



THE FRAMEWORK
FOR AN EQUITABLE
HOMELESSNESS
RESPONSE
#HousingEquity

Reimagining Interim Housing Project:
**Transforming Approaches to Sheltering
People at the Community and
Organizational Level**

June 11, 2024

<https://housingequityframework.org/reimagininginterimhousing>



THE FRAMEWORK
FOR AN EQUITABLE
HOMELESSNESS
RESPONSE

#HousingEquity

Framework Project Partners

Center on
Budget
and Policy
Priorities

National Alliance to
END HOMELESSNESS

URBAN
INSTITUTE

National Low Income
Housing Coalition

MATTHEW DOHERTY
CONSULTING
Solutions for Homelessness and Housing Needs

NATIONAL
HEALTH CARE
for the
HOMELESS
COUNCIL

HOUSING
NARRATIVE
LAB

NHLC
NATIONAL
HOMELESSNESS
LAW CENTER

NATIONAL
COALITION FOR THE
HOMELESS

HOUSING
JUSTICE
COLLECTIVE

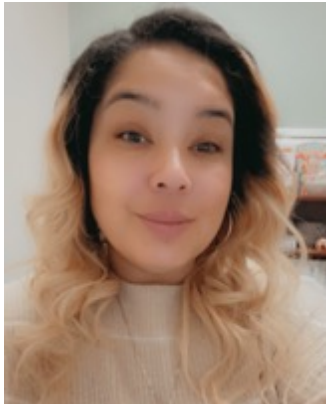
Barbara Poppe and associates
The collective for impact

Legacy Partner

NIS
National
Innovation
Service



Reimagining Interim Housing Project Team



Shaundell Diaz

Three County Continuum of Care



Rashema Melson

Pain into Purpose



Claudine Sipili

Destination: Home



Matthew Doherty

Consultant



Donald Whitehead

National Coalition for the Homeless



Additional Presenters



Nan Sibley

Three County Continuum of Care,
Community Action Pioneer Valley



Ryan Sanders

City of San Jose



Tim McCarthy

Craig's Doors



Jeff Galipeaux

LifeMoves

Agenda

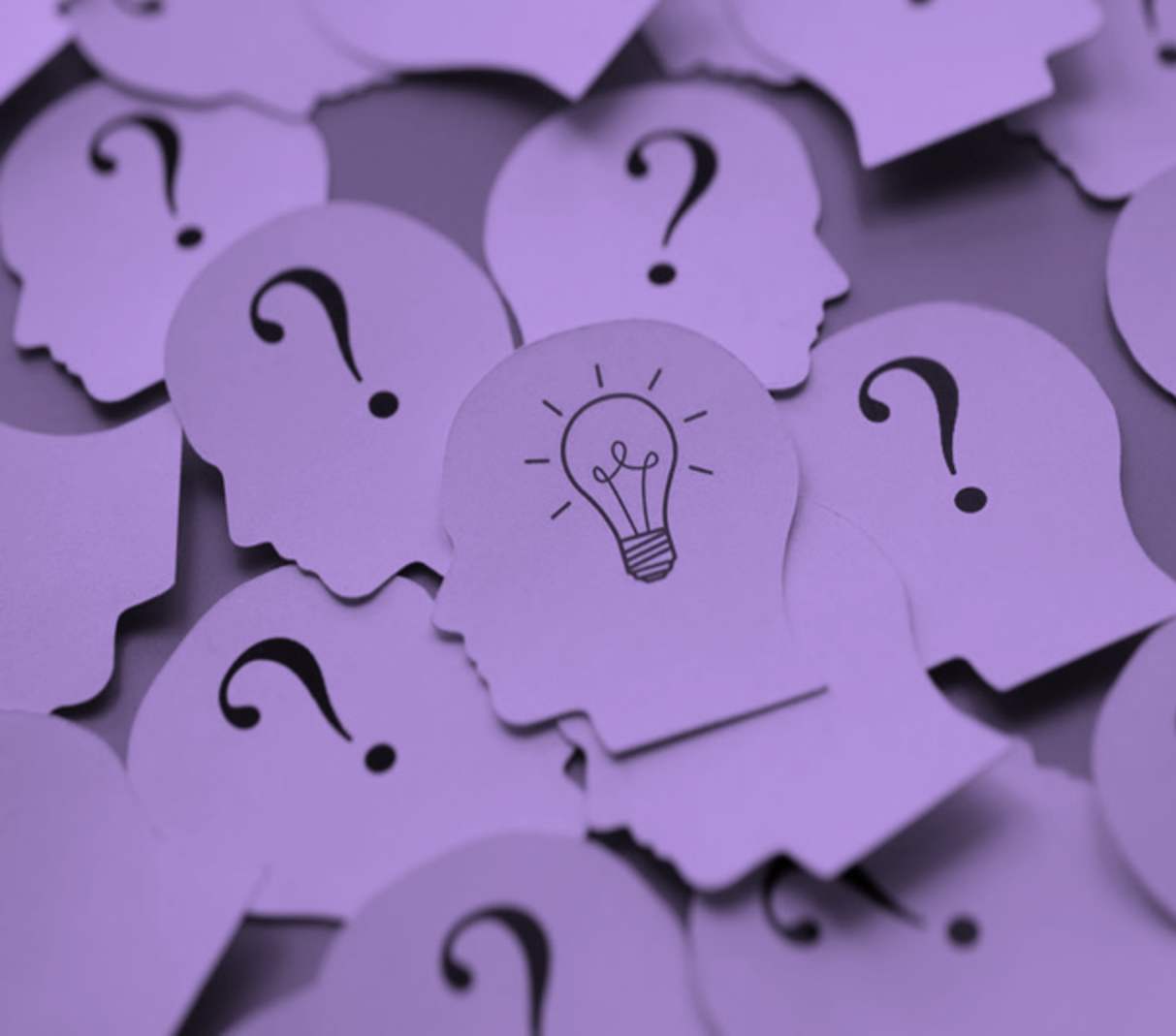
- Overview of the Reimagining Interim Housing Project
 - Process
 - Materials Available
 - Stages and Action Areas for Transformation
- Transforming Approaches in Western Massachusetts
- Transforming Approaches in San Jose / Santa Clara County
- Questions and Answers



