ENTF Strategy and Implementation Plan Updates
November 2020

In March of 2020, the Essential Needs Task Force contracted with Liz G. Consulting, LLC (LGC) to facilitate the development of a strategy and implementation plan. Shortly thereafter, the State of Michigan was locked down to respond to the global pandemic. The following documents a summary of the activities, including changes to the timeline and deliverable dates; a preview of finalized plan components; and a description of the final steps to complete this process.

Summary of Activities

While the proposed and contracted work included primarily in-person feedback sessions, the timeline and activities were amended to account for increased work for organizations in the network and maintenance of social distancing protocols. To do this, LGC interviewed 21 Task Force stakeholders, collected and analyzed over 100 surveys from two survey efforts, and gathered feedback at sub-committee meetings. Figure 1 displays the amended work and timeline.

The data collection and feedback have been used to design the new strategy and implementation plan for ENTF. In addition to final feedback from the Governance Committee, ENTF's Leadership Committee met weekly to finalize the process.

Next Steps

ENTF staff will receive feedback from the stakeholders. Without any significant concerns, the plan will begin implementation immediately.

Figure 1. Amended Timeline

April
- Reviewed current documentation
- Administered and analyzed Leadership Survey

May
- Interviewed 21 ENTF stakeholders
- Facilitated bi-monthly feedback/planning sessions

June
- Continued stakeholder interviews
- Facilitated Focus Group
- Continued bi-monthly feedback/planning sessions

July
- Continued stakeholder interviews
- Continued bi-monthly feedback/planning sessions
- Administered and analyzed stakeholder survey

August
- Facilitate weekly Leadership feedback sessions

September
- Facilitate weekly Leadership feedback sessions
- Facilitate whole Task Force feedback session
- Present near final plan

October
- Feedback from the Governance Committee

November
- Final Plan Submitted

Core Values

Values	Definitions
Equity	This core value is the foundation of all of ENTF's other values and work. Our work will be rooted in equity, meaning all efforts will be impartial, culturally competent and strive to create unbiased access to services and resources. We aim to intentionally prevent and remove barriers for marginalized and under-resourced communities, including but not limited to – race, ethnicity, socioeconomic status, gender, sexual orientation, immigration status, ability, age, origin, beliefs, and religious affiliation.
Advocacy	Promoting policy and systems change, along with increasing awareness of systemic inequalities throughout the community to support self-determination.
Collaboration	Aligning systems and connecting with community to build a more cohesive network of essential needs organizations to support equitable outcomes.
Community	Elevating the voices of all people through co-creation, engagement, and action.
Justice	Creating change to address causes of inequities between individuals and society.
Sustainability	Maintaining and growing resources to support individuals in achieving long-term household stability.

Mission and Vision

Based on our values, we focus our work on the following vision and mission.

