

Welcome to the **Community Planning Session for Reimagining Shelter and Interim Housing**

- ▶ We will begin shortly. We are expecting many of your fellow Detroiters so it will take a minute for everyone to log on.
- ▶ We will be recording the session to ensure we capture your ideas correctly.
- ▶ We will post the background materials and the meeting deck to the website.
- ▶ We will provide list of all proposed solutions to all participants once we complete the series of 4 community planning sessions.
- ▶ Please mute yourself throughout the entire session unless you are invited to unmute.
- ▶ Please be prepared to generate ideas and solutions that will improve our homelessness response system in Detroit.
- ▶ **We are very glad that you have joined us!**

<https://detroitmi.gov/departments/housing-and-revitalization-department/homelessness-strategic-planning-project>



Lived Experience: Guidance and Themes from Focus Group Participants

- **Often difficult to access shelter**, inconsistent experiences, and especially hard to find shelter for someone under 18 years old
- **Many concerns and complaints regarding physical environments and facilities** - including bugs and vermin, overcrowding, some people having to sleep in chairs, accessibility issues
- **Concerns with the professionalism of staff, treatment of clients, inconsistent application of rules**

https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA_DETInterimFindingsReport_FINAL.pdf



Lived Experience: Guidance and Themes from Focus Group Participants

- **Significant levels of violence**, staff not trained in providing help when people have mental health crises.
- Most shelters are not friendly or welcoming - and can be dangerous - for **LGBTQ+** individuals.
- **Desire for shorter shelter stays** and for quicker access to permanent housing

https://detroitmi.gov/sites/detroitmi.localhost/files/2023-10/BPA_DETInterimFindingsReport_FINAL.pdf

Community Planning Session for Reimagining Shelter and Interim Housing

- ▶ 11/14 - Focus on Clients' Basic Needs, Experiences, and Rights
- ▶ 11/15 - **Focus on Services and Staffing**
- ▶ 11/16 - **Focus on Facilities and Environments**
- ▶ 11/17 - **Focus on Integrating Programs within the Homelessness Response System**



Reimagining Shelter and Interim Housing Community Planning Session

Focus on Services and Staffing

11.15.23

<https://detroitmi.gov/departments/housing-and-revitalization-department/homelessness-strategic-planning-project>

Agenda



Opening: Welcome, Framing, and Flow



Grounding: Background information and data



Vision and Values: To guide community's approaches to sheltering people



Solutions: Identify potential solutions and strategies, both improvements and innovations



Prioritization: Determine highest-priority solutions and strategies, input on roles and timeframes; survey planned for 11/28-30



Closing: Will make sure we end on time



Planning Project Overview

Overall Charge: Develop a Strategic System Improvement Plan for the community's homelessness response system

Our Session Charge: Recommend Critical Improvements and Transformations

Our Focus:

Critical and profound issues with facilities, programs, and practices, resulting in at times traumatizing experiences for people within shelter programs and people who are unsheltered, must be addressed.

Related Findings (in Interim Report)

- ▶ **People with lived expertise of the homelessness response system report that they experience the system, and many of its programs and services, as not helpful, as not responsive to their needs or concerns, and even as traumatizing, and this is most especially true of shelter programs and services.**
- ▶ **There is a need for immediate strategies to improve shelter facilities and programs, greatly improve the treatment of people in shelters, and ultimately reimagine and transform the community's approach to sheltering people.**



Purpose and Intent for this Session

- **Generate ideas for solutions for possible inclusion in the Strategic System Improvement Plan.**
- **Potential solutions identified today will form the basis for an electronic survey to prioritize among ideas, to be implemented around 11/28 - 11/30. We will publish the results of the poll by the end of December.**

Session Guidelines

- ▶ Facilitators will strive to assure an open, inclusive, solutions-focused discussion
- ▶ Please participate and share your perspective and expertise
- ▶ Try not to dominate the conversation
- ▶ Be positive & keep an open mind
- ▶ Focus on possible solutions the community can pursue
- ▶ Respect each person & the expertise that everyone brings to the discussion
- ▶ Listen with intent to understand others' perspectives. Assume the best intentions of others. In “oops and ouch” moments, strive to acknowledge intention vs impact & clean up what you mess up.
- ▶ High-level summary notes may be shared, but will not attribute comments, concerns, or criticisms to specific people or organizations

Introductions

Please answer in the chat box

Who am I?