Logistics

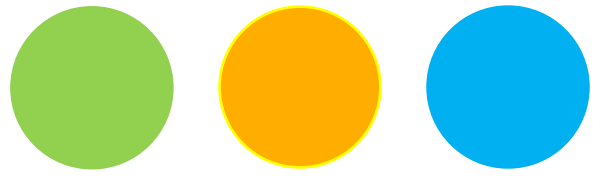
- **Framework project** at <https://housingequityframework.org/>
- **Reimagining Interim Housing materials and previous webinars** at <https://housingequityframework.org/reimagininginterimhousing>
- **Webinar recording and slides will be posted at** <https://housingequityframework.org/webinars>; temporary link to slides put in chat box
- We'll dedicate a lot of time at the end of the webinar to questions. **Please use the Q&A box to pose questions.**





***Clear Your Mind,
and
the Rest Will Follow***





Reimagining Interim Housing Project

<https://housingequityframework.org/reimagininginterimhousing>



Collectively, we have neglected to focus adequately on supporting and guiding the implementation of high-quality, low-barrier, housing-placement focused interim housing options.

Making adaptations within current programs will not be fully responsive to the guidance and recommendations provided by people with lived expertise regarding needs and interests of people experiencing homelessness.

Two Perspectives that informed Approach



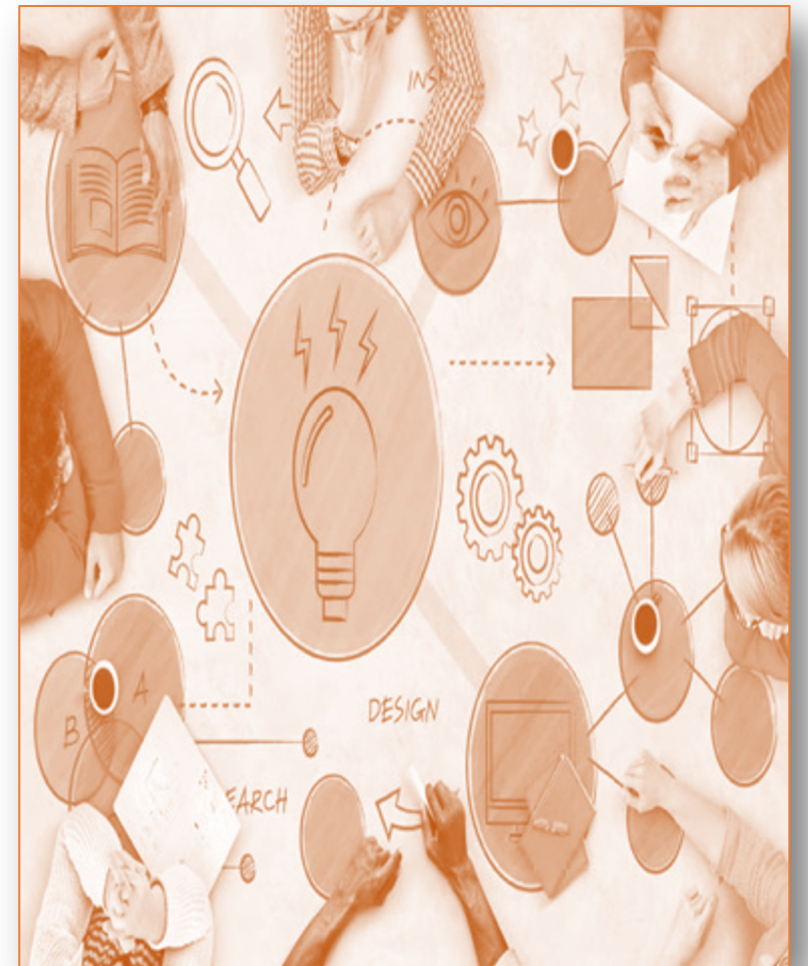
Objective of Project

Create tools that can
**help communities envision and pursue
transformation of their approaches**
to sheltering people within their efforts to
end homelessness



