

2. Shelter Case Studies

Porchlight Men's Shelter

Grace Episcopal Church

Meeting Notes 03/30/16

I. PROGRAM NEEDS

a. QUEUE

- i. Guests are not allowed to queue on church property or on sidewalk outside. They currently queue across street or on Capitol grounds
- ii. Ideal would be to reduce or eliminate incentives to arrive early to arrive early. Guests want specific beds, lower bunk, outlet locations, edge bunks, causing competition and altercations
- iii. 30-40 people queue up on typical day.

b. INTAKE

- i. Highest point of conflict in the shelter. Requires both audio & video monitoring as an absolute necessity
- ii. 3 hour intake window. Some exceptions made for those with jobs during intake period.
- iii. Summer hours: 7:30-10pm Winter Hours: 5-9pm
- iv. Small groups brought in at a time to wait in hall and signed in at a desk by one staffer
- v. ServicePoint software used to check in each guest & monitor the number of nights (limit of 90 by state). This is not permanent housing, and should not be thought of as such by guests
- vi. Once checked in, guests cannot leave through intake doors
- vii. Breathalyzer used at intake per staffer's discretion. Guests are turned away if they are over 0.08, and an incident report is created in summer. In winter they are accepted but marked as intoxicated, high, or violent. Ideal solution would be Wet Shelter
- viii. Staffer keeps an eye out for signs of communicable diseases, to direct guests to Quarantine Room
- ix. Controlled substances are prohibited. Bags are not searched, but those caught will be banned. In winter, controlled substances are confiscated

c. ONE ON ONE MEETING ROOM

- i. Social worker visits in the evenings to meet with guests
- ii. Also used once every couple of weeks for Medical Clinic, run by med students from UW Madison & supervising doctor. Mainly used as a referral service.

d. BUNKROOM

- i. Current have **43 beds** at Grace shelter, overflow shelters use mats on floor.
- ii. 200 Bunks would be ideal, not including options for Wet Shelter & Shelter Plus. Current demand is 60-80 in summer and 160-185 in winter.

- iii. Ideal would be to have ability to close off a portion of the space when occupancy is lower
 - iv. 30"-74" Bunk size with approximately 36" spacing. More generous spacing would be ideal
 - v. Low partition walls could improve comfort & stress, but may risk additional illicit activity. Staffers must maintain ability to adequately monitor
 - vi. Guests prefer lower bunks, edges of the room, access to outlets. Goal to disincentive-ize
 - vii. Requires noise reduction solutions
 - viii. Requires access to a drinking fountain, and/or water dispenser (dispenser has been very durable) Cups are provided
 - ix. Requires lockers for secure storage. Cost of \$2-3 and guests must bring their own locks. Not used heavily, but essential to have the option. Could be larger than existing
 - x. Requires video monitoring
- e. KITCHEN
- i. Approximately 65 volunteer groups prepare meals offsite, deliver, heat & serve meals, organized by a sign up calendar
 - ii. Dinner only available to those checked in. Breakfast available to everyone
 - iii. Meal service begins at 8. Volunteer groups arrive 1 hour to 30 minutes before service
 - iv. This is a heat and serve kitchen only, NOT commercial kitchen and will have no oven, due to expense, code requirements & inspections
 - v. Appliances:
 1. Dishwasher: Moving towards durable reusable dishware. Existing ceramic mugs seem to be successful. Currently using disposable utensils & dishes
 2. Steam washer
 3. Freezer
 4. 3 standing refrigerators for storage of leftovers used for lunches, milk, etc. Ideal would be a walk in refrigerator with one standalone in the serving space for convenience
 5. Range for heating water, etc. Some volunteer groups stretch it's use in preparing food
 6. 3 Compartment sink
 - vi. Guest are not allowed personal use of kitchen space or equipment
 - vii. Backup food is stored in case a volunteer group does not show, as well as breakfasts that are sometimes not covered by the groups. Usually cold packaged food
 - viii. Requires monitoring, both in person & video
 - ix. Process: Guests pick up trays and circulate through the serving line to the dining areas
- f. DINING/BREAKROOM

