

## Before Starting the Special CoC Application

You must submit both of the following parts in order for us to consider your Special NOFO Consolidated Application complete:

1. the CoC Application, and
2. the CoC Priority Listing.

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The Special Notice of Funding Opportunity (Special NOFO) for specific application and program requirements.
2. The Special NOFO Continuum of Care (CoC) Application Detailed Instructions for Collaborative Applicants which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

CoC Approval is Required before You Submit Your CoC's Special NOFO CoC Consolidated Application

- 24 CFR 578.9 requires you to compile and submit the Special NOFO CoC Consolidated Application on behalf of your CoC.
- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You must upload the [Specific Attachment Name] attachment to the 4A. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.
- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

# 1A. Continuum of Care (CoC) Identification

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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**1A-1. CoC Name and Number:** WI-503 - Madison/Dane County CoC

**1A-2. Collaborative Applicant Name:** City of Madison

**1A-3. CoC Designation:** CA

**1A-4. HMIS Lead:** Institute for Community Alliances

1A-5.	<b>New Projects</b>	
	Complete the chart below by indicating which funding opportunity(ies) your CoC applying for projects under. A CoC may apply for funding under both set asides; however, projects funded through the rural set aside may only be used in rural areas, as defined in the Special NOFO.	
1.	<b>Unsheltered Homelessness Set Aside</b>	Yes
2.	<b>Rural Homelessness Set Aside</b>	No

## 1B. Project Capacity, Review, and Ranking–Local Competition

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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<b>1B-1.</b>	<b>Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Local Competition Deadline attachment to the 4A. Attachments Screen.	
	Enter the date your CoC published the deadline for project application submission for your CoC's local competition.	08/10/2022

<b>1B-2.</b>	<b>Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)</b>	
	Special NOFO Section VII.B.1.a.	
	You must upload the Local Competition Scoring Tool attachment to the 4A. Attachments Screen.	
	Select yes or no in the chart below to indicate how your CoC ranked and selected new project applications during your CoC's local competition:	
	1. Established total points available for each project application type.	Yes
	2. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).	No
	3. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).	No

<b>1B-3.</b>	<b>Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4A. Attachments Screen.	
	1. Did your CoC reject or reduce any project application(s)?	No
	2. Did your CoC inform the applicants why their projects were rejected or reduced?	No
	3. If you selected yes, for element 1 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	

1B-3a.	<b>Projects Accepted–Notification Outside of e-snaps. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Notification of Projects Accepted attachment to the 4A. Attachments Screen.	
	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, list the latest date of any notification. For example, if you notified applicants on 6/26/22, 6/27/22, and 6/28/22, then you must enter 6/28/22.	10/03/2022
1B-4.	<b>Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)</b>	
	Special NOFO Section VII.B.1.b.	
	You must upload the Web Posting–Special NOFO CoC Consolidated Application attachment to the 4A. Attachments Screen.	
	Enter the date your CoC posted its Special NOFO CoC Consolidated Application on the CoC’s website or affiliate’s website–which included: 1. the CoC Application, and 2. Priority Listings.	

**You must enter a date in question 1B-4.**

## 2A. System Performance

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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<b>2A-1.</b>	<b>Reduction in the Number of First Time Homeless—Risk Factors.</b>	
	Special NOFO Section VII.B.2.b.	
	Describe in the field below:	
	1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;	
	2. how your CoC addresses individuals and families at risk of becoming homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the number of individuals and families experiencing homelessness for the first time or to end homelessness for individuals and families.	

**(limit 2,500 characters)**

1. The CoC researched risk factors of homelessness by reading studies & having conversations with providers. It was determined that a main indicator of future homelessness is a previous episode of homelessness. This population is prioritized for prevention services. The CoC also considers the following factors in prioritization: where a household is in the eviction process, living in subsidized housing, eviction history, criminal history, need for an accessible unit & larger household size. Locally, these factors make locating new housing challenging.

2. For households at-risk of homelessness, the CoC has prevention funds & services funded by US Treasury, ESG, State & donations. The US Treasury funds have assisted more than 6,300 households with nearly \$40 million. Households can contact 211 or Coordinated Entry to receive referrals to a variety of prevention services. Referrals often include assistance to meet basic needs to free up funds for rental payments. The newly-formed Eviction Diversion & Defense Partnership brings together partners to provide legal services, mediation services & case management. In many cases, an eviction is prevented with a settlement agreement. Funds may be required to settle an eviction & are accessed through Coordinated Entry or other providers in the community. Formal diversion services, providing flexible funding & services to obtain permanent housing, are in place for families & single women. There are 2 housing programs that focus on families who are at-risk of homelessness that provide rental assistance & case management services. The school district recently provided funding to expand the number of households served in one of the programs. Housing Navigation services are available to households at-risk of homelessness. The CoC has a Doubled-Up Workgroup that focuses on those at-risk of homelessness, specifically, households who are doubled-up or self-paying at hotels. The County has hired a new Housing Strategy Specialist who focuses on the doubled-up/self-paying populations. This position is tasked with mapping current services available, identifying gaps & needs, identifying funding sources and developing a system to identify, assess, prioritize (those at risk of abuse) and refer these households to housing and services. The community's YHDP work includes breaking down silos in order to identify & serve youth at risk of experiencing homelessness.

3. The CoC Coordinator with oversight from the CoC Board is responsible.

2A-2.	Length of Time Homeless–Strategy to Reduce. (All Applicants)	
	Special NOFO Section VII.B.2.c.	
	Describe in the field below:	
	1. your CoC's strategy to reduce the length of time individuals and persons in families remain homeless;	
	2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and	
	3. provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the length of time individuals and families remain homeless.	

(limit 2,500 characters)

1. The CoC uses a housing focused approach. The CoC’s prioritization policy considers those with the longest lengths of homelessness. Formal diversion services are provided to families & single women, including services to secure permanent housing. The County funds a RRH-type program for households in the COVID response hotels & recently expanded services to provide housing location. One agency has recently hired a Housing Locator who will share resources with the CoC. Housing navigation staff at the city-sanctioned campground has increased in order to shorten the LOT homeless. As households near the top of the housing priority list, outreach & shelter staff work to ensure eligibility documents are in place for a rapid move-in upon unit identification. The CoC recently expanded CE staffing to work specifically on CH documentation. The CoC recently developed a TBRA project paired with optional services to serve people who have experienced unsheltered homelessness. The two PHAs & the CoC work together on MVP & EHV to serve people experiencing homelessness. The CoC works to increase housing for people experiencing homelessness by developing relationships between developers & service providers. Developers allocate a number of units for use by CE & households are offered services. United Way leads a Landlord Engagement Group that consists of service providers, the CoC, funders & property owners. This group researches other communities' success with landlord engagement & will create a plan to implement local system-wide improvements. Regular cross-system meetings have developed in recent months to address the needs of people who are unable to live independently due to aging, disability or other health needs. This group consists of homeless services providers, funders, ADRC & APS and has been successful in locating long-term care.

2. The CoC is able to identify households with the longest LOT homeless through HMIS and CE. In HMIS, for each project someone is enrolled in a large number indicates LOT enrolled. An HMIS report is run regularly to determine who is accessing services & has not been assessed by CE. These households are targeted for engagement & assessment. Case conferencing meetings happen for the following populations on a regular basis: households with children, Veterans, people who are unsheltered & those in COVID-response hotels. About 8-15 staff attend each of these meetings.

3. The CoC Coordinator with oversight from the CoC Board.

2A-3.	Successful Permanent Housing Placement or Retention. (All Applicants)	
Special NOFO Section VII.B.2.d.		
Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:		
1.	emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and	
2.	permanent housing projects retain their permanent housing or exit to permanent housing destinations.	

(limit 2,500 characters)

1. The CoC partners with the 2 PHAs to target vouchers for both a move-on strategy (creating space in PSH & RRH projects) & for people on the CE list. The County funds a RRH-type program targeting people in the COVID-19 hotels. The funding provides housing navigation, rental assistance & support services for up to 2 years. The City funds a new TBRA program with optional support services. Shelter & housing programs encourage & assist households with applying for Section 8 or subsidized housing. The YWCA has a program, Steps to Stability, that provides education on obtaining & maintaining housing. Lutheran Social Services provides Rent Smart education to RRH participants. To increase income, the Written Standards require program staff to complete the mainstream resources checklist to ensure participants are receiving all benefits for which they are eligible. With the increase in funding for housing programs, landlord engagement has increased as more staff are out talking with & supporting landlords. United Way facilitates a group to develop ways to enhance the CoC's landlord engagement strategies.

2. Accessing Medicaid-funded services allows for an array of support to help people stabilize in housing. Recently, service facilitation has increased resulting in more participants receiving services. Agencies hire Certified Peer Specialists (specific to homelessness) to assist households in maintaining or moving to other permanent housing. PSH & RRH providers meet bimonthly to discuss challenging situations & best practices. The Written Standards allow households to transfer from one PSH project to another if needed, allowing for housing retention. The PHAs have "move-on" vouchers for households in PSH & RRH to provide long-term affordable housing. For the ranking & review process, the CoC Board looks at % of successful exits, # of households retaining housing & use of the transfer policy. If projects do not score well, they are required to develop a Performance Improvement Plan. For households that have a housing affordability crisis, the rental assistance from the US Treasury helps address the immediate crisis & stabilize housing. Program staff assist landlords in understanding housing first & how to help households maintain housing. Program staff support both landlords & participants in implementing housing stability plans. Program staff conduct regular check-ins with landlords.

<b>2A-4.</b>	<b>Returns to Homelessness—CoC's Strategy to Reduce Rate. (All Applicants)</b>	
	Special NOFO Section VII.B.2.e.	

Describe in the field below:	
1.	how your CoC identifies individuals and families who return to homelessness;
2.	your CoC's strategy to reduce the rate of additional returns to homelessness; and
3.	provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to reduce the rate individuals and persons in families return to homelessness.

(limit 2,500 characters)

1. The CoC uses HMIS reports to identify households who have returned to homelessness. The CoC understands that a significant predictor of homelessness is a previous episode of homelessness. At case conferencing meetings staff have discussions on individuals and families who have previously experienced homelessness. Households in CoC-funded programs have all previously experienced homelessness so staff are aware of their risk for return.

2. The CoC’s Written Standards allow for a household to transfer from one PSH project to another to avoid program termination and a return to homelessness. The CoC has a CE Prevention Hub for households needing to connect with prevention services. Prevention services are typically targeted to those with a previous episode of homelessness, but due to the dramatic increase in federal assistance for prevention, our community has targeted funds to a broad range of households with low incomes. More than 6,300 households have received nearly \$40 million in US Treasury rental assistance. This, paired with well-established mediations and legal services, have helped to prevent evictions. Legal services expanded due to the creation of the Eviction Diversion and Defense Partnership which increased partnerships with attorneys. Formal diversion practices are in place for families and single women requisition shelter in an effort to avoid unnecessary entry into the homeless system. Households who have a temporary place to stay are offered services to obtain permanent housing. The CoC is actively cataloging current services and exploring ways to provide increased services to households who have a temporary place to stay, but need to find a permanent option. Street outreach and housing programs are working to enroll participants in Medicaid-funded support services in an effort to assist with housing stability and avoid returns to homelessness. Some street outreach providers are able to work with participants for a short period of time after they move into housing to assist with the transition to housing and connection to services. Housing case managers work with participants on general skills related to maintaining housing: budgeting, maintenance, tenant rights & responsibilities.