Process Highlights

- **Focus groups** with people with lived expertise
- **Interviews with leaders** from homelessness response systems, provider organizations, and national organizations
- **Small group discussions** to flesh out ideas and content



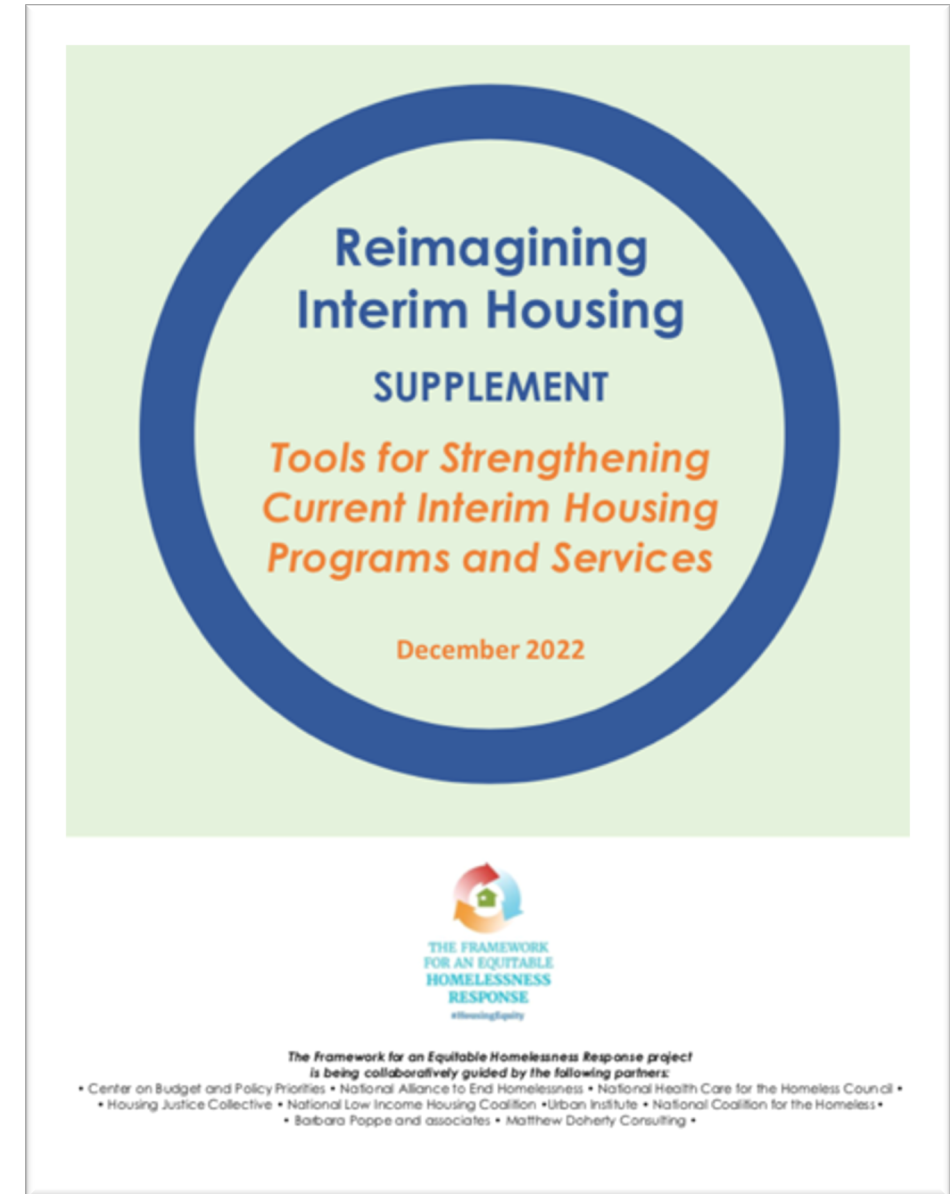
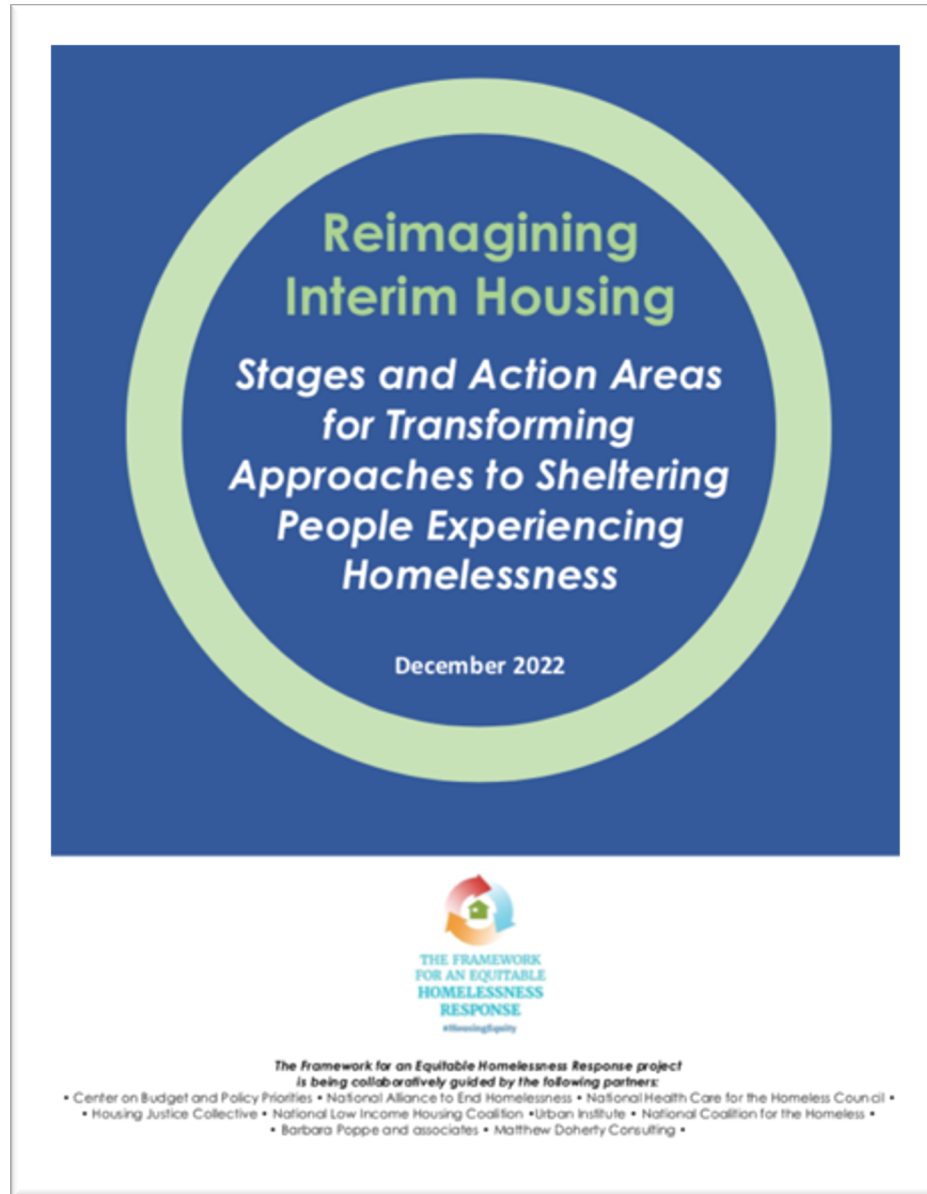
Use of the Term “Interim Housing”