What do I hope to contribute to this planning session?

Poll

Select ALL that apply

Who is in the (virtual) room?

- People with lived experience
 - Service providers
 - Shelter providers
 - Housing providers
 - Community leaders
 - HAND and HRD staff



Grounding:

Background Information & Data

*(Please pose questions in the chat box
and we'll try to reply!)*

First-Person Perspective

Program	# of Beds (as listed in COD funding)	City of Detroit Funding	# of Beds (as listed in state funding)	State of Michigan Funding
Alternatives for Girls	6	\$100,000		
Cass Community Social Services (Multiple sites; includes warming centers)	115	\$700,000	75	\$579,220
COTS	70	\$305,109	23	\$386,771
Covenant House	26	\$83,000	45	\$223,396
DRMM (Multiple sites; includes warming centers; funding may change due to DRMM operations changes)	269	\$865,924	304	\$888,250
Michigan Veterans Foundation	20	\$88,546	20	\$44,595
NSO	56	\$500,000	56	\$357,602
St. John			100	\$548,559
The Salvation Army	55	\$220,000	55	\$283,338
YWCA	67	\$83,000		
Freedom House	56	\$198,657	56	\$150,000
Methodist Children's Home Society	32	\$83,000		
TOTAL	772	\$3,227,236	734	\$3,461,731



Key Data - System Metrics

Table 4: System Performance Measures Summary, FY22

System Performance Metric	Result
SPM 1.1a: Length of Time Homeless in emergency shelter and transitional housing average	109 days
SPM 1.1a: Length of Time Homeless in emergency shelter and transitional housing median	69 days
SPM 1.1b: Length of Time Homeless in emergency shelter prior to housing move in average (i.e. of those who achieve a permanent housing exit)	471 days
SPM 1.1b: Length of Time Homeless in emergency shelter prior to housing move in median (i.e. of those who achieve a permanent housing exit)	192 days

Key Data: System Metrics



- **Black people make up 84% of single adults experiencing homelessness and 94% of households with children experiencing homelessness.**
- **A majority of people experiencing homelessness in Detroit are single adults, and of those adults, 30% are women, 69% are men, and 1% are either transgender, questioning or of no single gender.**
- **Single adults reporting a domestic violence status represent 17% of the adult population, but the rate of reported domestic violence more than doubles for families at 39%.**
- **The median length of time households experience homelessness is 69 days.**
- **Over a two-year look back period, SPMs reveal that 21% of all households who exited homelessness to permanent housing ultimately returned to homelessness.**



Shelter Services

- ▶ Although services may vary from shelter to shelter, these organizations generally provide the following services to clients:
 - ▶ Individualized Case management
 - ▶ Developing a Housing Plan which outlines how the household will move into permanent housing
 - ▶ Assistance in obtaining housing readiness documentation (ID, birth certificate, social security card, proof of income, etc.)
 - ▶ Housing search
 - ▶ Identifying, providing, and assisting with leads for potential units within clients' income ranges, desired locations, etc.
 - ▶ Housing Choice Voucher (HCV) pre-applications and renewals and management
 - ▶ Connections to healthcare as much as possible (physical and/or mental health resources) and workforce development



Quality Standards

- ▶ Standards outlined by the City of Detroit HRD include, but are not limited to:
 - ▶ All persons in housing crisis should be treated with dignity and respect
 - ▶ All households will be treated fairly and will have all rules implemented consistently
 - ▶ No persons seeking shelter should face discrimination based on race, religion, ethnicity, national origin, sexual orientation, gender identity/expression age, political beliefs, disability, or family composition