3. The CoC Coordinator with oversight from the CoC Board is responsible.

<b>2A-5.</b>	<b>Increasing Employment Cash Income–Strategy. (All Applicants)</b>	
	Special NOFO Section VII.B.2.f.	

Describe in the field below:	
1.	the strategy your CoC has implemented to increase employment cash sources;
2.	how your CoC works with mainstream employment organizations to help individuals and families increase their cash income; and
3.	provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase income from employment.

**(limit 2,500 characters)**

1. The CoC works with a variety of employment & training programs to ensure participants have access. United Way has a HIRE Initiative that involves 6 agencies that provide education & training: Literacy Network, Urban League, JustDane, Latino Academy of Workforce Development, YWCA and Centro Hispano. This initiative provides support services to address housing & childcare needs. There are two employment programs, Porchlight Products & Just Bakery, that work specifically with people who have experienced homelessness and/or have a disability. Recently the CoC hosted a presentation from the Department of Vocational Rehabilitation to ensure members are familiar with & know how to access that service. The CoC ranks & reviews applications based on an increase in any income from program entry to annual assessment or exit. Employment programs send information about opportunities to the CoC listserv and present at CoC membership meetings so people know about programming and openings. The City of Madison recently released an RFP for employment & training programming that focuses on serving young adults who are experiencing or at-risk of experiencing homelessness. FoodShare Employment & Training comes to the day resource center on a weekly basis to enroll & work with participants. YWCA provides programming to assist people in reinstating their driver's license and Operation Fresh Start assists young adults in obtaining their license. EOTO provides job training for recovery coaching, peer support services, and administrative assistant. Additionally, they create mentorship opportunities to assist people in finding & maintaining employment. Several programs & agencies provide support around job readiness skills (resume building, job connections, mock interviews, supplies needed for employment).
2. The CoC has relationships with staff at the local Job Center, ADRC, Employment Resources Inc, YWCA, Urban League, DVR, Employment & Training Association and other employment & training programs in order to connect participants. The CoC works to provide education to employment & training staff on the unique needs of people experiencing homelessness. The CoC ensures that they know what resources are available and offers support if households are struggling to meet the commitments of the employment and training program. CoC members attend quarterly meetings of the Employment & Training Network.
3. The CoC Coordinator with oversight from the CoC Board is responsible

	2A-5a. Increasing Non-employment Cash Income—Strategy. (All Applicants)	
	Special NOFO Section VII.B.2.f.	
	Describe in the field below:	
	1. the strategy your CoC has implemented to increase non-employment cash income;	
	2. your CoC's strategy to increase access to non-employment cash sources; and	

	<p>3. provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.</p>
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(limit 2,500 characters)

1. The CoC requires use of a Mainstream Resources Checklist that providers go through with program participants. They review the benefits participants are receiving, & for which they are eligible & may apply. The CoC provides definitions & contacts that accompany the checklist. Providers are invited to CoC membership meetings to present on benefits, eligibility & access. Several CoC members are completing SOAR training to better assist with the Social Security process. If a participant is denied benefits, Legal Action of Wisconsin (a CoC member) assists w/ the appeal. Increased use of Medicaid case management services provides support staff to assist participants in receiving non-employment income. The Social Security office was closed to walk-ins for over one year due to COVID-19. As a result, CoC providers worked with SSA to assist with benefit applications. The City of Madison created a guaranteed income pilot and information was shared with the CoC through the listserv in order to enroll households. This program provides \$500 per month for one year to 155 families. The CoC will continue to work with the HMIS Lead Agency to ensure program staff are reporting changes of income in HMIS.

2. Use of the Mainstream Resources Checklist allows for conversation around systemic & individual barriers to benefit enrollment. This may result in a plan for overcoming some of the barriers to ensure participants receive all benefits. Case managers provide assistance with technology access, transportation to appointments and completion of application materials. They also act as a contact person to receive communication about benefit status. Mainstream eligibility workers are invited to hold onsite sessions to create easier access. Providers are invited to CoC membership meetings to present on benefits, eligibility, and access.

3. The CoC Coordinator with oversight from the CoC Board is responsible.

## 2B. Coordination and Engagement–Inclusive Structure and Participation

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

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2B-1.	<b>Inclusive Structure and Participation–Participation in Coordinated Entry. (All Applicants)</b>	
	Special NOFO Sections VII.B.3.a.(1)	
	In the chart below for the period from May 1, 2021 to April 30, 2022:	
	1. select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or	
	2. select Nonexistent if the organization does not exist in your CoC’s geographic area:	

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing of CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	Yes	Yes
2.	Agencies serving survivors of human trafficking	Yes	Yes	Yes
3.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	No
4.	CoC-Funded Victim Service Providers	Nonexistent	No	No
5.	CoC-Funded Youth Homeless Organizations	Nonexistent	No	No
6.	Disability Advocates	Yes	No	Yes
7.	Disability Service Organizations	Yes	No	Yes
8.	Domestic Violence Advocates	Yes	Yes	Yes
9.	EMS/Crisis Response Team(s)	Yes	No	Yes
10.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
11.	Hospital(s)	Yes	Yes	Yes
12.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	No	No	No
13.	Law Enforcement	No	No	Yes
14.	Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates	Yes	Yes	Yes
15.	LGBTQ+ Service Organizations	Yes	No	Yes
16.	Local Government Staff/Officials	Yes	Yes	No
17.	Local Jail(s)	Yes	No	Yes
18.	Mental Health Service Organizations	Yes	Yes	Yes
19.	Mental Illness Advocates	Yes	Yes	Yes

20.	Non-CoC Funded Youth Homeless Organizations	Yes	Yes	Yes
21.	Non-CoC-Funded Victim Service Providers	Yes	Yes	Yes
22.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
23.	Organizations led by and serving LGBTQ+ persons	No	No	Yes
24.	Organizations led by and serving people with disabilities	Yes	No	Yes
25.	Other homeless subpopulation advocates	Yes	Yes	Yes
26.	Public Housing Authorities	No	No	Yes
27.	School Administrators/Homeless Liaisons	Yes	Yes	Yes
28.	Street Outreach Team(s)	Yes	Yes	Yes
29.	Substance Abuse Advocates	Yes	Yes	Yes
30.	Substance Abuse Service Organizations	Yes	Yes	Yes
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Service Providers	Yes	Yes	Yes
	Other:(limit 50 characters)			
33.	Veteran's Administration	Yes	Yes	Yes
34.	United Way	Yes	Yes	Yes

2B-2.	Open Invitation for New Members. (All Applicants)	
	Special NOFO Section VII.B.3.a.(2), V.B.3.g.	

	Describe in the field below how your CoC:
1.	communicated the invitation process annually to solicit new members to join the CoC;
2.	ensured effective communication with individuals with disabilities, including the availability of accessible electronic formats;
3.	conducted outreach to ensure persons experiencing homelessness or formerly homeless persons are encouraged to join your CoC; and
4.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, other People of Color, persons with disabilities).

(limit 2,500 characters)

1. CoC membership is open anytime to anyone w/ interest in preventing & ending homelessness in Dane County. Potential members can attend a meeting & then become a member. The CoC website has a “Become a Member” page that details how one can become a member. Formally, an invitation for new members is sent annually, in the 3rd quarter. The invitation process is communicated through the CoC listserv, website, social media, word of mouth & presentations to other sectors including employment & training, children, youth & families, developmental disability, criminal justice, older adults & behavioral health. Provider agencies are encouraged to share info on membership w/ current & former program participants. The CoC invites agencies to present on new projects, and presenters often become members. The CoC conducts outreach to specific sectors as needed.
2. Most communication from the CoC is through email, & most attachments & documents on the CoC website are PDFs. Emails, agendas, & the CoC website include a statement on requesting documents in alternate formats.
3. People w/ lived experience are CoC members. During membership recruitment, the CoC ensures local shelters & member agencies have current info to distribute about the CoC & materials to extend an invite to people w/ lived experience. The CoC has a Youth Action Board & Lived Experience Committee that recruits members who are compensated for their time. The CoC Board of Directors also has elected Lived Experience seats, and all CoC members, including service providers, are encouraged to nominate people w/ lived experience who may be interested in a leadership role within the CoC.
4. This past year, the CoC did reach out to culturally specific organizations. The CoC had a representative from Disability Rights Wisconsin present on their services & best practices on serving individuals w/ disabilities. They met one-on-one w/ the CoC Coordinator to learn about the homeless services system & joined the listserv. EOTO Culturally Rooted presented to the CoC membership, participated in YHDP planning meetings, & has engaged w/ the CoC Coordinator on funding discussions. During YHDP, specific outreach was done to bring Outreach (LGBTQ+ Community Center) to the table. These groups continue to engage in conversations about homeless services & how best to serve culturally-specific populations. They have also shared challenges to accessing CoC funding, & the CoC is exploring ways that we can lessen the challenges locally.

2B-3.	CoC’s Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness. (All Applicants)	
	Special NOFO Section VII.B.3.a.(3)	

Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness or an interest in preventing and ending homelessness;
2.	communicated information during public meetings or other forums your CoC uses to solicit public information; and
3.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.

(limit 2,500 characters)

1. The CoC has public meetings led by a Chair & Vice Chair elected from & by the membership. Each month 60+ members, including reps from nonprofits, faith communities, government, funders, grassroots, & those w/ lived experience meet. Agendas & minutes are distributed through a listserv (800+ members) & posted on the CoC's website. The CoC has 11 public committees (Community Plan, Youth, PIT, etc.) where members give opinions. Committee agendas, minutes & a calendar of meetings are posted on the CoC website. Annually, the CoC Coordinator encourages uninvolved members to join committees. The CoC Board, elected by the membership, encourages individuals to attend publicly noticed meetings to give feedback. Presentations from reps of other sectors provide feedback to the CoC. Members of the Lived Experience Committee, Youth Action Board (YAB) & Board members w/ lived experience are compensated for their time. The CoC presents to groups (PHA, DV, employment agencies) & other sectors to gather feedback. Through the CoC's work w/ YHDP, several listening sessions were held to gather feedback from community stakeholders. The YAB hosted listening sessions specifically for youth & shared results with the CoC. This information informed the Community Coordinated Plan. The CoC is tabulating data from surveys or providers, grassroots orgs & people w/ lived experience to learn about system gaps. This information will assist the CoC with the community-wide planning process.

2. All CoC meetings are open to the public. Times & locations of meetings are posted on an events calendar on the CoC's website. The public can connect to the CoC through the 'Contact Us' option on the website. Information is communicated in meetings verbally, often accompanied by written materials (emailed in advance) or powerpoint presentation. There is time in meetings for questions & discussion. CoC Membership & Committee meeting minutes are posted on the CoC website. Meetings continue to happen virtually which has allowed for increased participation & feedback.