- Based upon guidance from people with lived expertise
- People have called out the stigmatizing and traumatizing impacts of language used within homelessness response systems, including “emergency shelter”
- A broader range of models exist than simply “shelter”
- Therefore, within this project, we have chosen to refer to “interim housing” or, less frequently, to “sheltering people”

- Not meant to refer to any one specific program model
- Rather, is intended to capture the full range of shorter-term, crisis options for temporary accommodations
- Not meant to imply that people who are staying in interim housing have ended their experiences of homelessness – they have not.
- Recognize some programs may have to use specific terms for funders, regulatory reasons, etc.



Two Publications



STAGES AND ACTION AREAS FOR TRANSFORMATION EFFORTS



Throughout all stages and activities: Lead with a focus on racial justice and equity, and seek and follow the guidance of people with lived expertise and people in direct service roles

First Stage: Initiate

Establish the vision for transformation

Second Stage: Innovate

Pursue multiple transformation efforts concurrently

Third Stage: Iterate

Strengthen transformation efforts and increase momentum



First Stage, Action Area 1

Identify and describe the values and standards to be embraced within interim housing programs

Second Stage, Action Area 2

Add new models and programs into homelessness response system and assess impact

Second Stage, Action Area 3

Assess successes and areas for improvement in the achievement of identified values and standards within programs