- i. Access to Microwave and some plastic dishware/utensils, accessible to bunk room
 - ii. TV available in breakroom, isolated from bunk room. This space can be accessed after lights out (10pm) for reading, talking, etc.
 - iii. Fights occasionally break out in this space. Guests are banned for a period of time after being involved in fights, and police are usually called. Occasionally guests can appeal the ban
 - iv. Requires Video monitoring
 - v. Needs to be accessible to both guests staying at the shelter and those coming for just breakfast services (Breakfast begins at 6am)
- g. GUEST LAUNDRY
 - i. Free laundry services for guests using sign up list. Currently 2 washers & 2 dryers. Popular service with guests
- h. COMMERCIAL LAUNDRY
 - i. Currently 2 commercial washers and 2 commercial dryers.
 - ii. Ideal would be 4 large washers and 8 dryers (bedbug control)
 - iii. Currently sheets at Shelter 1 are washed twice per week, and sheets at Shelters 2 & 3 are delivered and washed once per week. Ideal would be to wash all sheets twice per week
 - iv. Towels are washed daily
- i. QUARANTINE ROOM
 - i. Small bunk room with approx. 2-4 beds for those with communicable diseases either self-reported or identified by staffer at intake, or those newly released from hospital
 - ii. Guests must go to the hospital for diagnosis/treatment before being allowed back to the shelter for a second night
- j. LARGE RESTROOM
 - i. Push button showers, sinks to reduce waste, durable fixtures (stainless more successful)
 - ii. Hand dryers subject to less abuse than paper towels
 - iii. Guests prefer more privacy in showers & toilet stalls, but compartmentalizing can lead to prohibited activities or monopolization of services
 - iv. Space required for shower towels & large laundry bin in restroom
 - v. Existing shower fixtures have been successful and resisted tampering
- k. INDIVIDUAL RESTROOM
 - i. Required for staff and members of the LGBTQ community if necessary
 - ii. Currently does not have a shower stall, but could be useful
- l. STAFF OFFICE
 - i. For use by 1 (possibly 2) overnight staffers for monitoring the video cameras
 - ii. Currently has views into both the kitchen and bunk room
 - iii. Staffer makes multiple rounds through the bunk room each night & do not sleep during shift
 - iv. No guest access
- m. STORAGE-BLANKETS

- i. Guests have access to take 1 blanket each night
 - ii. More space required than existing facility for winter blankets
 - n. STORAGE-MATS, BEDS, ETC.
 - i. Requires heavy duty shelving
 - ii. Stores surplus mats, #2 blankets (for delivery to shelter 2 & 3)
 - o. STORAGE-DRY GOODS
 - i. Needs to be secure & locked
 - ii. Stores canned food, toiletry items, paper cups, dishes & utensils
 - iii. Currently stored in locked brown cabinet under intake stairs
 - p. STORAGE-JANITORIAL SUPPLIES-MECHANICAL ROOM
 - i. Needs to be secure & locked
 - ii. Water heater
 - iii. Cleaning supplies
 - iv. Tools
- II. EXTRAS
 - a. HEAT ROOM
 - i. Bedbug control: for guests to cook their belongings at staffer's discretion to eliminate bed bugs from clothes & possessions
 - ii. Bedbugs are a huge issue and if heat room is not provided for it has the potential to blow up into a larger problem
 - iii. Opportunity to solve a problem for someone, especially those who have a "chronic" issue with bedbugs
 - b. ADDITIONAL OFFICE
 - i. For use by case worker?
 - c. SMOKE AREA
 - i. Controlled access to the outside for smoking that does not interfere with the intake area or have the potential to let in unapproved guests
 - ii. Requires video monitoring
 - d. WET SHELTER
 - i. Shelter space for the 10-15% of the guest population that pose problems, through drug/alcohol use, and/or erratic behavior. Usually turned away in summer, but must be accommodated in winter due to life safety/exposure
 - ii. Offers a lower level of service than main shelter. Ideas include:
 - 1. No meal included
 - 2. Mats on floor
 - 3. No shower or laundry access
 - iii. Higher priority than Pay to Stay Service
 - e. PAY TO STAY
 - i. Night by night basis shelter with no application/lease required, perhaps \$20 per night
 - ii. Accommodates the working poor and those transitioning from homelessness, perhaps 20% of the guest population. (Steve to look through ServicePoint for more accurate numbers)
 - iii. No precedents in Madison for this SRO type system