3. The CoC Coordinator reviews minutes to gather information & feedback to inform her work. The CoC recognizes meetings do not work for everyone so sends draft policies to the listserv for input. Final policies are brought to the CoC Board for approval. Annually, a membership survey solicits opinions on meeting structure & topics. The CoC asks optional questions during the unsheltered Point in Time that guide local planning.

<b>2B-4.</b>	<b>Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)</b>
	Special NOFO Section VII.B.3.a.(4)

Describe in the field below how your CoC notified the public:	
1.	that your CoC's local competition was open and accepting project applications;
2.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;
3.	about how project applicants must submit their project applications;
4.	about how your CoC would determine which project applications it would submit to HUD for funding; and
5.	how your CoC effectively communicated with individuals with disabilities, including making information accessible in electronic formats.

**(limit 2,500 characters)**

1. The CoC notified the public that the local competition was open and accepting project applications through announcements sent out via the CoC listserv, Facebook post and the CoC website.
  2. The CoC notified the public that the local competition would consider project applications from organizations that have not previously received CoC program funding through an announcement and materials on the CoC’s website and the CoC’s Facebook page. Information was also sent via the CoC’s listserv. Anyone is able to join the listserv and there are approximately 800 members. The CoC Coordinator held a session for all agencies, but targeted new agencies to review the SNOFO and local competition process..
  3. The process for application submission was included on the CoC’s website, through the link on the Facebook post, in an email sent to interested agencies and during the information and one-on-one sessions with applicant agencies. The info session included review of application materials and the screening process. The CoC Coordinator made herself available for questions during the application process.
  4. The CoC notified the public about how it would determine which applications it would submit to HUD for funding through emails to interested agencies, Facebook posts and the CoC’s website. Applicants were encouraged to review the scoring tools and policies for review and ranking. This information was also presented at an open meeting of the CoC’s Board of Directors. Throughout the review process, information was sent out to interested agencies and the Review Committee’s proposed funding slate was made available to the CoC Membership and interested agencies.
- Communication regarding the competition is mostly done through email and the CoC website. Most documents are provided in PDF format. Emails indicate that people can request information in alternate formats, including via meetings or phone calls. The CoC Coordinator works to create an open, inclusive process and, each year, seeks suggestions on how to improve.

## 2C. Coordination / Engagement—with Federal, State, Local, Private, and Other Organizations

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2C-1.	<b>Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)</b>	
	Special NOFO Section VII.B.3.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC’s coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC’s geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with Planning or Operations of Projects
1.	Funding Collaboratives	Yes
2.	Head Start Program	Yes
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	No
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	No
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	Yes
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	
18.		

2C-2.	CoC Consultation with ESG Program Recipients. (All Applicants)	
	Special NOFO Section VII.B.3.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in Consolidated Plan update.

(limit 2,500 characters)

1. There are two ESG recipients in the CoC's geographic area: State of Wisconsin and City of Madison. The CoC plays an integral role in planning and allocating ESG funds. To assist with planning, the CoC Coordinator attends meetings twice a month with the State of Wisconsin. If there is an opportunity to provide feedback on planning and allocation, she does so. The State held a meeting for subrecipients and CoCs to get feedback on the allocation formula and what factors should be used. They conducted a survey of CoC and had a state-wide virtual meeting for additional feedback. The City is a member of the CoC and participates in the CoC planning process and incorporates CoC input in the City's planning and funding processes. The City serves as lead applicant for the State ESG funds and submits the consolidated application on behalf of the CoC. The CoC Board works closely with the City to establish and approve the State ESG subrecipient application and review and ranking criteria. Several board members participate in the ESG application review, scoring, and ranking. The CoC Board makes the final State ESG funding allocation recommendation.

2. The CoC Board sets the performance evaluation criteria for the State ESG subrecipients and the City adopts the criteria for the City ESG. ESG subrecipients must follow the Written Standards and the CoC has created an evaluation tool to be completed annually to ensure standards are being followed. The HMIS lead agency sends performance reports to the State for monitoring and evaluation.

3. The CoC provides PIT and HIC data to the Consolidated Plan jurisdictions by sending memos via email, providing reports as requested, presenting at CoC membership meetings and posting information on the CoC website.

4. Information is communicated to the Consolidated Plan jurisdictions through the CoC listserv, of which both jurisdictions are members. Information is posted on the CoC's website and presented in CoC meetings. The CoC Coordinator assists in writing the City's Consolidated Plan to ensure the information is included.

2C-3.	Discharge Planning Coordination. (All Applicants)	
	Special NOFO Section VII.B.3.c.	

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.	
1.	Foster Care

Yes
-----

2.	Health Care	Yes
3.	Mental Health Care	Yes
4.	Correctional Facilities	Yes

2C-4.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts. (All Applicants)
	Special NOFO Section VII.B.3.d.

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	Yes
2.	State Education Agency (SEA)	Yes
3.	Local Education Agency (LEA)	Yes
4.	School Districts	Yes

2C-4a.	CoC Collaboration Related to Children and Youth–SEAs, LEAs, School Districts–Formal Partnerships. (All Applicants)
	Special NOFO Section VII.B.3.d.

Describe in the field below:

1.	how your CoC collaborates with the entities checked in Question 2C-4; and
2.	the formal partnerships your CoC has with the entities checked in Question 2C-4.

(limit 2,500 characters)

1. The CoC collaborates with youth education providers to ensure youth experiencing homelessness are aware of and can access programming. Collaborations include: YMCA, Boys & Girls Club, Madison School & Community Recreation, driver's ed providers, Head Start, Early Childhood Workgroup, vocational services, and Operation Fresh Start. These providers & others communicate educational opportunities via the CoC listserv including information on summer camps, after-school programs & enrichment opportunities. The CoC collaborates with the SEA, LEAs and school districts. The SEA & CoC Lead participate together in the State's Interagency Council on Homelessness and in workgroups for the Council. The CoC lead participated in review of applications for an SEA-led funding process. The LEAs formed a group called the Homeless Education Network (HEN). CoC members regularly attend & present at HEN meetings & HEN members participate in the CoC. A HEN member currently serves on the CoC's Board of Directors. HEN has assisted the CoC with a county-wide survey to identify gaps in the homeless services system. They also assist with the PIT count. Local LEAs presented at state & national levels on how & why to collaborate with CoCs. The CoC collaborates with local school districts through HEN. The CoC's largest school district recently provided funds to expand a housing program that serves households experiencing doubled-up homelessness.

2. The CoC has a formal partnership with HEN that is outlined via a Memorandum of Understanding. This group has formal meetings twice each year. The MOU requires the following of the CoC: provide data to HEN annually or as requested; provide names of households who will be discussed at case conferencing meetings in advance of the meeting, seek and consider feedback on the homeless services system, CoC representation at 100% of HEN meetings; inform individuals and families experiencing homelessness about eligibility for educational services; have representation and participate on the Advisory Committee of Student Homelessness. Through the MOU, HEN is required to do the following: provide data annually or as requested, HEN representation at family case conferencing meetings; seek & consider feedback on educational services from CoC members, HEN representation at 70% of CoC Membership meetings; encourage district participation in the annual Point-in-Time Count and Youth Count. The MOU formalizing this partnership was first agreed to in 2019.

2C-4b.	CoC Collaboration Related to Children and Youth—Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services. (All Applicants)	
	Special NOFO Section VII.B.3.d.	

Describe in the field below written policies and procedures your CoC adopted to inform individuals and families who become homeless of their eligibility for educational services

(limit 2,500 characters)

The CoC's Written Standards (p.6) require that housing and housing case management programs be aware of and inform households of the educational rights of children and unaccompanied youth in their programs. Staff are required to post written materials explaining the rights and to collaborate with Transition Education Program(LEA) staff or other school staff. In addition, program staff are required to encourage school attendance and work to eliminate barriers to regular attendance. If attendance and truancy concerns are noted, program staff will communicate and coordinate with school staff. Agencies are required to connect with any school district a family is affiliated with, in order to coordinate services.

2C-5.	Mainstream Resources–CoC Training of Project Staff. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

Indicate in the chart below whether your CoC trains project staff annually on the following mainstream resources available for program participants within your CoC's geographic area:

	Mainstream Resource	CoC Provides Annual Training?
1.	Food Stamps	No
2.	SSI–Supplemental Security Income	No
3.	TANF–Temporary Assistance for Needy Families	No
4.	Substance Abuse Programs	Yes
5.	Employment Assistance Programs	No
6.	Other	Yes

2C-5a.	Mainstream Resources–CoC Collaboration with Project Staff Regarding Healthcare Organizations. (All Applicants)	
	Special NOFO Section VII.B.3.e.	

- Describe in the field below how your CoC:
1. systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, TANF, substance abuse programs) within your CoC's geographic area;
  2. works with project staff to collaborate with healthcare organizations to assist program participants with enrolling in health insurance;
  3. provides assistance to project staff with the effective use of Medicaid and other benefits; and
  4. works with projects to promote SOAR certification of program staff.

(limit 2,500 characters)

1. The CoC has a listserv consisting of about 800 people that serves as a way to provide up-to-date info on mainstream resources. Mainstream providers come to CoC membership meetings to give updates on application, eligibility, & recertification of benefits. Minutes are taken, emailed to the membership, & posted on the CoC's website. When CoC members attend training about mainstream benefits, they share info w/ the membership. The CoC requires HUD-funded agencies utilize a mainstream resource checklist w/ participants to ensure they receive all resources & benefits for which they are eligible. The CoC provides a glossary of info & contacts for the resources. The checklist & glossary are on the CoC's website & updated regularly.
2. The CoC encourages providers to bring services to people rather than requiring them to go to an office. The CoC & providers have made connections w/ the following services to make them easily available to program participants: HEALTH program from UnityPoint Health-Meriter, Monarch Health, MEDiC through UW, Tellurian, Madison Street Medicine, including foot clinics, MyChoice Wisconsin & BadgerCare. During the pandemic, the CoC developed strong relationships w/ Public Health who still regularly provides testing & vaccines. They have expanded their work to provide harm reduction services including provision of red boxes, Narcan & Narcan training. Nurse Disrupted works w/ the CoC to provide assistance w/ COVID screening & will expand telehealth services to meet other healthcare needs. The WI Dept of Health Services requires HMOs to have a staff person who connects w/ the local CoC.
3. The CoC provides assistance w/ to project staff on the effective use of Medicaid & other benefits. This past year the CoC had staff from the ADRC come to talk about the benefits they offer, who is eligible and how to apply. Additionally, staff from the Dept. of Vocational Rehabilitation provided information on connecting program participants to this resource. If Medicaid or other benefit providers have updates or information regarding their services it is sent out via the CoC's listserv.
4. The CoC Coordinator talked w/ agencies about how to increase income of participants. SOAR training is an identified action item. Several agencies will have staff become SOAR trained. The CoC Coordinator sends info about free online SOAR training to the CoC listserv & encourages agencies to participate.