Second Stage, Action Area 4

Deploy capacity-building and quality improvement efforts

Second Stage, Action Area 5

Align interim housing programs within systemic efforts to end homelessness

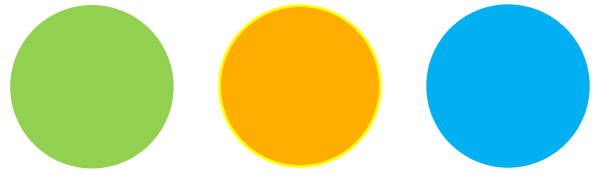
Action Area 6

Adapt improvement efforts and initiate shifts to successful models

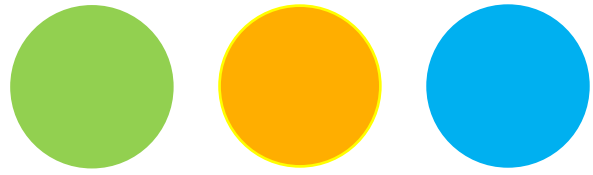
Materials

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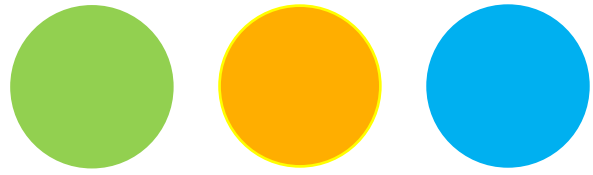




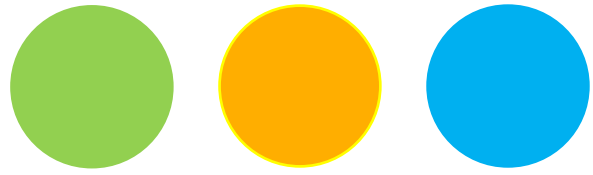
Transformation Approaches in Western Massachusetts



First Stage: Initiate



Local Efforts: Three County CoC Reimagining Interim Housing Workgroup



Why Pursue Transformation?