- iv. Perhaps unconnected from 90 day shelter limit
- v. No daytime use, potential for separate shower area, more privacy, no top bunks, access to power outlets

III. MISCELLANEOUS

- a. Precedents
 - i. Minneapolis
 - ii. Rockford
 - iii. Green Bay
- b. Accommodations for disabled guests
- c. Funding:
 - i. Only 2/3 of the costs to run the facility are covered, so they are operating in the red. Sources of income include fundraisers, donations, State of Wisconsin & Church. City of Madison does not provide funding
- d. Guests leave by 7am or 7:30am. They are allowed to leave the shelter whenever they want, but they may not come back the same night
- e. Security in relation to Mall Maintenance facility:
 - i. Should not be a problem as long as the operation remains fundamentally the same, ie. Operation hours
- f. Shuttles run in the mornings to take guests to daytime outreach facilities & resources
- g. Organize focus groups made up of both staff & guests, potentially separate sessions to consider further needs

Porchlight Men's Shelter

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Meeting Notes 04/6/16

Discussion with Shelter Staff

- I. CONCERNS WITH COMBINED MEN AND WOMEN'S SHELTER
 - a. Much more difficult to manage both men, women and families due to:
 - i. Multiple guests coming directly from corrections
 - ii. Sex offenders than cannot legally be in the same area as children
 - iii. Single women's population is very small compared to single men

- II. FUTURE GOALS IN CARING FOR HOMELESS
 - a. Providing a safe space away from City County Building
 - i. Large numbers of people have been gathering to take advantage of a warm vestibule, and food services that have begun handing out food to those in need
 - ii. Provide a safe shelter and connection to daytime resources in a space designated for that purpose
 - b. Gradually reduce homeless numbers
 - i. Connecting guests with consistent outreach services, medical attention, resources to help get them out of the cycle
 - ii. Providing levels of shelter for each stage, ie. Wet shelter, Shelter, Shelter Plus

- III. INTAKE & RELATED ACTIVITIES
 - a. Intake as the key component to get right, the first 20 minutes set the stage for the entire night
 - b. Must happen efficiently, decisions on wet shelter, shelter must happen immediately and be direct to reduce conflict
 - c. Adjacencies & Space requirements:
 - i. Intake desk
 - ii. Space for queuing
 1. Staff does not allow guests on the block of Shelter 1 until 5 min. before intake hours begin. (How can this be enforced, or not, on public property such as Fairchild?)
 2. To reduce incentive to queue, staff proposed numbered beds that are recorded once everyone has settled in each night. The following day, lines would be organized based on top bunk/ bottom bunk, to keep fair allocation of choice bed locations
 - iii. Immediate division between Shelter (-), Main Shelter, and perhaps Shelter (+)

1. Two doors directly off intake to divide immediately and reduce conflict or wet shelter guests attempting to sneak into Main Shelter
- iv. Restrooms
 1. Available before guests go through the intake process in order to prevent guests needing the facilities from getting preferential treatment, or a better position in line
- v. Ease of access and accessibility for Police and EMT professionals
- vi. Rooms for Mobile Response services and Rapid Response
 1. Located in a way that population can use these resources even if they do not plan to stay as guests at the shelter
 - a. Can guests access this area and services easily after they have gone through intake???? (Shelter (+) and Main shelter access? How to keep separate?)
 - b. Are these spaces the same or different than the MEDIC rooms for treatment/referrals????
 - c. Do they have a rotating use (different organizations or services on different days), or are they permanent offices for different outreach groups???
- vii. Bug Room?
 1. Can this be used immediately on intake by choice or staffer selection
 2. Accessible to general population in addition to guests?