### 3A. New Projects With Rehabilitation/New Construction Costs

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3A-1.	<b>Rehabilitation/New Construction Costs–New Projects. (Rural Set Aside Only).</b> Special NOFO Section VII.A.	
If the answer to the question below is yes, you must upload the CoC Letter Supporting Capital Costs attachment to the 4A. Attachments Screen.		
Is your CoC requesting funding for any new project(s) under the Rural Set Aside for housing rehabilitation or new construction costs?		No

### 3B. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

The CoC Special NOFO page provides HUD-approved resources to assist you in completing the Special NOFO CoC Application, including:

- Special Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness
- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

3B-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	

Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
--	----

3B-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes. (Rural Set Aside Only)	
	Special NOFO Section VII.C.	
	You must upload the Project List for Other Federal Statutes attachment to the 4A. Attachments Screen.	
	If you answered yes to question 3B-1, describe in the field below:	
	1. how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and	
	2. how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.	

(limit 2,500 characters)

## 4A. Attachments Screen For All Application Questions

Please read the following guidance to help you successfully upload attachments and get maximum points:

- |  |    |   |
|--|----|---|
|  | 1. | You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete.  |
|  | 2. | You must upload an attachment for each document listed where 'Required?' is 'Yes'   |
|  | 3. | We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images and reduces file size. Many systems allow you to create PDF files as a Print Option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube. |
|  | 4. | Attachments must match the questions they are associated with.  |
|  | 5. | Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process.  |
|  | 6. | If you cannot read the attachment, it is likely we cannot read it either.<br>- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).<br>- We must be able to read everything you want us to consider in any attachment.                           |
|  | 7. | Open attachments once uploaded to ensure they are the correct attachment for the required Document Type.  |

Document Type	Required?	Document Description	Date Attached
1B-1. Local Competition Announcement	Yes	Local Competition...	09/21/2022
1B-2. Local Competition Scoring Tool	Yes	Local Competition...	10/04/2022
1B-3. Notification of Projects Rejected-Reduced	Yes	Notification of P...	10/03/2022
1B-3a. Notification of Projects Accepted	Yes	Notification of P...	10/04/2022
1B-4. Special NOFO CoC Consolidated Application	Yes		
3A-1. CoC Letter Supporting Capital Costs	No		
3B-2. Project List for Other Federal Statutes	No		
P-1. Leveraging Housing Commitment	No	Leveraging Housin...	10/18/2022
P-1a. PHA Commitment	No	PHA Commitment	10/18/2022
P-3. Healthcare Leveraging Commitment	No	Healthcare Levera...	10/18/2022
P-9c. Lived Experience Support Letter	No	Lived Experience ...	10/18/2022
Plan. CoC Plan	Yes	CoC Plan	10/18/2022

## **Attachment Details**

**Document Description:** Local Competition Deadline

## **Attachment Details**

**Document Description:** Local Competition Scoring Tool

## **Attachment Details**

**Document Description:** Notification of Projects Rejected-Reduced

## **Attachment Details**

**Document Description:** Notification of Projects Accepted

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** Leveraging Housing Commitment

## **Attachment Details**

**Document Description:** PHA Commitment

## **Attachment Details**

**Document Description:** Healthcare Leveraging Commitment

## **Attachment Details**

**Document Description:** Lived Experience Support Letter

## Attachment Details

**Document Description:** CoC Plan

## Submission Summary

Ensure that the Special NOFO Project Priority List is complete prior to submitting.

Page	Last Updated
1A. CoC Identification	10/04/2022
1B. Project Review, Ranking and Selection	Please Complete
2A. System Performance	09/27/2022
2B. Coordination and Engagement	10/04/2022
2C. Coordination and Engagement–Con't.	10/04/2022
3A. New Projects With Rehab/New Construction	No Input Required
3B. Homelessness by Other Federal Statutes	10/04/2022
4A. Attachments Screen	Please Complete
Submission Summary	No Input Required

# Posting on CoC Website for Unsheltered NOFO Competition, posted on August 10, 2022 (screenshot 8/11)

**HUD Continuum of Care Unsheltered Funding Competition**

On June 22, 2022, HUD released a [Special Notice of Funding Opportunity \(NOFO\)](#) to address rural and unsheltered homelessness. The Madison/Dane Continuum of Care (CoC) is eligible to apply for up to \$2,214,271 to address unsheltered homelessness and is not eligible for funds to address rural homelessness. Funds will be awarded with an initial 3-year grant and then be renewable through the annual CoC Funding Competition.

If you have any questions or are interested in applying, please reach out to Torrie Kopp Mueller, CoC Coordinator at (608) 266-6254 or [tkoppmueller@cityofmadison.com](mailto:tkoppmueller@cityofmadison.com).

The CoC Board of Directors approved \$66,428 of the total award to be used for the Planning Grant. The City of Madison, as the Collaborative Applicant, is the only entity



**Informational Session**  
An informational session on the Unsheltered funding competition will be held on Wednesday, August 17th from 2-3:30 PM. You can access the meeting [here](#). If you would like a

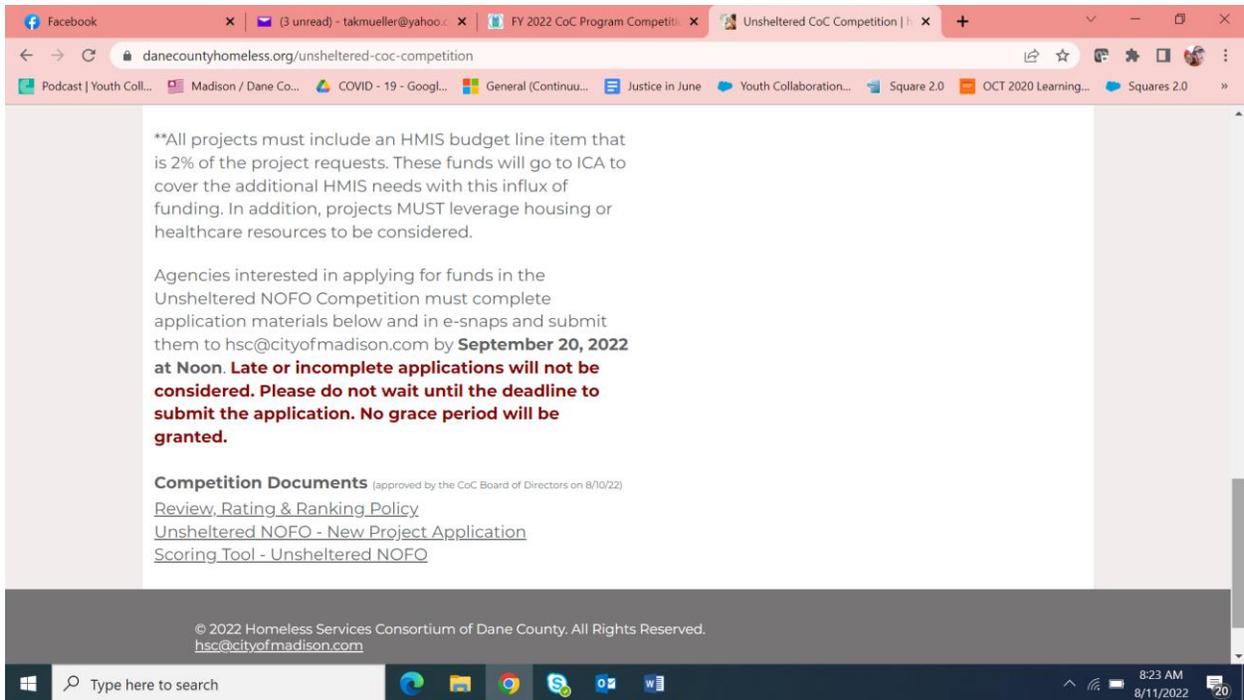
New projects can apply for up to \$2,147,843 for a three year grant. Eligible new projects include:

- Permanent Supportive Housing (PSH)
- Rapid Rehousing (RRH)
- Joint Transitional Housing –Rapid Rehousing component (TH-RRH)
- Dedicated HMIS Project (only HMIS lead agency can apply, Institute for Community Alliances)
- Supportive Services only – Coordinated Entry (SSO-CE) (only CE lead agency can apply, Institute for Community Alliances)
- Supportive Services Only – Street Outreach
- Supportive Services Only – Standalone (examples include housing navigation, childcare services, drop-in centers, family re-unification services)

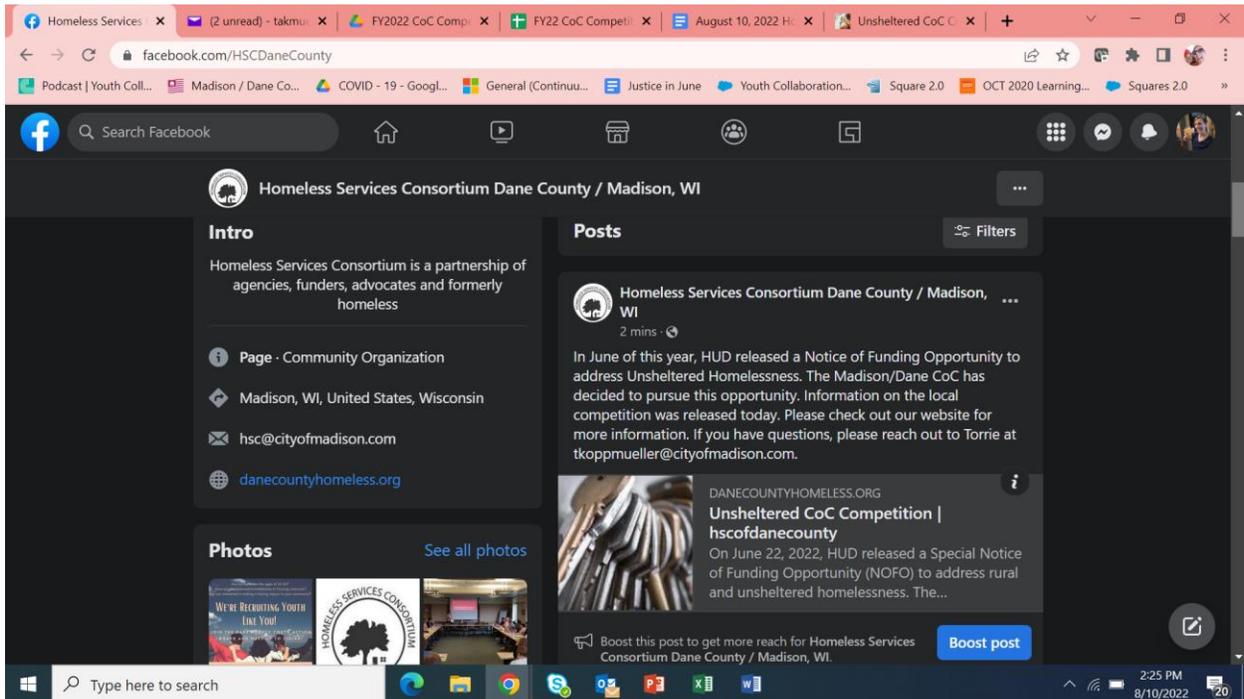
\*\*All projects must include an HMIS budget line item that is 2% of the project requests. These funds will go to ICA to cover the additional HMIS needs with this influx of funding. In addition, projects MUST leverage housing or healthcare resources to be considered.

Agencies interested in applying for funds in the Unsheltered NOFO Competition must complete

at [tkoppmueller@cityofmadison.com](mailto:tkoppmueller@cityofmadison.com).