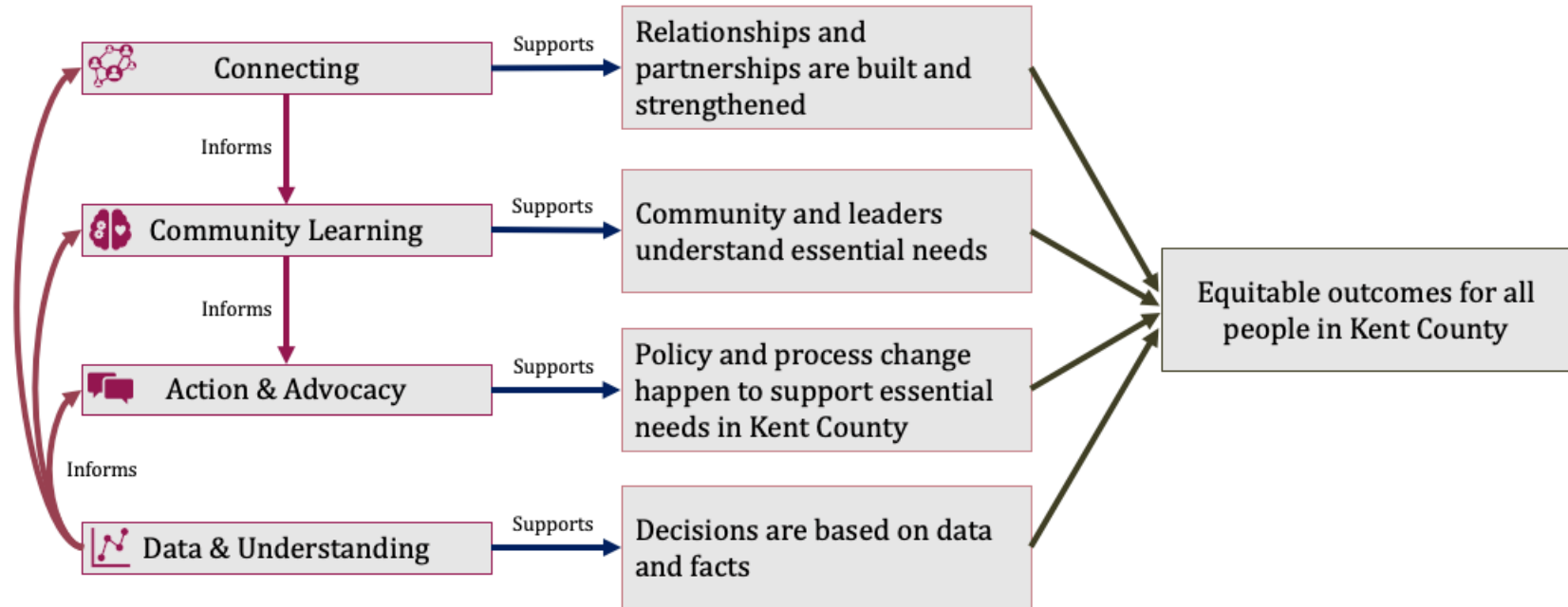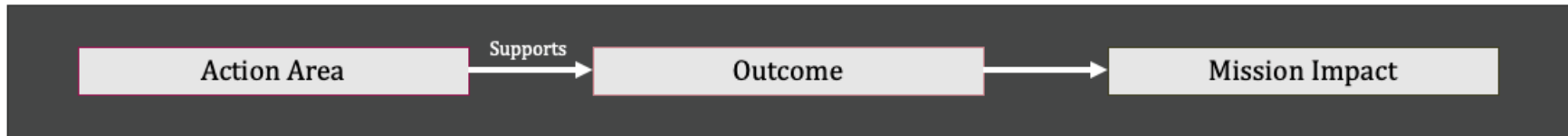|	
Vision	We envision a bright, prosperous future where the dignity and human rights of all people in Kent County are actualized by people-centered systems that guarantee equitable access to opportunities, tools, networks, and resources to meet their current and emerging needs.
Mission	To advance equitable outcomes for all people in Kent County, we build relationships, foster understanding in the community, reject biased assumptions, and lead policy and process change within systems of transportation, food and nutrition, efficient energy, economic and workforce development, and housing.

Action Areas & Purpose

ENTF carries out the vision and mission through the following action areas.

Action Areas	Data & Understanding	Action & Advocacy	Community Learning	Connecting
Purpose	Build knowledge of the community's current state using quantitative data, diverse experiences, and intentional storytelling.	Ensure equitable systems by holding leaders accountable and advocating for policy and process change.	Build capacity, competence, and confidence for the task force; support partners and community members in their development and leadership.	Support stakeholders in building and strengthening relationships, partnerships, and collaborative efforts.

How will we impact change in Kent County?

Action Area	Supports	Outcome		Mission Impact

Connecting — Supports → Relationships and partnerships are built and strengthened

Informs

Community Learning — Supports → Community and leaders understand essential needs

Informs

Action & Advocacy — Supports → Policy and process change happen to support essential needs in Kent County

Informs

Data & Understanding — Supports → Decisions are based on data and facts

→ Equitable outcomes for all people in Kent County

Liz Strategy

ENTF Strategic Plan Overview

Data & Understanding	Action & Advocacy	Community Learning	Connecting
1. Select and use shared indicators to measure the performance of each essential needs system. 2. Support ENTF partners' collection and use of meaningful data for learning and improvement. 3. Evaluate and report out on the strategy and implementation plan.	1. Promote equitable community engagement in shared advocacy. 2. Build community awareness of barriers people in Kent County face accessing essential needs based on what we learned in data and understanding. 3. Develop the practice of challenging assumptions and holding systems accountable for improving. 4. Clarify and develop strategies to support Kent County in housing spectrum and digital inclusion efforts.	1. Establish clear roles and responsibilities. 2. Build a collective knowledge base. 3. Facilitate learning and development opportunities based on core competencies and emerging issues.	1. Ensure community voice, cross sector representation, and increased overall member capacity. 2. Cultivate community engagement in designing systems and services that are responsive to needs. 3. Support partnership and collaboration between members and across subcommittees. 4. Secure additional funding to support ENTF operations and initiatives.

