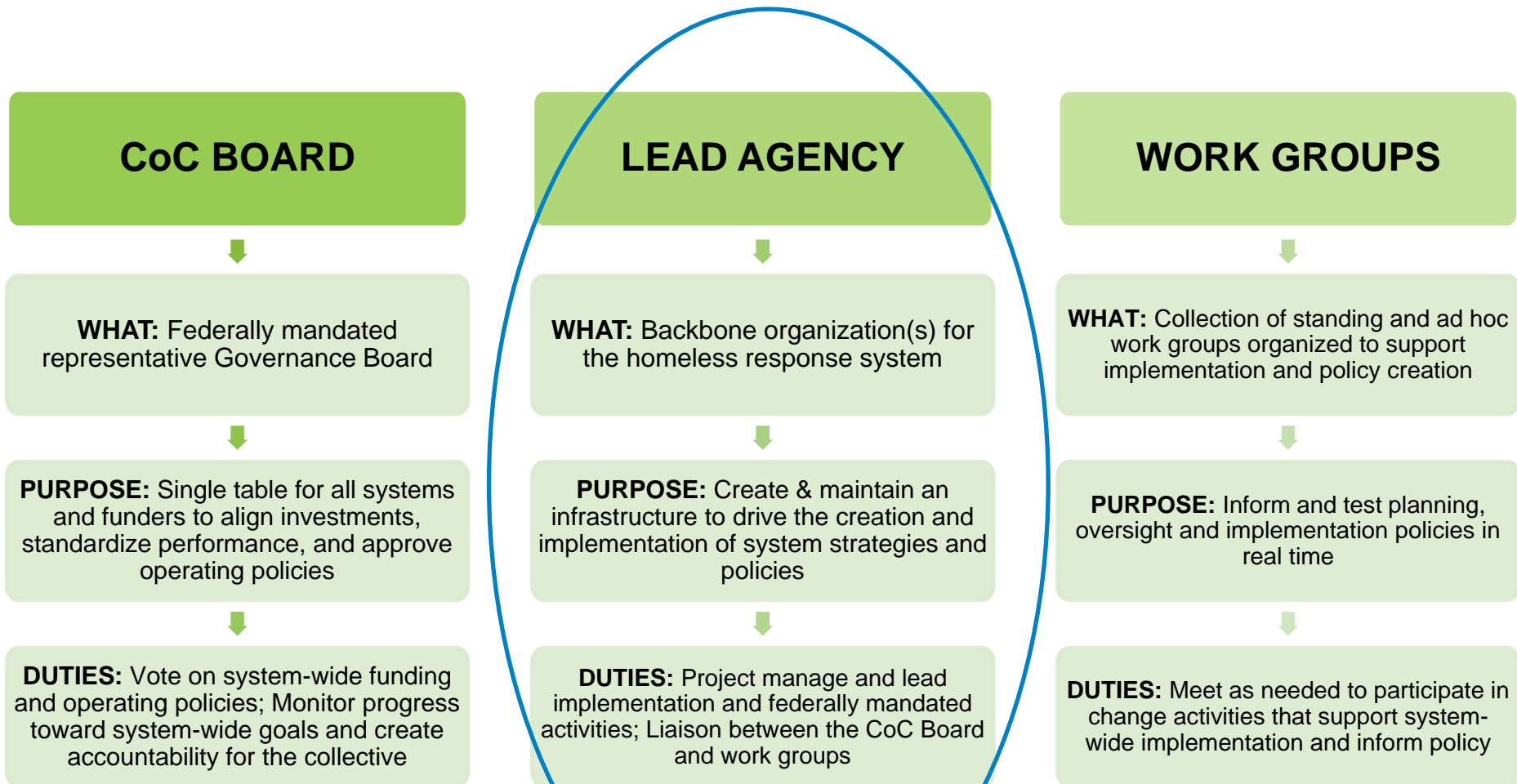
## 4 Strategies with Recommended Next Steps

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**

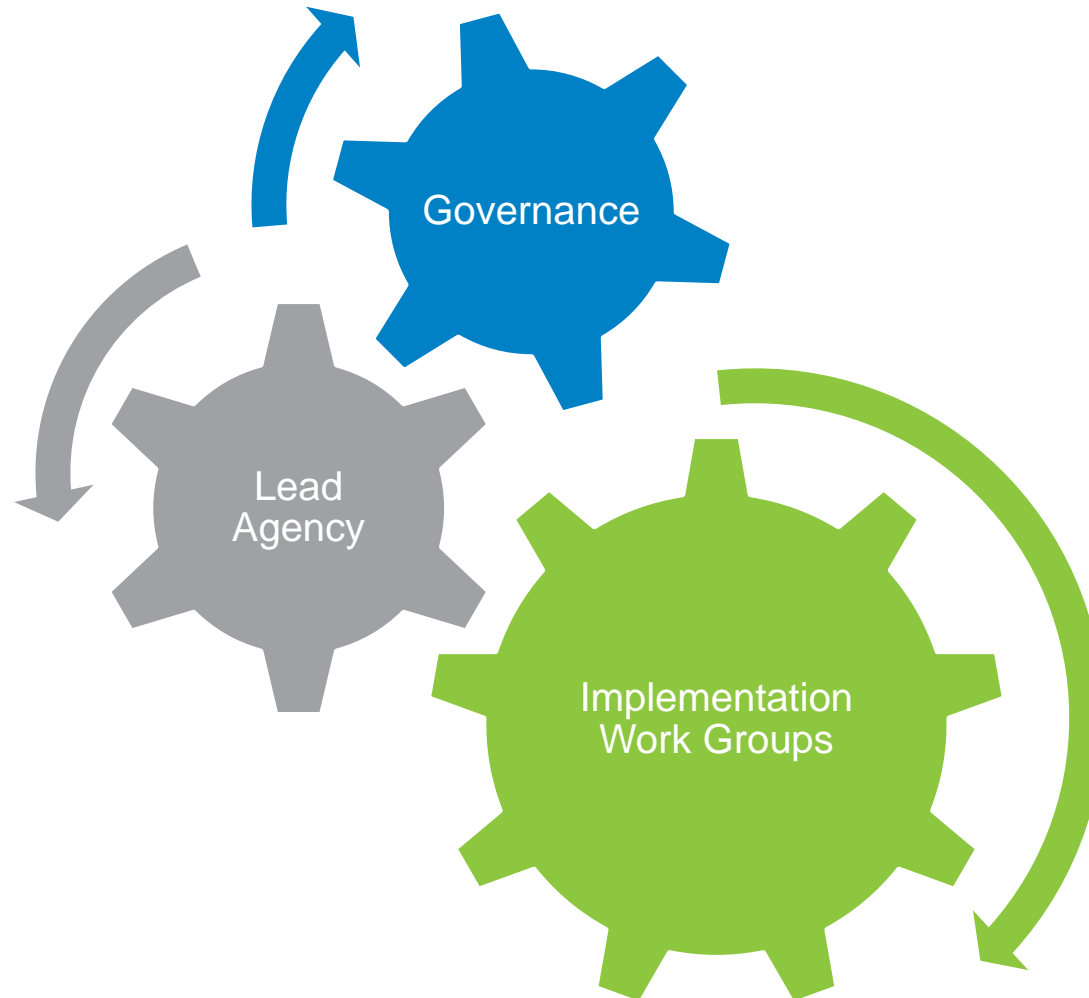
# Implementation Infrastructure



# Collective Alignment Infrastructure - Overview



# Collective Alignment Infrastructure





# 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.

# Strategy Memo Webinar

Friday, June 23<sup>rd</sup>,  
10AM