Facebook posting on August 10, 2022 announcing the local competition for the Unsheltered NOFO.



FY2022 CoC Homeless Assistance Grant Proposal Scoring - NEW				
Housing Navigators to Assist Campground				
Project Type: Support Services Only - Street Outreach				
Application Question	Scoring Criteria for Max Points	Score	Max Points	Notes/Comments
<b>From E-snaps Application</b>				
Describe your organization's (and subrecipient(s) if applicable) experience in effectively utilizing federal funds and performing the activities proposed in this application. (E-snaps, Question 2B-1)	Grantee demonstrates qualifications that should contribute to program's success.		15	
Describe your organization's (and subrecipient(s) if applicable) experience in leveraging Federal, State, local, and private sector funds. (E-snaps, Question 2B-2)				
Describe your organizations financial management structure (E-snaps, Question 2B-3)				
Provide a description that addresses the entire scope of the proposed project. (E-snaps, Question 3B-1)	Target population and services offered are clearly described.		20	
Describe how the proposed project is consistent with the Plan described by the CoC. (E-snaps, Question 3B-1a)	Proposed project aligns with the CoC's Plan.		20	
For each primary project location, or structure, enter the number of days from the execution of the grant agreement that each of the following milestones will occur. (E-snaps, Question 3B-2)	Implementation timeline is concrete and reasonable, which ensures that the project will meet the proposed project outcomes and expend the full grant award.		10	
Describe how the street outreach project will develop a strategy for providing supportive services to those with the highest service needs, including those with histories of unsheltered homelessness and those who do not traditionally engage with supportive services (E-snaps, Question 3B-5a)	Development of strategy includes people with lived experience of homelessness in an authentic meaningful way.		20	
Describe how project refers participants to projects that specifically coordinates and integrates mainstream health, social services and employment programs for which they may be eligible? (E-snaps, Question 3B-5b)	Description of referral process is person-centered, creative in meeting needs of individuals and likely to result in connection to services.		20	
Describe how program participants will be assisted to obtain and remain in permanent housing (E-snaps, Question 4A-1)	Project works with participants to maintain housing using a creative, collaborative response and may include the use of harm reduction, evidence-based practices, staff training/support, special payment arrangements for rental arrears, etc.		20	
Describe the specific plan to coordinate and integrate with other mainstream health, social services, and employment programs for which program participants may be eligible. (E-snaps, Question 4A-2)	Applicant describes a plan that is reasonable and is likely to result in successful coordination of services for participants.		20	

Funding Request (E-snaps, Question 6A-6E, 6E provides summary budget)	Budget and staffing is eligible, realistic, and in line with comparable programs.		15	
<b>From Project Application</b>				
1. Describe your agency's overall quality improvement efforts. Please include how you solicit and incorporate feedback from program participants.	Applicant demonstrates commitment and capacity for quality improvement, including incorporation of feedback from program participants.		15	
2. CoC-funded projects are required to comply with the Dane County Written Standards. Describe how the agency plans on ensuring compliance with the Written Standards including plans for internal review and monitoring of project policies and practices.	Applicant answers no to the question and indicates full compliance in the written standards checklists. For a new program, applicant indicates the agency's intent for full compliance.		15	
3. All projects, including non-housing projects, must operate with the Housing First approach as described in the CoC Written Standards general requirements. Describe how the Housing First approach will be applied to the proposed project. Include aspects of project policies and staff training that can support the Housing First approach such as trauma-informed care and harm reduction.	Applicant demonstrates good understanding of the Housing First approach and is committed to practicing the approach.		20	
4. Describe key partnerships your agency has established that will help with implementation of this project.	Applicant is aware of key partnerships needed for the project success and has established or has plans to establish some key partnerships in preparation of the proposed project.		20	
5. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color?	Program staff reflect target population		10	
6. How does this program work against systemic racism and other structures of oppression?	Applicant has strong commitment, describes detailed actions that have or are likely to see results.		10	
7. How is this program and its practices culturally responsive to the population(s) who participate?	Applicant describes strong culturally responsive approaches with a strong ongoing commitment.		10	
8. What barriers does your project have for participation by Black, Indigenous and Persons of Color (e.g. lack of outreach)? What steps has your agency taken or will take to eliminate the identified barriers?	Applicant clearly identifies barriers and has a plan to address them that will likely see results.		10	
<b>TOTAL POINTS</b>		<b>0</b>	<b>270</b>	

FY2022 CoC Homeless Assistance Grant Proposal Scoring - NEW				
Outreach Coordinated Entry				
Project Type: Support Services Only - Street Outreach				
Application Question	Scoring Criteria for Max Points	Score	Max Points	Notes/Comments
<b>From E-snaps Application</b>				
Describe your organization's (and subrecipient(s) if applicable) experience in effectively utilizing federal funds and performing the activities proposed in this application. (E-snaps, Question 2B-1)	Grantee demonstrates qualifications that should contribute to program's success.		15	
Describe your organization's (and subrecipient(s) if applicable) experience in leveraging Federal, State, local, and private sector funds. (E-snaps, Question 2B-2)				
Describe your organizations financial management structure (E-snaps, Question 2B-3)				
Provide a description that addresses the entire scope of the proposed project. (E-snaps, Question 3B-1)	Target population and services offered are clearly described.		20	
Describe how the proposed project is consistent with the Plan described by the CoC. (E-snaps, Question 3B-1a)	Proposed project aligns with the CoC's Plan.		20	
For each primary project location, or structure, enter the number of days from the execution of the grant agreement that each of the following milestones will occur. (E-snaps, Question 3B-2)	Implementation timeline is concrete and reasonable, which ensures that the project will meet the proposed project outcomes and expend the full grant award.		10	
Describe how the street outreach project will develop a strategy for providing supportive services to those with the highest service needs, including those with histories of unsheltered homelessness and those who do not traditionally engage with supportive services (E-snaps, Question 3B-5a)	Development of strategy includes people with lived experience of homelessness in an authentic meaningful way.		20	
Describe how project refers participants to projects that specifically coordinates and integrates mainstream health, social services and employment programs for which they may be eligible? (E-snaps, Question 3B-5b)	Description of referral process is person-centered, creative in meeting needs of individuals and likely to result in connection to services.		20	
Describe how program participants will be assisted to obtain and remain in permanent housing. (E-snaps, Question 4A-1)	Project works with participant to maintain housing using a creative, collaborative response and may include the use of harm reduction, evidence-based practices, staff training/support, special payment arrangements for rental arrears, etc.		20	

Describe the specific plan to coordinate and integrate with other mainstream health, social services, and employment programs for which program participants may be eligible. (E-snaps, Question 4A-2)	Applicant describes a plan that is reasonable and is likely to result in successful coordination of services for participants.		20	
Funding Request (E-snaps, Question 6A-6E, 6E provides summary budget)	Budget and staffing is eligible, realistic, and in line with comparable programs.		15	
<b>From Project Application</b>				
1. Describe your agency's overall quality improvement efforts. Please include how you solicit and incorporate feedback from program participants.	Applicant demonstrates commitment and capacity for quality improvement, including incorporation of feedback from program participants.		15	
2. CoC-funded projects are required to comply with the Dane County Written Standards. Describe how the agency plans on ensuring compliance with the Written Standards including plans for internal review and monitoring of project policies and practices.	Applicant answers no to the question and indicates full compliance in the written standards checklists. For a new program, applicant indicates the agency's intent for full compliance.		15	
3. All projects, including non-housing projects, must operate with the Housing First approach as described in the CoC Written Standards general requirements. Describe how the Housing First approach will be applied to the proposed project. Include aspects of project policies and staff training that can support the Housing First approach such as trauma-informed care and harm reduction.	Applicant demonstrates good understanding of the Housing First approach and is committed to practicing the approach.		20	
4. Describe key partnerships your agency has established that will help with implementation of this project.	Applicant is aware of key partnerships needed for the project success and has established or has plans to establish some key partnerships in preparation of the proposed project.		20	
5. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color?	Program staff reflect target population		10	
6. How does this program work against systemic racism and other structures of oppression?	Applicant has strong commitment, describes detailed actions that have or are likely to see results.		10	
7. How is this program and its practices culturally responsive to the population(s) who participate?	Applicant describes strong culturally responsive approaches with a strong ongoing commitment.		10	
8. What barriers does your project have for participation by Black, Indigenous and Persons of Color (e.g. lack of outreach)? What steps has your agency taken or will take to eliminate the identified barriers?	Applicant clearly identifies barriers and has a plan to address them that will likely see results.		10	
<b>TOTAL POINTS</b>			<b>270</b>	

FY2022 CoC Homeless Assistance Grant Proposal Scoring - NEW				
Unsheltered Rapid Rehousing				
Project Type: Rapid Rehousing				
Application Question	Scoring Criteria for Max Points	Score	Max Points	Notes/Comments
<b>From E-snaps Application</b>				
Describe your organization's (and subrecipient(s) if applicable) experience in effectively utilizing federal funds and performing the activities proposed in this application. (E-snaps, Question 2B-1)	Grantee demonstrates qualifications that should contribute to program's success.		15	
Describe your organization's (and subrecipient(s) if applicable) experience in leveraging Federal, State, local, and private sector funds. (E-snaps, Question 2B-2)				
Describe your organizations financial management structure (E-snaps, Question 2B-3)				
Provide a description that addresses the entire scope of the proposed project. (E-snaps, Question 3B-1)	Target population and services offered are clearly described.		20	
Describe how the proposed project is consistent with the Plan described by the CoC. (E-snaps, Question 3B-1a)	Proposed project aligns with the CoC's Plan.		20	
For each primary project location, or structure, enter the number of days from the execution of the grant agreement that each of the following milestones will occur. (E-snaps, Question 3B-2)	Implementation timeline is concrete and reasonable, which ensures that the project will meet the proposed project outcomes and expend the full grant award.		10	
Describe how program participants will be assisted to obtain and remain in permanent housing. (E-snaps, Question 4A-1)	Project works with participant to maintain housing using a creative, collaborative response and may include the use of harm reduction, evidence-based practices, staff training/support, special payment arrangements for rental arrears, etc.		20	
Describe the specific plan to coordinate and integrate with other mainstream health, social services, and employment programs for which program participants may be eligible. (E-snaps, Question 4A-2)	Applicant describes a plan that is reasonable and is likely to result in successful coordination of services for participants.		20	
Funding Request (E-snaps, Question 6A-6E, 6E provides summary budget)	Budget and staffing is eligible, realistic, and in line with comparable programs.		15	
<b>From Project Application</b>				
1. Describe your agency's overall quality improvement efforts. Please include how you solicit and incorporate feedback from program participants.	Applicant demonstrates commitment and capacity for quality improvement, including incorporation of feedback from program participants.		15	

2.CoC-funded projects are required to comply with the Dane County Written Standards. Describe how the agency plans on ensuring compliance with the Written Standards including plans for internal review and monitoring of project policies and practices.	Applicant answers no to the question and indicates full compliance in the written standards checklists. For a new program, applicant indicates the agency's intent for full compliance.		15	
3.All projects, including non-housing projects, must operate with the Housing First approach as described in the CoC Written Standards general requirements. Describe how the Housing First approach will be applied to the proposed project. Include aspects of project policies and staff training that can support the Housing First approach such as trauma-informed care and harm reduction.	Applicant demonstrates good understanding of the Housing First approach and is committed to practicing the approach.		20	
4.Describe key partnerships your agency has established that will help with implementation of this project.	Applicant is aware of key partnerships needed for the project success and has established or has plans to establish some key partnerships in preparation of the proposed project.		20	
5. What percentage of staff members working for this program identify as Black, Indigenous or a Person of Color?	Program staff reflect target population		10	
6. How does this program work against systemic racism and other structures of oppression?	Applicant has strong commitment, describes detailed actions that have or are likely to see results.		10	
7. How is this program and its practices culturally responsive to the population(s) who participate?	Applicant describes strong culturally responsive approaches with a strong ongoing commitment.		10	
8. What barriers does your project have for participation by Black, Indigenous and Persons of Color (e.g. lack of outreach)? What steps has your agency taken or will take to eliminate the identified barriers?	Applicant clearly identifies barriers and has a plan to address them that will likely see results.		10	
<b>TOTAL POINTS</b>		<b>0</b>	<b>230</b>	

### Attachment 1B-3 Projects Rejected-Reduced

In the competition for the Special Notice of Funding Opportunity, the Madison/Dane CoC did not reject or reduce any projects.