Local Partners



COMMUNITY CARE COOPERATIVE

Housing Greenfield

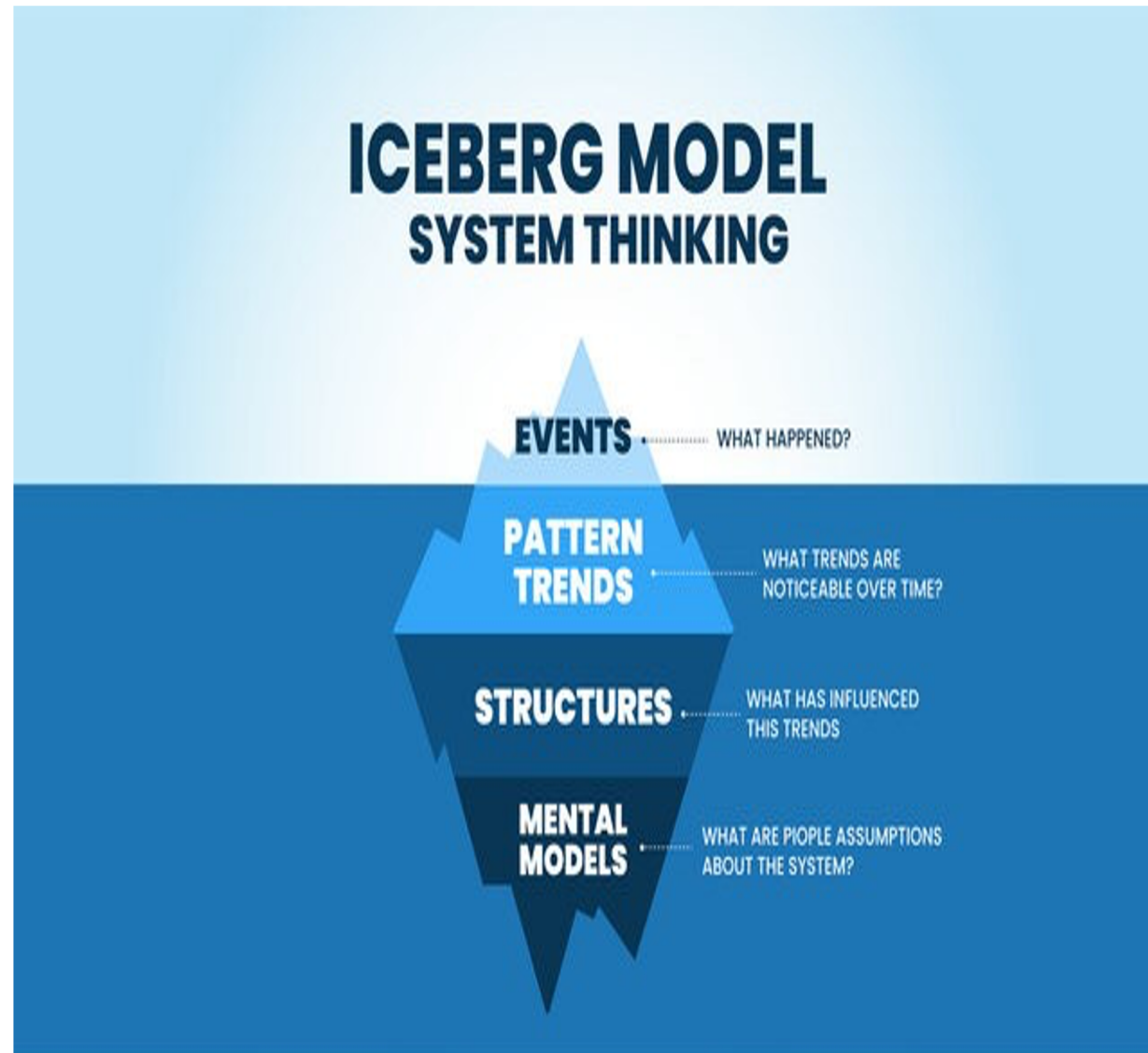


mha
Real Life. Real Support.



Shelter, services and housing for individuals. **CSO** CLINICAL SUPPORT OFFICE

Iceberg Model



Events: here are some things we are seeing.

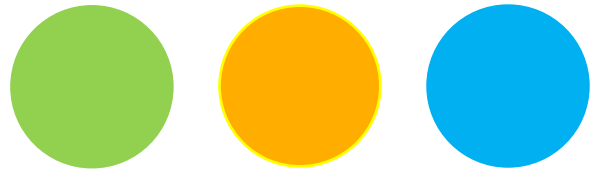
Patterns: here are **events** that are recurring.

Underlying Structures: here's what are shaping the **patterns**.

Mental Models: here's what shapes the **structures**.

Cultural and Institutional Values: here's what shapes our **mental models**.





Iceberg Model: What was Identified?

Events

(here are some things we are seeing)

“Lack of access: Food, Clothing, Healthcare, Shelter beds, Direct Support, Transportation, Case Management, and Socialization.”

"Hospitals refusing care due to preconceived ideas and stereotypes."

“Providers: having difficulty trusting other providers in the area.”

"Organizational issues: End of business day requests for assistance ('crises don't care about the 9-5')"



Patterns

(here are events that are recurring)

“Limited capacity: Need more help and support in general.”

“Lack of funding: State funding is not enough, HUD funding is not enough for Transitional Housing (TH), Not enough prevention funding available, and fragmentation of funding”

"High staff turnover rates."

"Difficulties for youth and young adults (YYA) aging out of the system: Hard to find resources, including mental health and trauma supports; Access to interim housing is limited for YYA; Have extra barriers to getting housed; Striking balance between ‘safety’ and ‘need’."



Underlying Structures

(here's what are shaping the patterns)

"Minimum wage: Not a living wage"

"(Affordable) housing crisis"

"Funding sources and unrealistic expectations; Where is the money coming from? What are they requiring? Do they understand the on the ground dynamics? HUD's definition of homelessness does not include everyone who is experiencing homelessness (couch surfing, doubled up, in motel using own funds...)"

"Poor infrastructure"

"Underfunding of the most necessary services: ex. Mental health care"

"Land use & zoning policies; Vacant lots, creative approaches—tiny homes, sheltering pods, repurposing existing structures, etc."



Mental Models

(here's what shapes the structures)

"If you're low income, experiencing homelessness, etc. it's because you did something wrong"

"Getting a job is the key to financial stability that will open the doors to accessing mainstream society"

"Many people think those experiencing homelessness have come from someplace else and have a place to go back to. 'Go back where you came from' or 'Not in my backyard'."

"People victim blame: 'You are choosing your situation right now.' 'If you made better choices, you will change your circumstances.' 'Homelessness is non-discriminatory' "



Cultural and Institutional Values

(here's what shapes our mental models)

"Rugged individualism: Asking for help means a person is unable to stand on their own; If you're strong enough, if you want it enough, you can make a difference in your life"

"Individualization of problems: Not considering systems leads to solutions that are Band Aids"

"White supremacy"

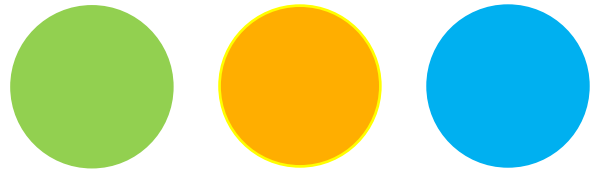
"Disparity between who is sheltered and who is unsheltered: Who is missed; Or who is unwelcome;
Non-Binary/Trans options: because you do not identify with Male or Female"

"Patriarchy; Sexism; Ableism"