IV. WET SHELTER

- a. Noise Issue:
 - i. Wet Shelter guests tend to be much louder than Main Shelter guests, and may require sound reduction strategies
- b. Separate restroom for wet shelter guests only, no showers or laundry access

V. BUNK ROOM

- a. Capacity:
 - i. Peak need may be 200 beds, but this number would be reached only occasionally, and seasonally
 - ii. Provide Bunks for 140-160 people, and have mats on hand during peak times
 1. Some guests prefer floor mats to the bunk beds. Is there a way to accommodate those guests within the larger bunk room so that they aren't simply packed in as an afterthought?
 2. Flex Spaces: Dining or TV room could be used as sleeping areas
 3. Additional mats require designated storage area
 - iii. Population isn't expected to expand over time. Goal is to provide more services to reduce numbers over time.

- VI. TV Room
 - a. A sound isolated space than guests can use after lights out
 - i. Could be combined with Dining, but what happens during peak times if those spaces are needed for sleeping???

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Meeting Notes 04/18/16

Discussion with Shelter Guests

- I. CONCERNS WITH COMBINED MEN AND WOMEN'S SHELTER
 - a. Bad idea
 - b. May work if men's and women's shelters were on separate floors
 - i. Brad suggests intake for men's and women's must be separate
 - ii. Guests suggest intake could be the same, but separation would need to occur immediately after, and be enforced

- II. RESTROOM
 - a. Must be bigger in general; current facilities are too cramped
 - b. Showers
 - i. Provide better/more hooks to prevent clothes and personal items from being knocked onto the wet floor
 1. Keeping items dry is a bigger issue than theft in shower area
 - ii. Suggestion of curtains dividing individual stalls
 - iii. Current showerheads do not allow enough personal space between showering guests

- III. SMOKING AREA
 - a. Current:
 - i. 5-minute group break every hour. Those not back within the time may not return.
 - ii. No smoke breaks after 9:30
 - iii. Requires a staff member to go out with them to supervise
 - b. Future:
 - i. Perhaps a vented room for smokers to access at any time
 - ii. This should be a key focus, allowing more dignity, while also limiting unapproved guests

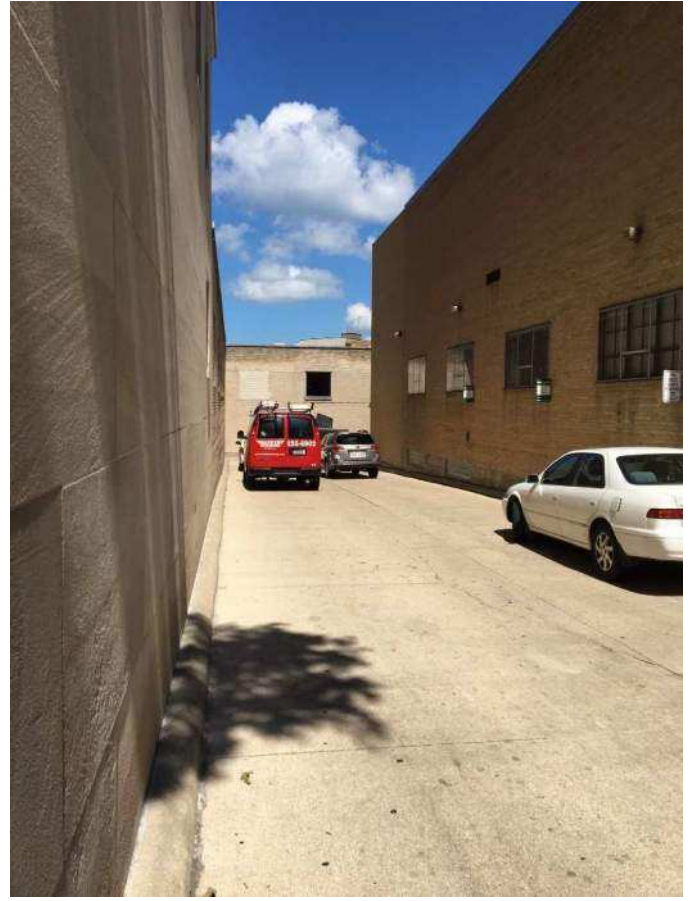
- IV. BUNKROOM
 - a. Reducing queueing incentive through:
 - i. Providing one outlet per guest in the near vicinity/eyesight of their bunk.
 1. Phones left unsupervised will be stolen
 2. Perhaps a power pole per 4 or 6 bunks
 - ii. Dividing bunk room into 3 spaces to reduce sound, create more corners/edges
 1. Some guests like to go to bed and wake up early to get to work or avoid kitchen noise, others like to stay up later.