## Kopp Mueller, Torrie

**From:** Kopp Mueller, Torrie  
**Sent:** Monday, October 3, 2022 11:30 AM  
**To:** Brenda Konkel (brenda@machonehealth.org); Tijana Sagorac Gruichich  
**Subject:** Notification of Projects Accepted  
**Attachments:** Approved Funding Slate.PNG

Hi Brenda and Tijana-

This message is to notify you that all projects submitted for the Special NOFO by Madison Street Medicine have been accepted and ranked on the Priority List. The HSC Board provided additional recommendations that you received prior to their decision. They are listed below too.

If you have any questions, please let me know.  
Thanks, Torrie

	Agency	Program	Program Type	Average Score	% of score	Request Amt	\$2,214,2
1	Madison Street Medicine	Outreach Coordination	SSO	209.33/270	77.52%	\$246,840	\$1,967,
2	Madison Street Medicine	Housing Navigation	SSO	200.33/270	74.1%	\$755,700	\$1,211,
3	Madison Street Medicine	Unsheltered RRH	RRH	169.67/230	73.70%	\$692,093	\$519,
4	City of Madison	Planning Grant	Planning	NA		\$50,838	\$468,

### Recommendations

#### Outreach Coordination

Included all funded street outreach teams in development of project  
Provide 7 days of coordination - application will be amended to increase budget

#### Housing Navigation

Engage in landlord recruitment strategies

#### Rapid Rehousing

Referrals are taken directly from Coordinated Entry for people who are unsheltered  
Community Conversation about identifying people experiencing unsheltered homelessness for prioritization (must include Lived Experience Committee & Youth A

Approved by HSC Board of Directors, October 3, 2022

**OUR MADISON**  
INCLUSIVE, INNOVATIVE & THRIVING

[ she | her | hers ] **Torrie Kopp Mueller** | CoC Coordinator, Homeless Services Consortium



*Department of Planning and Community & Economic Development*  
**Community Development Division**

Madison Municipal Building | Suite 300  
215 Martin Luther King, Jr. Boulevard  
Madison, Wisconsin 53703-3348



*Mail* P.O. Box 2627 | Madison, Wisconsin 53701-2627

*Tel* 608 266 6254 | *Fax* 608 261 9661

*Email* [tkoppmueller@cityofmadison.com](mailto:tkoppmueller@cityofmadison.com) | *Web* [cityofmadison.com/cdd](http://cityofmadison.com/cdd)



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» » » Please consider the environment before printing this email. « « «



## CommunityDevelopmentAuthority

Madison Municipal Building, Suite 161  
215 Martin Luther King Jr. Boulevard  
Madison, Wisconsin 53703  
ph (608)266.4675 fx (608)264.9291  
email [housing@cityofmadison.com](mailto:housing@cityofmadison.com)  
mail P.O. Box 1785, Madison, WI 53701-1785

October 13, 2022

To Whom It May Concern:

The Community Development Authority (CDA) is one of the Public Housing Authorities in the Madison/Dane Continuum of Care. CDA administers 742 Public Housing units and 115 Multifamily Housing units at 40 locations in the City of Madison for low-income families, people over the age of 50, and individuals with disabilities. In addition, the CDA administers the Section 8 Housing Choice Voucher Program providing assistance to over 1,700 low-income households in the City of Madison.

CDA partners with the Madison/Dane CoC regarding Mainstream Vouchers and Emergency Housing Vouchers. CDA is committed to finding ways to continue the partnership in order to end homelessness in our community.

CDA will apply for Housing Stability Vouchers to continue this partnership. Madison Street Medicine has proposed a Rapid Rehousing Project to serve households with experience of unsheltered homelessness. The project will serve 10 households annually. CDA will commit at least 5 vouchers on an annual basis to this program. CDA's intention is to provide vouchers for at least 50% of the units while Madison Street Medicine will provide support services.

If you have any questions, please contact me at (608) 267-8711 or by email at [tconrad@cityofmadison.com](mailto:tconrad@cityofmadison.com)

Sincerely,

A handwritten signature in black ink that reads "Tom Conrad".

Tom Conrad

Rent Assistance Program Supervisor



## CommunityDevelopmentAuthority

Madison Municipal Building, Suite 161  
215 Martin Luther King Jr. Boulevard  
Madison, Wisconsin 53703  
ph (608)266.4675 fx (608)264.9291  
email [housing@cityofmadison.com](mailto:housing@cityofmadison.com)  
mail P.O. Box 1785, Madison, WI 53701-1785

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CDA partners with the Madison/Dane CoC regarding Mainstream Vouchers and Emergency Housing Vouchers. CDA is committed to finding ways to continue the partnership in order to end homelessness in our community.

CDA will apply for Housing Stability Vouchers to continue this partnership and will work with the CoC and Madison Street Medicine to pair the vouchers with CoC-funded support services. If CDA is allocated more vouchers than needed for this project, we are committed to working with the CoC to develop a prioritization strategy.

If you have any questions, please contact me at (608) 267-8711 or by email at [tconrad@cityofmadison.com](mailto:tconrad@cityofmadison.com)

Sincerely,

Tom Conrad

Rent Assistance Program Supervisor



9/22/22

Dear Whom It May Concern:

Kabba Recovery Services is a substance use treatment agency licensed by the State of Wisconsin. We offer a variety of treatment options in Madison and Dane County, including comprehensive assessment, substance use treatment outpatient treatment services, psychoeducational information, health education, transition and aftercare planning, and other recovery services. It is our understanding that Madison Street Medicine applied for Rapid Rehousing program targeting people experiencing unsheltered homelessness. Kabba already works closely with Madison Street Medicine and will commit to provide access to treatment and recovery services for all Rapid Rehousing program participants who qualify and choose those services.

100% of the substance use treatment and recovery service costs will be covered by Kabba Recovery Service through Medicaid and other insurance billing. HUD funds will not be needed for those services.

If you have any questions, feel free to reach me at [sara.aj@kabbarecoveryervices.org](mailto:sara.aj@kabbarecoveryervices.org).

Sincerely,

*Sara Allee-Jatta*

Sara Allee-Jatta, CSAC, ICS, SAP

Founder and Clinic Director  
License #16292-132

1955 W Broadway, STE 102  
Monona, WI 53713  
Ph: 608-709-1255 Fax: 608-709-1407  
[www.kabbarecoveryervices.org](http://www.kabbarecoveryervices.org)



October 11, 2022

To Whom It May Concern:

The Lived Experience Committee (LEC) supports the priorities in the Dane County Homeless Services Consortium (Madison/Dane County CoC) plan for serving Individuals and families Experiencing Homelessness with Severe Service Needs. As the LEC we know firsthand how important this is to our community as some members who were displaced were forced out of their communities due to a lack of adequate safe emergency shelter.

This in return has caused adverse effects on children. Especially given that they not only were losing their homes, but also having to relocate to an unfamiliar place while leaving friends behind which places a huge emotional strain for them in an already traumatizing event. Even more disturbing, the lack of support outside of the City of Madison, has caused detrimental effects for individuals who lost their home and were forced to live in public spaces. This population has constantly been criminalized for sleeping outside due to local ordinances.

The LEC is pleased that the Madison/Dane CoC is pursuing funding through the Special Notice of Funding Opportunity to serve people experiencing unsheltered homelessness in our community. The CoC Coordinator reached out to the LEC for participation in developing the CoC's Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs. We had one member of the committee who could commit to regular participation in meetings related to this plan. This member has been very transparent with LEC group members by keeping us up to date in regards to the plan.

Two members of the LEC served on the Funding Review Committee for the local competition regarding these funds and was in awe of the process and reported valuable feedback and learnings from this process.

We are a standing committee of the CoC and are very diverse in nature but a very resilient group of people. The LEC appoints one member to serve on the CoC's Board of Directors and members participate on all committees of the CoC and in funding review processes. Committee members receive payment for their time and participation in opportunities for professional development that would strengthen our fight to end homelessness for both families and individuals.

If awarded, we look forward to working with the CoC on implementation of the strategies in the Plan and development of new programs that will be funded through this competition.

All LEC members reviewed and endorsed this letter and three of the members signed below. If you have any additional questions, please reach out to us at: [with-us@danecountylec.com](mailto:with-us@danecountylec.com).