*For a complete list of activities for the Action Areas and Organizational Objectives above, see the Appendix.

Appendix

Data & Understanding: Build knowledge of the community's current state using quantitative data, diverse intentional storytelling.

1. Select and use shared indicators to measure the performance of each essential needs system.

a. Develop theories of change for each subcommittee.

b1. Establish a standardized structure for data collection for at least half of the success measures.

b2.YR1. Review and revise the subcommittees success measures, and establish a standardized structure for data collection for at least one success measure.

b3.YR1. Gather data toward subcommittee success measures and process data. (Frequency dependent on subcommittee TOCs or logic models.)

b4.YR1. Share and use results to inform the next steps of work.

b5.YR2. Review and revise the subcommittees success measures and data collection structure.

b6.YR2. Use results to inform the next steps of work.

b7. YR3. Use results to inform the next steps of work.

b8. YR3. Review and revise the subcommittees success measures and data collection structure.

b9.YR3. Establish a standardized structure for data collection for all success measures.

2. Support ENTF partners' collection and use of meaningful data for learning and improvement.

a. Develop additional training on dignified and intentional storytelling.

b. Develop processes and activities to support ENTF partners' collection and use of data based on shared indicator work.

3. Evaluate and report out on the strategy and implementation plan.

a1. Develop strategic plan and theory of change for ENTF (full task force).

a2. YR1 Review and ensure alignment between subcommittee theory of change and ENTF theory of change.

b. Establish a structure for data collection and sharing.

c1. YR1.Q2. Gather data toward plan ENTF's success measures, process the data, and share it. (Q2)

c2. YR1.Q3. Gather data toward plan ENTF's success measures, process the data, and share it. (Q3)

c3. YR1.Q4. Gather data toward ENTF's success measures, process the data, and share it. (Q4)

d1. YR1.Review and revise ENTF's success measures. (YR1)

d2.YR1. Use results to inform the next steps of work. (YR1)

a3. YR2 Review and ensure alignment between subcommittee theory of change and ENTF theory of change.

c4. YR2.Q1. Gather data toward ENTF's success measures, process the data, and share it. (Q5)

c5. YR2.Q2. Gather data toward ENTF's success measures, process the data, and share it. (Q6)

c6. YR2.Q3. Gather data toward ENTF's success measures, process the data, and share it. (Q7)

c7. YR2.Q4. Gather data toward ENTF's success measures, process the data, and share it. (Q8)

d3. YR2.Review and revise ENTF's success measures. (YR2)

d4. YR2. Use results to inform the next steps of work. (YR2)

a4. YR3 Review and ensure alignment between subcommittee theory of change and ENTF theory of change.

c8. YR3.Q1. Gather data toward ENTF's success measures, process the data, and share it. (Q9)

c9. YR3.Q2. Gather data toward ENTF's success measures, process the data, and share it. (Q10)

c10. YR3.Q3. Gather data toward ENTF's success measures, process the data, and share it. (Q11)

c11. YR3.Q4. Gather data toward ENTF's success measures, process the data, and share it. (Q12)

d5. YR3.Review and revise ENTF's success measures. (YR3)

d6. YR3. Use results to inform the next steps of work. (YR3)

Action & Advocacy: Ensure equitable systems by holding leaders accountable and advocating for policy an

1. Promote equitable community engagement in shared advocacy.

a. Engage diverse voices with lived experience to amplify their assets and remove their barriers to accessing essential needs.

b. Create opportunities across systems for community members to participate in shared advocacy.

2. Build community awareness of barriers people in Kent County face accessing essential needs based on what we learned in data and understandin

a. Develop template for subcommittees and ENTF to use for advocacy messaging for various audiences.

b. Give report-outs & develop PSAs.

3. Develop the practice of challenging assumptions and holding systems accountable for improving.

a1.YR1. Identify action and advocacy priorities and measures.

b. Develop action and advocacy plans to make change and hold systems accountable based on priorities. (Strategies may include offering learning opportunities and decision-makers).

c.YR1. Track and report on progress of action and advocacy plans based on measures.

a2.YR2. Re-evaluate action and advocacy priorities and measures.

c.YR2. Track and report on progress of action and advocacy plans based on measures

a3.YR3. Re-evaluate action and advocacy priorities and measures.

c.YR3 Track and report on progress of action and advocacy plans based on measures

4. Clarify and develop strategies to support Kent County in housing spectrum and digital inclusion efforts.

a1. Define relationships between ENTF and the convening organizations within the housing continuum.

a2. Based on the defined relationships, develop strategies to engage in the housing continuum work.

b1. Define ENTF's role in digital inclusion efforts

b2. Based on the defined role, develop strategy to engage in the digital inclusion efforts.