- a. Suggestion that these groups could be arranged within 3 spaces beneficial to each group, and divided at intake
 - 2. Division of bunk rooms could allow surplus space to be closed off during lesser occupancies
 - iii. Accommodating some guests that are paranoid about being surrounded by others on all sides, by plywood dividers in some locations
 - b. Suggestion that some mentally ill guests be in their own area, due to noise disruption, pacing, etc.
 - c. Lockers
 - i. Current Use: On a typical night they get relatively full, current could be sufficient for triple the occupancy
 - ii. Noise issue with guests opening and slamming lockers, especially late at night
 - 1. Could be beneficial to place in an adjacent but somewhat visible space to reduce issue
 - 2.
- V. MEDICAL BUNK ROOM
 - a. Seldom used, but necessary
 - i. Could be smaller than we have programmed
- VI. DINING ROOM
 - a. Works great as a lounge for reading, card playing, & TV
 - i. Guests spend more time in this space in winter due to earlier intake times, more time before lights out
 - ii. Current:
 - 1. More guests gravitate toward dining in the bunkroom vs TV room
 - a. This can cause disruption in bunkroom, especially for those wanting to sleep earlier
 - b. Microwave: not very frequently used by guests, more often by staff or volunteers
 - i. Could still be beneficial to have 2 in new space
- VII. WARMING KITCHEN
 - a. Clearer in and out circulation of those in line vs leaving for the dining room
 - b. More room required to drop off dirty dishes/trash
 - i. Current dropoff interferes with food line
 - c. Oven could be a useful addition for warming food
 - d. Trash accommodations
 - i. Current dumpsters shared with the church are sufficient, but triple the guests may require more
 - e. Volunteer parking & Food delivery
 - i. Some guests attempt to sneak into the shelter with the food service; keep separate for security
- VIII. OUTREACH ROOMS

- a. Clinic has a constant flow of guests when it operates once every few weeks; very little downtime
- IX. GUEST LAUNDRY
 - a. Folding table required
 - b. 4 washers, 6 dryers suggested
 - i. Heavier use of laundry facilities in winter
- X. GENERAL
 - a. More airflow: fans for air circulation & drying mopped floors
 - b. Wider doors and fewer hallways for better flow
 - c. Bike parking to accommodate the approx. 10 guests with bikes
 - i. Bike parking available in parking garage adjacent to Fairchild