Sincerely,

Takisha Jordan, LEC member

Aurelius Leslie, LEC member

Chara Taylor, LEC member

## **P-1c Landlord Recruitment**

1. The CoC's landlord engagement has largely relied on individual agencies and staff responding to online postings and vacancy signs, reaching out to major property management companies, and utilizing existing landlord relationships. While this has worked on an individual basis, it has been difficult to identify units in areas the CoC has historically not been able to, because case managers tend to go back to landlords they know and worked with in the past. More system-wide coordinated efforts will increase efficiency and effectiveness in the efforts and reduce the length of time people experience homelessness.
2. In the past 3 years, the CoC has implemented several new practices to recruit landlords. 1) The CoC diversified and expanded the permanent housing providers by actively outreaching to agencies previously not funded through the homeless services system but well-connected to under-represented populations. The relationships those agencies had in the community expanded the pool of landlords willing to work with homeless services significantly. 2) Housing locator positions were created whose job is to specifically engage with landlords to educate them about programs and develop partnerships. 3) The CoC street outreach providers engaged with non-traditional landlords such as sober living programs to connect people who are experiencing unsheltered homelessness and developed relationships. 4) A CoC member agency created a program that provides participants with tenant education closely aligned with the nationally known and accredited Rent Smart curriculum. 5) The County invested \$13 million in the Hotel to Housing program in the last two years and provided up to 24 months of rental assistance and housing support services. The County also increased the amount available for entry cost assistance and expanded housing navigation services. 6) In order to create a system-wide approach to landlord engagement, United Way formed a work group made up of homeless service providers, property owners, the apartment association, and funders. This group is connecting with communities across the nation to learn about their landlord engagement strategies. This information will be used to develop recommendations and best practices for landlord engagement.
3. The CoC learned the following lessons: 1) the CoC needs to continue to identify and engage with diverse organizations that can expand the CoC permanent housing capacity. 2) It is important for housing locators, housing navigators and case managers to create a system to share new landlord connections and information with larger CoC housing providers. The Road Home of Dane County is working on developing a tool that can be used CoC-wide to track information about properties including vacancies, screening criteria and whether or not the property is currently working with any programs. This can assist program staff and participants in locating units that are most suitable. The information in this tool can help the CoC determine which landlord relationships to nurture and where relationships can be developed. 3) When connecting people to non-traditional housing such as sober living, implications for homeless and chronic homeless status that can affect permanent housing program access must be considered. 4) While recruiting landlords is important, it is important to provide tenant education and support in order to retain the relationships. 5) While challenging to recruit landlords, increased investment in rental assistance and housing support services does work in connecting people to housing. The CoC's exit to permanent housing increased from 20% in FY 2020 to 35% in FY 2021. However, finding ways to sustain the investment and retention of housing remain a challenge.
4. The following data will inform the CoC's landlord recruitment strategies: 1) The City of Madison's affordable housing development fund target map and the data used to create the map. The City evaluated various factors including transportation and healthcare access to identify areas where affordable housing should be developed. This information can help housing locators and case managers to target landlords with units that have good transportation and amenity access. 2) Landlord information from the COVID-19 Emergency Rental Assistance (ERA) program. The City of Madison and Dane County started using a shared

database and application portal system to distribute ERA funds and now have access to landlord information including rate of eviction, willingness to wait for public assistance or sign new leases with participants without income. These data could be analyzed by cities and townships, zip codes and participant demographics and could inform the CoC's landlord recruitment strategies. 3) System performance measures and individual agency housing outcomes to determine the best landlord recruitment practices. Analyzing system performance data such as length of homelessness, exit to permanent housing and return to homelessness by household types and race could inform the CoC of areas of improvement. By comparing agency-specific landlord engagement strategies and the length of time between enrollment and move-in dates of those programs could inform strategies that work. 4) The City of Madison's Analysis of Impediment to Fair Housing Choices report. The report contains valuable information such as the concentration of families eligible for federal assistance and racially concentrated areas of affluence, which should inform the CoC's landlord recruitment strategy to promote fair housing choices. 5) Dane County Regional Housing Plan. Dane County, its municipalities, and private and non-profit housing stakeholders recently formed the Regional Housing Strategy Advisory Committee with a goal of developing a regional housing plan in the next year. They will gather and analyze information and conduct focus groups and surveys and the CoC partner agencies will participate. Specific analysis on affordable housing supply gap for each municipality and disparate impact on people of color and people with disabilities will be included. These data will be helpful for developing the CoC's landlord recruitment strategies.

### **P3a Current Street Outreach Strategy**

1. The CoC outreach coordination has improved significantly over the past 3 years. Outreach providers meet at least weekly, most notably in the CoC outreach case conferencing, to coordinate and de-duplicate services provided by various agencies. While case conferencing has been practiced in the CoC for over 10 years, the street outreach case conferencing was strengthened in response to the COVID-19 pandemic. In addition to weekly outreach case conferencing, outreach providers and other stakeholders meet monthly at CoC's Outreach Committee meetings, which was created in 2022. The goal of the Committee is to advise the CoC Board of Directors on issues related to outreach services including unmet needs and gaps, recommendations on written standards, recommendations and strategies for ending unsheltered homelessness in Dane County, and other issues as needed. The Committee provides a forum for outreach staff, other homeless service providers and people with lived experience to communicate and improve coordinated efforts to assist people experiencing unsheltered homelessness. Further, the Committee will develop agreed upon definitions of different types of outreach, shared goals, best practices, ethical standards, and an outreach calendar, as well as other procedures and practices that will assist in achieving shared goals. The Committee will review data and make recommendations to partners on how to decrease the length of time homeless and increase permanent housing placements, annually make recommendations to the CoC's Education and Advocacy Committee for issues to be included in the advocacy platform, and provide input to the Community Plan to Prevent and End Homelessness Committee. These plans will better ensure tailored services are provided that align with community-specific needs. The Committee will also regularly evaluate populations underserved by street outreach providers and work on improving access to those populations. One underserved population identified is households with children. There is a discrepancy between the number of households with children who report being unsheltered when calling in to access shelters and those who are identified and served by street outreach providers. Outreach providers work with shelter providers in improving the referral system and communication to reach any households who need support from street outreach.
2. The CoC outreach is frequent and covers all CoC geographic areas. Various outreach groups target different subpopulations and locations. Different organizations may all visit one location but on different days of the week for multiple touch points with outreach staff. Current scheduled outreach is as follows:

Teams	Mon	Tues	Wed	Thu	Fri	Sat	Sun
Catalyst for Change	5-10pm encampments	5-10pm encampments	5-10pm encampments	5-10pm encampments	5-10pm encampments	As needed by referrals	As needed by referrals
FSSF		Evening, encampments			Evening, encampments		Daytime, encampments
Madison Street Medicine	9am-12pm encampments	4-6pm encampments	9am-12pm Downtown & encampments	6-8pm Downtown medical outreach	9am-12pm encampments		
Off the Square Club		1:30-3:30 pm Downtown	1:30-3:30 pm Downtown	1:30-3:30 pm Downtown			
Tellurian PATH	As needed	As needed	9am-4pm around malls	5-8pm outside of Madison	Day time Downtown	Day time west side	
Unity Point Health	1-4pm Downtown		9-10am Downtown	9am-12pm Downtown			
Urban Triage	9:30am-12pm encampments; 2-4pm south side	9:30am-12pm encampments; 2-4pm east side	9am-10:45am Downtown ; 2-4pm south side	10:30am-12pm north side; 2-4pm west side	10:30am-12pm east side		
VA			9-10:30am	9-11am			
VORP		7am-3:30pm	7am-3:30pm	7am-3:30pm			

3. Outreach providers encourage and assist people experiencing unsheltered homelessness to use emergency shelter and temporary housing options by informing them of available shelter options and their new low-barrier policies, providing direct transportation to shelters at night, assisting them in addressing shelter suspensions, providing hotel stays during severe weather events, and making referrals to temporary housing options. Strategies to connect them to permanent housing are described in #5 below.
4. Outreach providers use the following strategies to engage households with the highest vulnerabilities and provide culturally appropriate care: 1) meet them where they are and often start by ensuring people's basic

needs are met; 2) help to de-escalate emergency and crisis situations; 3) use trauma-informed and harm reduction approaches in engagement and case management; 4) identify effective ways to engage people with highest vulnerabilities who are reluctant to participate in outreach services through case conferencing where various providers can share their engagement efforts and results and problem solve new approaches and/or providers; 5) hire diverse staff reflecting the cultures of people served to lower barriers.

5. The ultimate goal of street outreach services is to connect people to permanent housing. During weekly case conferencing, outreach providers review the Coordinated Entry (CE) permanent supportive housing top 50 and rapid rehousing top 30 respectively for outreach agencies listed on the release of information. This allows individuals on the list to be noted by outreach staff to ensure necessary paperwork and follow-up is complete, and ensure their HMIS records are up-to-date. Outreach providers listed on the CE release of information also review the by-location list, which aims to reflect individuals who are sleeping unsheltered at any given time and go over any people who have extra needs at that time. The meetings are intentional, solution-focused, and rooted in harm reduction, while maintaining a focus on the strengths of the consumers and those doing the work. The outreach teams also meet to discuss sub-populations or relevant topics such as Veterans, households with children, non-congregate shelter hotel participants who are likely to become unsheltered upon hotel program closure, and other needs that may develop.
6. The CoC agencies all have different ways of incorporating people with lived experience in their organizations. Examples include creating specific peer advocate job opportunities that are incorporated into outreach teams and spaces where decisions are made, and hiring staff based on prior experience in the communities and not on education. Grassroots foundation and experience is desired when applying to this organization in hopes of more authentic connections with the population. Many organizations do not require individuals with lived experience to disclose this information but encourage them to apply. Further, it is a goal for all organizations to have more peers and people with lived experience being paid for the work they are doing in the community to serve people who are sleeping unsheltered.

### **P-3b Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness**

1. The COVID-19 pandemic highlighted the needs of people experiencing homelessness in our community and strong political will was formed to address the needs. Dane CoC has developed the following strategies to provide immediate access to low-barrier shelter and temporary housing for households experiencing unsheltered homelessness over the past three years:
  - 1) To build new purpose-built congregate shelters designed to accommodate people who have been reluctant to come into existing shelter settings. Madison/Dane County, the CoC's geographic area, only had one overnight shelter for men, one overnight shelter for women, and a couple of shelters for families with children. The men's shelter relied on the support of downtown churches for space to accommodate guests for the past 35 years. The community recognized the need for improved space and expanded supportive services for the men's shelter, but the project had not gotten enough support over the years. However, due to COVID, the shelter operation had to move out of the existing church space to ensure social distancing, resulting in the City establishing much larger temporary shelter spaces. Since then, the City and County committed over \$21 million for new shelter construction, and secured a 2.5-acre property despite strong neighborhood opposition. The new shelter is envisioned to serve mostly male-identified individuals, but special design considerations will be made to welcome people who have been reluctant to come into congregate shelter settings in the past, including couples without children, LGBTQ+ community, and young adults. The women and family shelter provider, The Salvation Army,

is also planning to develop a new shelter and housing complex in downtown Madison, has secured the City's land use approval, and is working on a capital campaign.

