2026 Goals

1) A smart homeless response system
2) Safe and welcoming downtown
3) Connected stakeholders, clear roles
4) Radical transparency

Downtown Pathways Project

Quarter Two Rocks – Due August 8

1. Establish a shared understanding of population served by the Downtown Pathways Project.

Done looks like (by end of Q2):

- Population assessment completed including housing status, barriers, current provider relationships and goals.
- Enhance understanding of the partners and services engaging with the population (housing, medical, ambassadors, Homeless Outreach Team, and public safety).

Why: Having a clear understanding of the population will support individualized cross-sector plans to meet needs and improve outcomes. Communicating the "what, why and how," and where we need to support changes will enhance confidence for those not directly in the work.

Owner: Lauren // *Supports goals 1, 2 & 3*

2. The preferred site for the second Housing + Complex Care Services is under signed purchase agreement or option.

Done looks like (by end of Q2):

- Signed Purchase Agreement or Option on a preferred site
- Written alignment from the development partner, service provider, and primary funder on the selected site

Why: An estimated 100+ individuals are very high utilizers of shelter, public services, and emergency healthcare who are unlikely to sustain permanent housing without significant behavioral health and supportive services. Permanent Supportive Housing with complex care relieves multiple system bottlenecks at once — shelter beds, ER volume, jail throughput, and provider capacity.

Owner: Thelma *// Supports goals 1 & 2*

3. Operationalize a shared workplan and coordinated meeting cadence across the Pathways partner network to strengthen interagency alignment, support cascading communications, and ensure staff across all participating organizations are working toward shared goals

Done looks like (by end of Q2):

- Meet with Downtown Pathways leads to assess organizational structure and meeting cadence; determine which team members from each organization would benefit from cascading messages
- Share individual organizational V/TO at the executive level to strengthen understanding of and alignment with Downtown Pathways goals and priorities. Three-tier meeting structure is outlined and operational. Possible meeting structure could include
    - Frontline cross-agency huddle
    - Supervisor/team-lead coordination
    - Executive alignment
    - Monthly virtual organizational lunch and learn schedule is operational
    - Named liaison/point of contact for each partner organization at each level
- Determine need for shared communication channel at each level (Slack, Teams, or Equivalent)
- Baseline survey administered measuring current state of trust and comprehension of Downtown Pathways goals

Why: Outreach partners currently work toward shared goals through separate command structures, without explicit norms for communicating up, down, or across organizational lines. The Team of Teams approach — proven in complex multi-stakeholder operations — shows that shared consciousness, common purpose, and empowered execution allow networks of organizations to outperform any single agency working alone. A written work plan and consistent meeting cadence replace implicit assumptions with explicit operating norms, producing the foundation for trust and the integration that case-level work depends on.

Owner: Megan // Supports goals 1, 3 & 4

4. Scorecard established for Pathways

Done looks like (by end of Q2):

- Actionable KPIs are agreed upon for the project.
- Sustainable, accurate and timely data is available to the public that communicates progress and key trends.

Owner: Courtney // Supports Goals 1 & 4

5. Execute a signed contract with a third-party communications partner and complete the initial messaging framework.

Done looks like (by end of Q2):

- Written Scope of Work covering audience priorities (funders, external stakeholders, public), deliverable types (messaging framework, narrative architecture, partner talking points, earned media support), and content approval/decision rights
- Vendor selected with signed contract, defined budget, term, and deliverable schedule
- Kickoff completed with network partners; consultant has access to leadership and operational context
- First deliverable produced and approved: a shared messaging framework / narrative architecture endorsed by partner agencies — the foundation document everything else builds from

Why: Homelessness response is structurally complex — multiple agencies, overlapping funding streams, evolving best practices — and the audiences who need to understand it are equally varied: funders making allocation decisions, elected officials and business stakeholders forming policy positions, and the broader public forming perceptions that shape political and philanthropic conditions. Direct service teams cannot simultaneously deliver coordinated care and produce the clear, consistent external narrative that sustained funding and public support require. A specialized communications partner builds and operates that external-facing layer, ensuring stakeholders understand what the work is, what outcomes it produces, and how they can engage meaningfully — without diverting frontline capacity from the work itself.

Owner: Josh // Supports goals 3 & 4

6. Cross-Sector Case Conferencing Pilot is Operational

Done looks like (by end of Q2):

- Catherine's and Degage continue with CSCC at HSL with report out at end of quarter (possible Lunch and Learn Session)
- Catherine's and Mel Trotter Outreach lead launch CSCC pilot between Corewell, Catherine's, and Mel Trotter (with other CoC Outreach partners as needed)
- Develop lessons learned from both pilots for scalability in future quarters

Why: Kent County is home to many high-performing health, behavioral health, and housing organizations, but limited coordination across systems and at the patient level reduces the community's ability to improve health and housing outcomes. With growing housing pressures, stronger data-driven, cross-sector coordination is increasingly urgent. Cross-sector ecosystems leverage cross-sector case conferencing to co-create care plans for complex individuals who also function as boundary crossers between systems. Connecting hospitals, FQHCs, CMHs, housing, and shelters will eliminate inefficiency while producing better outcomes for both the individual and the system.

Owner: Megan // Supports goals 1 & 3