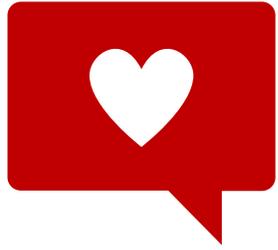
Client Grievances

Nature of Grievance	Number of Substantiated Grievances Fitting that Category	
	Year 2022	Year 2023
Client Mistreatment	12	2
Program policy and procedures	7	0
Denied entry	2	1
Building Conditions	2	0
Discrimination	1	
Wrongful Termination	5	3
Missing Property		0
TOTAL	29	6



Special Initiatives

- ▶ **Community Standards:** HRD is in the process of working with shelter providers to develop a set of community standards. Some of the standards that will be considered include standards on curfews, allowing daytime access based on client situations and needs, complying with accessibility-related laws, and limiting involuntary exits to extreme cases.
- ▶ **Sheltered Housing Placement:** Works to lease up households pulled for tenant-based vouchers; leased up 151 households with vouchers in a year
- ▶ **Client Rights:** The City of Detroit and the Homeless Action Network of Detroit developed a Client Rights document so that each resident would understand their rights when entering into the homelessness system. Recently HAND has partnered with the Detroit Advisors Group, comprised of residents with lived experience of homelessness, and the Youth Action Board to update this document. This list of rights includes:
 - ▶ Ensuring residents feel secure in making decisions without fear of retaliation
 - ▶ Residents are educated about their rights over time
 - ▶ Shelter and housing program staff are trained to create a culture of respect
 - ▶ Residents' gender identity is respected and honored.



Vision and Values:

For community's approaches
to sheltering people

Vision and Values

Rooted in dignity

Responsive to feedback from people with lived experience, open to improvements and change

Person-Centered

Giving grace to people

Unnecessary rules and barriers removed

Supporting parents to be able to care for their children

Recognize and value the intersectionality of people's experiences and expertise

Adaptable

Trauma-centered solutions, don't further traumatize people in order to make decisions

Focused on the needs of children in families, not just the adults

Accessible to people with different abilities – health needs, mobility limitations

Trauma-informed approaches for staff working in programs

Vision and Values

Shelter as truly temporary, providing path to housing, not trapping people

Being realistic about what is available, not creating false expectations – but always striving to be able to have more available to offer

Staff are able to connect people to real opportunities and options

Clear pathways forward, people can understand the system and options

Staff-client relationships as true partnerships – progress and solutions depend on both partners

Data-drive, focus on outcomes – but also focused on the people and the human stories behind the numbers

Learning-focused, people with lived experience as the teachers

Able to de-escalate crises – help people move through and out of crises

Help available to everyone, whether they come into shelter or not

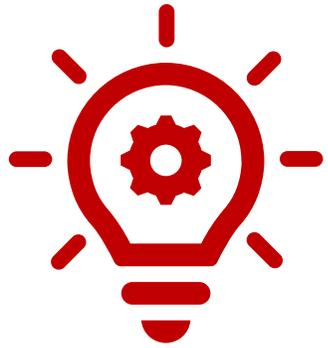
Vision and Values



Focus on Services and Staffing

What about this draft language best captures the vision and values you think the Detroit community should bring to its approaches to sheltering people?

What's missing that you think should also be captured?



Identifying Solutions:

Solutions and strategies the community should implement



Community Planning Session Objectives

- **Generate ideas for solutions for possible inclusion in the Strategic System Improvement Plan.**
- **Across the 4 Community Planning Sessions focused on reimagining shelter, we'll strive to identify solutions focused on:**
 - **Strengthening client experiences**
 - **Scaling capacity to shelter people**
 - **Improving outcomes**



Types of Solutions

Focus on Services and Staffing

Generate potential solutions or strategies, including:

- **IMPROVEMENTS** to be made within existing efforts and programs (e.g., staffing and role clarification, streamlining, policies and practices, improved partnerships, improved public policy, etc.)
- **INNOVATIONS** to be tried and tested to support transformation of approaches (e.g., new models, new partnerships, new services and staffing designs, new capacity-building efforts, etc.)