"MA Shelter System caters to only Families w/Children"

MHSA Grant

- In May of 2023 the ***Massachusetts Housing and Shelter Alliance (MHSA)***, awarded the ***Three County Continuum of Care (CoC)*** and ***Community Action Pioneer Valley (CAPV)*** with A Place to Live one-time grant in the amount of \$12,000.
- ***A Place to Live*** is an initiative at MHSA funded in part by the Community Health and Healthy Aging Funds (CHHAF).
- A Place to Live strives to develop safe and cost-effective permanent supportive housing models (e.g., hotel/motel conversions, modular construction) as alternatives to shelters.
- A Place to Live emphasizes the Housing First approach, which recognizes that having a stable place to live without barriers to entry such as sobriety, treatment, or service participation requirements is fundamental to one's long-term success.



How did the Reimagining Interim Housing concepts and materials help support efforts?

Creating an Action Plan

The Re-Imagining Interim Housing Workgroup is working on compiling everything that was identified in the Iceberg and creating an Action Plan.



Concepts in Practice: Craig's Doors



Established in 2011, Craig's Doors is a low-threshold, behavior-based, emergency shelter for adults experiencing homelessness in Hampshire County. We currently operate two year-round interim housing sites and a Community Resource Center, open to members of the community in need of resources, support, and referrals.

Inspiring Change

Why Change?

- Historical Organizational Trauma
- Lack of Intention/Shared Philosophy
- Toxic Culture
- Compliance Issues (Finances and OSD)
- Recognizing Institutional Failures
- Young staff energized to find new, innovative solutions to community support

Co-
Creating
Change

Guest
Engage-
ment



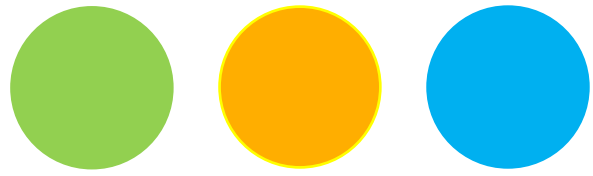
Evolution in Action

- Utilizing Reimagining Framework Concepts to put appropriate language to the concepts we were already pursuing. Helping to organize and establish values and approaches
- BROAD institutional reimagining.
 - Housing First concepts (without accessible housing)
 - Moving to year-round, 24/7
 - Increasing Compensation
 - Creating a Trauma Informed Community and Environment
 - Robust Motivational Interviewing Training
 - Board Development
 - Guest /Community Engagement
 - DEI
 - Holistic Approaches: Quality of Life Programs and Projects



What's
Next?





Transformation Approaches in San Jose / Santa Clara County



Temporary -- pathway to permanent housing



Non-Congregate: Private Rooms/
Lockable Doors



Supportive Services



Costlier than traditional shelter models

City of San Jose Emergency Interim Housing

What is the support around Emergency Interim Housing sites?

Program Foundations	Amenities
<ul style="list-style-type: none">• Professional site management• Trauma-informed care/support• Allows pets• Employment support, access to clinical services, and housing navigation• Individualized service plans• Goal is for people exit to stable housing	<ul style="list-style-type: none">• Meals/shared kitchen• Privacy• Space for pets• Outdoor space• Community space• Laundry• Services/Case Management• WiFi



Background

- In September 2021, San Jose City Council directed staff to deliver 1,000 beds of emergency interim housing and 300 beds through the State Project HomeKey program.
- Since 2021, City of San Jose staff delivered 634 beds of emergency housing, including:
 - 80 beds in Bridge Housing Communities
 - 440 beds in Emergency Interim Housing Communities
 - 114 beds of Temporary Housing through Project Homekey
- Funding
 - Local Funds, State Funds (HHAP), Federal Funds (COVID relief/CARES)
 - Not Federal entitlement funds

What We Heard

- Residents first and foremost appreciate having a **private lockable unit**.
- Residents viewed the sites as secure places to regain **grounding, stability, and integrity** and to focus on bettering oneself.
- One resident said they see interim housing as a place to **build back a foundation of health**—use this time to heal and recover from being on the streets so they can regain employment once they are healthy.