Community Learning: Build capacity, competence, and confidence for the task force; support partners and their development and leadership.

1. Establish clear roles and responsibilities.

a1. Clarify roles and expectations for individual, organizational, and community members based on assets.

a2. Clarify roles and expectations for ENTF staff.

b1. Assess accessibility of roles and the distribution of power.

b2. Communicate role descriptions with stakeholders.

b3.YR1. Assess the diversity of members holding leadership roles.

b3.YR2. Assess the diversity of members holding leadership roles.

b3.YR3. Assess the diversity of members holding leadership roles.

2. Build a collective knowledge base.

a. Ensure equity & inclusion are mandatory elements of any community learning.

b. Ensure community learning targets root causes of essential needs and utilizes data and experts.

c. Leverage personal and organizational strengths of members to ENTF's goals and activities

d. Develop and implement on-boarding and an annual orientation for members

3. Facilitate learning and development opportunities based on core competencies and emerging issues.

a. Based on theories of change, define core competencies within each subcommittee.

b. Identify and share opportunities available through other organizations.

c.YR1. Plan and host learning opportunities based on the needs of the community and ENTF.

c.YR2. Plan and host learning opportunities based on the needs of the community and ENTF.

c.YR3. Plan and host learning opportunities based on the needs of the community and ENTF.

Connecting: Support stakeholders in building and strengthening relationships, partnerships, and collabora

1. Ensure community voice, cross sector representation, and increased overall member capacity.

a. Create and implement a recruitment plan for community members based in equity and representation.

b1.YR1. Identify ENTF's collective assets and network needs.

c1.YR1. Use identfied assets and needs (1b) to prioritize recruiting for new members.

b2.YR2. Identify ENTF's collective assets and network needs.

c2.YR2. Use identfied assets and needs (1b) to prioritize recruiting for new members.

b3.YR3. Identify ENTF's collective assets and network needs.

c3.YR3. Use identfied assets and needs (1b) to prioritize recruiting for new members.

2. Cultivate community engagement in designing systems and services that are responsive to needs.

a. Ensure compensation for community participation.

b. Explore additional models for community engagement, such as, an advisory committee.

3. Support partnership and collaboration between members and across subcommittees.

a1. Facilitate opportunites for networking and relationship building within subcommitees.

a2. Facilitate opportunites for networking and relationship building between subcommittees.

b. Provide opportunites for collective troubleshooting and exploration of partnership.

c. Develop and implement a communication and social media strategy.

d. Create a shared narrative around the goals and outcomes of ENTF.

e. Develop a glossary of shared language and understanding around data, visuals, and equity.

f. Develop and implement a shared progress report.

g. Develop a protcol for aligned partnerships outside of the scope of ENTF.

h. Make collaboration an ongoing agenda item for leadership committee.

i1.Q2.YR1 Offer quarterly/semi-annual roundtables or joint meetings.

i2.Q3.YR1 Offer quarterly/semi-annual roundtables or joint meetings.

i3.Q4.YR1 Offer quarterly/semi-annual roundtables or joint meetings.

i4.Q1.YR2 Offer quarterly/semi-annual roundtables or joint meetings.

i5.Q2.YR2 Offer quarterly/semi-annual roundtables or joint meetings.

i6.Q3.YR2 Offer quarterly/semi-annual roundtables or joint meetings.

i7.Q4.YR2 Offer quarterly/semi-annual roundtables or joint meetings.

i8.Q1.YR3 Offer quarterly/semi-annual roundtables or joint meetings.

i9.Q2.YR3 Offer quarterly/semi-annual roundtables or joint meetings.

i10.Q3.YR3 Offer quarterly/semi-annual roundtables or joint meetings.

i11.Q4.YR3 Offer quarterly/semi-annual roundtables or joint meetings.

4. Secure additional funding to support ENTF operations and initiatives

a1. Establish and implement a fund development plan for ENTF operations and strategies.

a2. Leverage assets of task force members to engage in fund development.

b. Support collaborative funding efforts between members.

c1. YR1. Assess staff capacity and identify methods for staff expansion where needed.

c2. YR2. Assess staff capacity and identify methods for staff expansion where needed.

c3. YR3. Assess staff capacity and identify methods for staff expansion where needed.