Examples of Solutions: Services and Staffing

- ▶ **Improvement:** Develop fundraising strategy to fund at least 4 new shelters, including one for survivors of domestic violence and sexual assault, and a non-congregate shelter targeting people experiencing chronic homelessness
- ▶ **Innovation:** To strengthen Housing First implementation, develop new approach to performing wraparound needs assessment to determine what person needs, and work with the person before and after housing to ensure short- and long-term needs are met

Relevant Ideas from Previous Session

Services

- Programming, resources, and training that better support quicker, successful exits to housing
- More intensive case management, aligned with Housing First approaches
- More services to help people secure employment, income, and benefits
- Harm reduction approaches to substance use to reduce barriers
- Partner with other systems to assess and strengthen services for families, children, youth
- Expanded access to health care services

Staffing

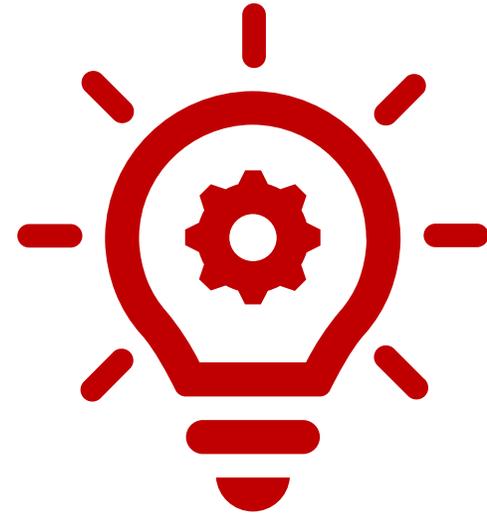
- Address pay imbalances and inequities within organizations, increase pay for front-line staff
- Training and skill-development for staff, including: working with different populations; supporting exits to housing; customer service skills; trauma-informed care; de-escalation of crises; domestic violence and other root causes of homelessness; other topics
- Reduced case loads for staff
- Address the trauma of staff - including secondary trauma associated with roles
- Recruit staff with essential qualities for successful performance, support them to achieve credentials

Brainstorm Solutions

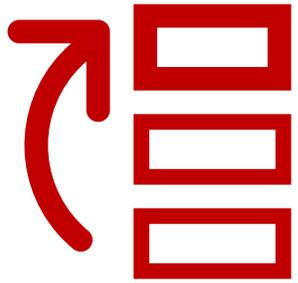


Focus on Services and Staffing

- What is the proposed solution?
- Is it an improvement or an innovation?
- How would this solution help achieve the vision and values just discussed?
- How could it address the concerns raised by people with lived experience?
- How could it help reduce disparities?



JAM Session!



Prioritization:

Determine highest-priority strategies, input on roles and timeframes

Prioritization



What is the most important work and why?

We're going to ask people with lived experience to reply first, and then will prompt the rest of participants to reply

We will popcorn some so that some people can provide answers verbally, and others can put answers in the chat



Prioritization

What is the most important work to start during 2024?

We're going to ask people with lived experience to reply first, and then will prompt the rest of participants to reply

We will popcorn some so that some people can provide answers verbally, and others can put answers in the chat



Post-Session Poll

You will be invited to participate in an online poll to prioritize among the solutions that have been generated today.

- What are the most important activities?
- What should be started during 2024?
- What would success look like or how should we measure success?
- What community partners and resources should be engaged?

The poll will be conducted 11/28-11/30

- ▶ *We will publish the results of the poll by the end of December.*



Next Steps and Closing

- **Reimagining Shelter and Interim Housing online poll** to prioritize among the ideas generated today and to rank priorities generated across all Community Planning Sessions.
- **Results** will be shared with the **Planning Team** who will report to the **Strategic Plan Oversight Commission** for inclusion in the final plan. The final plan will include the top priorities with an emphasis on the activities to be undertaken in 2024.
- **Reminders:**
 - ▶ We will post the background materials and the meeting deck to the website.
 - ▶ We will provide list of all proposed solutions to all participants once we complete the series of 4 community planning sessions.
 - ▶ We will provide results of the online poll by the end of December.

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Thank you!