If done in a person-centered way, interim housing is an opportunity to provide people with dignified temporary housing

To access the full report, go to: <https://baysfuture.org/emergency-interim-housing>



Standard Operating Guidelines

- Minimum standards for services and operations
- Includes best or promising practices learned from EIH study
- Procurement based around these standards
- Centered around the empowerment of residents at the sites





LifeMoves Responds & Engages With System-Level Efforts

Learnings, Philosophy, Models, and Practice

Processes and Pivots

- **Working with San Jose and LEAB on Guadalupe Program Guidelines**
- **Clarifying the relationship of Lived Experience work and DEI work**
- **Creating a Pathway to Employment**
- **Understanding our relationship with Lived Experience**
- **Fueling Organizational change & Community Collaboration**



Learning About Ourselves

Looking Within to Engage with Lived Experience

Have you ever experienced any of the following housing situations? (Select all that apply): 213 resp

Selection	Frequency	Total	Compari
Difficulty affording rent or mortgage payments	63%	135	-
Secure and affordable housing	45%	95	-
Doubling up or living with multiple families in a unit due to financial reasons	38%	82	-
Periods without a permanent living situation	30%	63	-
Eviction or the threat of eviction	28%	59	-
Prefer not to answer	14%	29	-
Living in another providers' transitional housing site or emergency shelter	14%	30	-
Living in a LifeMoves transitional housing site or emergency shelter	7.0	15	-
Other View comments	5.0	11	-

Show Less ^

We have learned the staff of LifeMoves - at every level of the organization - are informed and strengthened by lived experience.

Developing Guiding Questions

1. Does this document/policy/process and its contents have a clear purpose, providing clients with an explanation of the subject matter?

- Who does it serve?
- Why is it necessary?
- Which programs does it encompass?
- How does it prioritize the physical and emotional safety of the community?
- How does it mitigate risks?

2. Is the language in this document/policy/process clear, simple, and concise?

- Does it avoid jargon to ensure its accessibility and comprehensibility to all clients and staff and limit power differences?
- Does it limit redundancy to mitigate the re-traumatization of clients?

3. How does this document/policy/process and its contents consider and respond to cultural and historical issues relevant to the target population?

- How does it incorporate the diverse perspectives, needs, and goals of clients?
- How does it promote a culture of integrity, belonging, respect, and agency for clients?
- Does it use strength-based language, highlighting abilities and resources rather than barriers and limitations?
Does it avoid judgmental and stigmatizing language?



Moves
at Engagement Philosophy

Community Guidelines

Following are the Community Guidelines to ensure the safety, wellness, and positive experience for staff and clients within a program. Specific nuances may vary from facility to facility.

Quiet Hours

Structured and communicated hours contribute to the safety, organization, and effectiveness of the program's operations. Structured hours allow staff to efficiently plan and distribute resources for meetings, workshops, and support services. Quiet hours ensure there are designated times for sleep, supporting clients to build healthy sleep patterns and to create a predictable routine that supports engagement in appointments and services during appropriate times. Our structured hours are a framework that allows clients accountability and empowerment to manage their time and supports clients individually in a structured yet flexible way.

Check-In and Out

Check-in and check-out procedures for all who enter a facility enhance the safety of the community. In an emergency, staff must have an updated list of who is present inside the facility to communicate with emergency services, ensuring everyone is evacuated or assisted as needed. These procedures contribute to access control and the prevention of unauthorized individuals entering.

Good Neighbor Policy

Our programs and our clients are often stigmatized by the larger community. Staff and clients collaborate to foster positive relationships with the surrounding community and to promote safety in the facility and surrounding area. Positive interactions, collaboration, and engagement with neighborhood businesses, and community organizations is critical to our programs and clients' integration into the community. Building positive rapport with our neighbors also helps us address any concerns or misconceptions that may exist and creates open communication for sharing of information and resources.

Creating a Client Engagement Philosophy Informed by Lived Experience



Informing a Client Engagement Philosophy

Lenses we practice

- Client-Centered
- Trauma-Informed Care
- Strengths-Focused
- Cultural Responsiveness

Approaches we reinforce

- Emphasis on Dignity and Respect
- Relentless Engagement
- Multi-Disciplinary Collaboration

Culture we foster

- Safety
- Data-Driven
- Open and Transparent



Implications for Talent, Development, Training

Embracing Fundamental Changes to how we Recruit, Train and Grow



A revamped training curriculum focusing on hospitality and engagement



Creating a pathway to employment for former clients within LifeMoves



An enhanced staff toolkit with new skills & approaches to reinforce safety and resilience



Asking questions at every level to be sure the perspectives of lived experience consciously inform our work



Clarified policies and procedures consistent across sites & programs



Creating specific systems for incorporating feedback from *staff* with lived experience



Piloting new techniques and research projects as part of ongoing learning

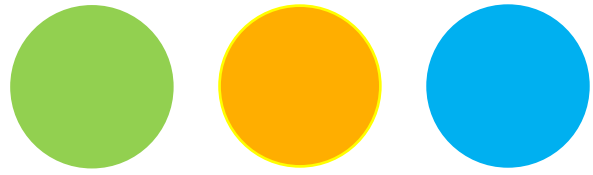


Creating specific systems for incorporating feedback from *clients & participants* with lived experience



(Re)Forming an Organizational Culture





Questions & Answers

Please pose questions in the Q&A Box and will get to as many of them as we can.





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**HOMELESSNESS
RESPONSE**
#HousingEquity

Thank you!

For more information:
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