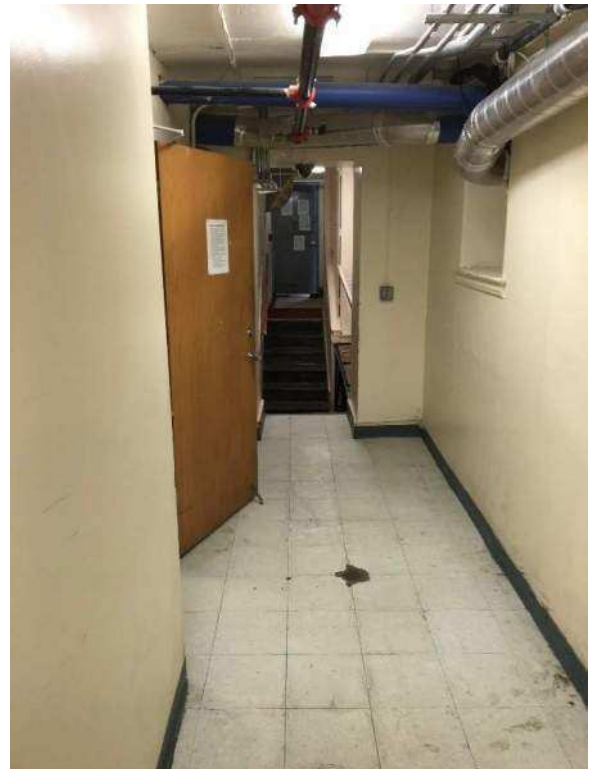
Entrance and exterior queuing area



Alley for deliveries and trash pickup



Delivery entrance – smoking area



Back corridor - access off alley



View of open bunk area with dining area on right side.



Staff desk at Men's crisis entry

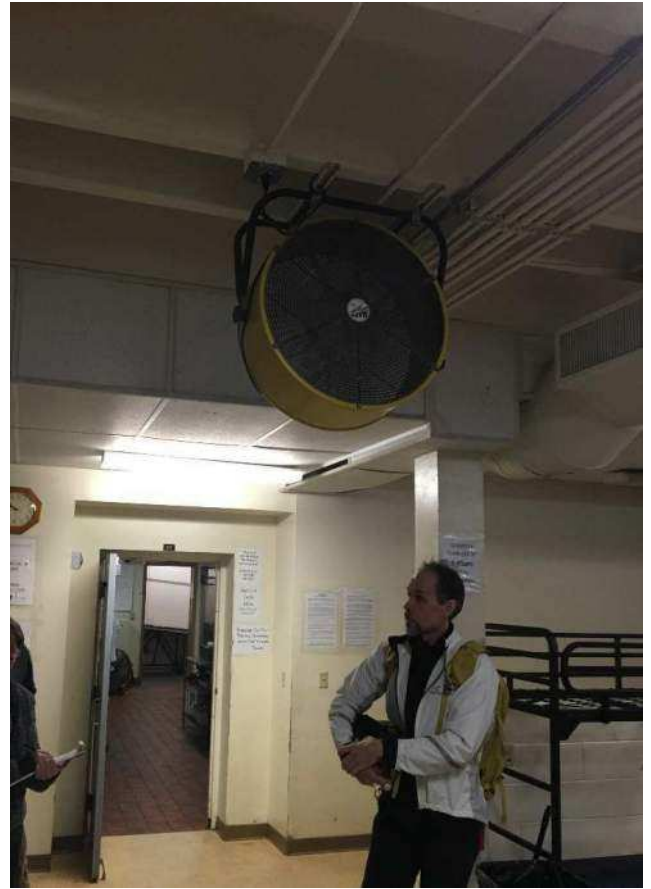
Bunk Beds



Dining area



Locker area for guests, only locked during stay



Fans for cooling and drying mopped floors



Medical bunks area – used for additional bed storage



Lounge Area and additional dining area



Blanket storage



Dry storage room



Kitchen – refrigerators and storage areas



Serving line in Kitchen – stair to office beyond



Kitchen – dishwashing area and warming stove



Entrance into dining hall for community



Teaching classroom



Showers in main restroom area



Sinks in main restroom area



Entry to main restroom



Entry corridor to sleeping area