- 2) To establish several temporary congregate and non-congregate shelter options to be used until new shelter buildings open up, including a program specifically for people who are unsheltered. As new shelter construction is expected to take another two to three years, securing temporary shelter spaces that could meet the pandemic safety needs was necessary. The City and County worked with CoC providers and created the following temporary shelters: (1) Unsheltered Response Hotel: With the CDC's recommendation to not disrupt encampments to avoid spread of COVID-19, several large encampments had formed in our community. The City of Madison secured 35 hotel rooms to serve people from the encampments and other people experiencing unsheltered homelessness. The program had 24/7 staff support and lasted 7 months, with participants exiting to various locations with enrollments in the newly developed HOME TBRA program. (2) Temporary shelter for men: The shelter operation moved out of downtown church basements, first to a neighborhood community center, and then to a city-owned building. The third and last temporary shelter is being renovated at a former retail space purchased by the City. With each move, lessons learned from previous temporary shelter spaces have been applied to create a safer and more welcoming shelter. (3) Temporary shelter for families with children: The City purchased a former assisted living building and converted it into a temporary shelter for families until a new shelter is built. This move allowed The Salvation Army's family shelter capacity to increase from 22 families to 35 families per night. In addition, HUD ESG-CV funds supported another temporary shelter for families at a hotel site that served up to 70 households, which ended recently. (4) Expanded women's shelter: The Salvation Army's downtown shelter building used to have both family and women's shelters in one building. When the family shelter moved to a new temporary shelter space, they were able to nearly double the women's shelter capacity. Increased funding support also allowed them to operate the women's shelter 24/7 instead of just overnight for two years. (5) COVID-19 Vulnerable Population Hotel that accommodated individuals and families who were at risk of severe illness from COVID-19: Several hotels have been used for this purpose, at the height of it serving over 200 households. (6) COVID-19 Isolation and Quarantine Center that serves households in unsheltered locations and congregate shelters who need isolation or quarantine in a hotel setting.
- 3) To create an urban campground as an alternative to congregate shelters for people experiencing unsheltered homelessness in encampments. The City changed some of its ordinances and created an urban campground, "Dairy Drive." Dairy Drive has 29 Pallet Shelter units connected to electricity, showers and bathrooms, close to 24/7 staffing including housing navigators, and substance use and mental health counselors.
- 4) To make shelters low-barrier and culturally appropriate: Several meaningful changes have been made at shelters through the pandemic to make the shelters low-barrier, trauma-informed, and housing-focused. In the past, both men's and women's shelters had a 90-day limit per year policy. Many people, anticipating the need for shelter over the cold Wisconsin winter, chose to sleep unsheltered and did not go into the shelter during summer. With increased shelter capacity due to moves to new temporary shelter facilities, both shelters were able to drop the 90-day policy. The men's shelter was also able to let people who are intoxicated stay, as they had a separate recovery room arrangement and increased staffing levels at the new temporary shelter. Providing transportation through charter buses between overnight and daytime shelters also increased the use of both shelters. Street outreach capacity increases, including evening and night outreach, also helped increase shelter use, as outreach staff encouraged people to use shelters and helped address barriers to shelter use, including suspensions and transportation issues. Both overnight and daytime shelters reviewed their suspension policies and worked on decreasing the length and frequency of suspensions. All shelters have increased hiring of staff who reflect the racial and cultural make-up of their participants and/or have lived experience of

homelessness. Racially diverse staff composition and hiring of people with lived experience has been an important consideration in the most recent funding competitions from the CoC, City, and County.

2. The success of all the strategies described above is first evidenced by the decreased number of individuals and families experiencing unsheltered homelessness. Dane CoC used to conduct the PIT count twice per year, in January and July. July PIT numbers historically have been triple the January PIT numbers. In the 2018 July PIT, 255 people were identified as unsheltered, and in the 2019 July PIT, 238 were unsheltered. While the official July PIT count stopped in 2020 with the pandemic, street outreach programs worked together to create a by-name list of people experiencing unsheltered homelessness, and identified around 100 people unsheltered in 2020. Many chronically unsheltered homeless individuals have moved to COVID-19 hotel programs and then to permanent housing.

Another success indicator is the significant increase in congregate shelter use. The men's shelter use averaged about 100 men over the course of the year, rising to as many as 170 during episodes of extreme cold weather. In the past two years, operating out of more spacious temporary quarters, removing the 90-day limit, and incorporating more harm reduction practices, the average number went up to more than 160 nightly users. The shelter recently reported 207 guests, the highest number since the shelter opened 35 years ago. The women's shelter, which used to have a capacity limit of 45 individuals per night, also saw a higher number of people accessing the shelter, up to 80 individuals per night. The CoC's total shelter nights increased from 88,316 (July 2018-June 2019, pre-COVID) to 197,645 (2021-2022), a 124% increase. During the same period, the total number of people served in the CoC's emergency shelter system increased by 5%. With the removal of 90-day limit rules, people are using shelters longer. The average length of shelter stay increased from 47.22 days (2018-2019) to 110.33 (2021-2022). While the CoC would like to see the length of homelessness drop, it shows that people needed the shelter longer, especially with the pandemic, and are now able to use it when they need it, reducing the episodes of unsheltered homelessness.

3. The following lessons were learned by implementing short-term to intermediate-term strategies described above in the past three years, including establishing new temporary shelters and creating alternatives to congregate shelters: 1) If you create options that are low-barrier and culturally appropriate, many people who have been unsheltered will choose to come inside. During a previous PIT count, the CoC surveyed people who were unsheltered to learn why they were not coming into the shelter. Addressing the main concerns, including the 90-day limit and safety concerns, through policy changes and space design consideration, as well as increased street outreach efforts to connect people to shelters, drastically increased shelter use among the unsheltered population. 2) The majority of people who were unsheltered because they did not do well in congregate shelter settings, when given alternative options such as hotels or pallet shelters (Dairy Drive), stayed safe in those settings and moved to permanent housing. Service providers have shared that this is because such alternative options give clients the sense of safety and providers more time to engage, build relationships, assess clients' needs and connect to resources. Participants warmed up to harm reduction strategies, medication stabilization, behavioral health treatment, and reconnections with their families. Significant reduction in calls to EMS, ER visits, and unnecessary jail stays have been reported. Not only that, people obtained housing. Dairy Drive urban campground with 29 Pallet Shelters has been prioritizing chronically unsheltered individuals with many housing barriers. When it opened, many worried that participants would either get discharged quickly because of challenging behaviors or stay for a long time because they would not want to move. In less than 10 months, the program helped 19 people move into permanent housing.

### **P-3c Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness**

1. In order to provide immediate access to low-barrier permanent housing for individuals and families experiencing unsheltered homelessness, the CoC utilizes the following strategies based on a Housing First approach:
  - 1) Quickly identify households experiencing unsheltered homelessness through street outreach, assess their housing needs, and connect them to CE and other housing resources. Dane CoC's street outreach capacity increased significantly over the past three years with increased funding support and new agencies filling previously unmet needs. The CoC currently has outreach coverage 8am-9pm by various providers during weekdays, and some weekend coverage as well. Most street outreach programs now have people with lived experience on staff, and their staff racial makeup reflects the clients they serve. In the CoC's plan, we specified dedicating some of the Public Housing Authority's voucher program for households experiencing unsheltered homelessness. Street outreach providers, as CE mobile hubs, will identify eligible participants who will be prioritized based on the CoC CE policy.
  - 2) Coordinate street outreach efforts to deliver the best housing outcomes for people experiencing unsheltered homelessness. Several street outreach providers with different funding sources and target populations operate within the CoC. In order to provide coordinated services that lead to successful housing outcomes for participants, a street outreach group composed of all street outreach providers funded by the City, County, and CoC, as well as non-funded agencies such as VA and grassroots organizations participate in weekly housing case conferencing meetings. The CoC has a shared Release of Information (ROI) form for CE, and recently developed a case conferencing agreement that spells out expectations regarding confidentiality and client-centered and housing-focused discussions. Staff from agencies listed on the ROI who sign the agreement can participate in case conferencing. The outreach group creates and updates a by-name list of households experiencing unsheltered homelessness by encampment locations and engages in case conferencing to quickly house them. For example, the group regularly reviews the list of people who are in the top 50 of the CoC's permanent supportive housing priority list, identifies who is missing chronic homelessness and other eligibility documentation, and assigns a lead agency to complete documentation. The group also reviews the list of clients enrolled in all CoC outreach programs and ensures everyone currently enrolled has up-to-date CE referrals. Outreach staff also utilizes entry cost assistance available in the community to quickly connect people to housing.
  - 3) Review the CE housing prioritization policy for PSH and RRH to ensure people with higher needs, including unsheltered households, are connected to housing. In the past, four Dane CoC January PIT counts showed that 50% of households experiencing unsheltered homelessness were chronically homeless, compared to 30% of households who regularly used the shelters. People who are unsheltered tend to have a higher rate of serious mental illness (64% among unsheltered population v. 42% of all homeless adults) and substance use disorders (55% among unsheltered population v. 29% of all homeless adults). The CoC is currently reviewing the entire CE process to revamp it from a housing first and equity lens.
2. The CoC permanent housing providers have been working on providing low-barrier and culturally-appropriate access to permanent housing. The CoC evaluates and utilizes housing first and low-barrier strategies in funding competitions. The CoC has adopted the following system-wide practices: 1) Use of Participant Interest Form. To promote client-centered and culturally-appropriate access, CE uses the Participant Interest Form which assesses housing and support service preferences as well as individual needs such as pets and live-in caretakers. 2) Review of race and ethnicity data for people who enter PSH and RRH programs and who exit them and return to homelessness in funding competitions. 3) Review of the CoC's CE housing priority policies to promote racial justice and equity. CoC providers also have made significant efforts over the past few years to hire staff representative of the population they serve, hire bilingual staff,

train staff on trauma-informed approaches and harm reduction practices, and review and revise agency policies from an equity lens. CoC's Housing First group meets regularly to promote housing first practices.

3. The success of strategies described above and the new investments made for immediate access to low-barrier permanent housing is evidenced by the CoC's overall system performance improvement, specifically exits to permanent housing. Households with children exits to permanent housing increased from 53% in FY 2020 to 69% in FY 2021; households without children exits to permanent housing increased from 15% in FY 2020 to 28% in FY 2021. The January PIT number also decreased as people experiencing homelessness moved into permanent housing through new programs: 855 total persons in the 2021 PIT count, compared to 701 in 2022. The unsheltered number went from 87 in 2021 to 83 in 2022. It is not a significant decline, but it should be noted that 48 out of 83 unsheltered were at the new urban campground and other tiny houses.
4. The following programs have been implemented over the past three years that housed many people experiencing homelessness, including unsheltered homelessness: 1) Hotel to Housing Program: Dane County invested over \$13 million to provide up to 24 months of housing payments and housing location and stabilization services for various COVID-19 response hotel program participants. The program enrolled 315 households, of which 34% were previously unsheltered, and housed 227 or 72% households in the past two years. 2) HOME Tenant-Based Rental Assistance (TBRA) program for people who have exited encampments into the Unsheltered Response Hotel program. The City of Madison allocated \$420,000 of HOME TBRA funds to provide housing payments for up to 30 households who have exited encampments and moved into the Unsheltered Response Hotel program. 3) Emergency Housing Vouchers (EHVs). Dane CoC worked with two Housing Authorities to secure 114 EHV's. The CoC Board approved the prioritization plan, which included some PSH and RRH move-up strategy vouchers and direct allocation to people with disabilities who were currently experiencing homelessness, prioritized through CE. Twenty previously unsheltered households were approved for the voucher or are in the process of getting approved, and an additional two households have been housed.

Through implementing these new programs over the past three years, the CoC has learned that increased investment in evidence-based housing interventions such as RRH can result in success, even though there was skepticism that people would be housed, due to a housing shortage in our community. That said, RRH providers have shared the enormous challenges their participants face in securing units, and agreed that more landlord engagement and housing location services are needed. The CoC identified housing locator services as an unmet need in our community, and a CoC member and RRH provider recently created a new housing locator position to work specifically with landlords to help fill that gap. The CoC also needs a lot more PSH units. Some people who obtained housing through Hotel to Housing and other programs are facing a 24-month benefit cliff soon, and have not established solid ways to maintain housing. The CoC providers are assisting people who previously met PSH eligibility to transfer to PSH based on the CoC's CE policy that allows dynamic prioritization, but turnover rate for PSH is less than 10% in our community, and openings are not frequent enough to accommodate all of them.

#### **P-4 Updating the CoC's Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance**

1. The CoC's Board of Directors and various committees continually review and update our strategies to identify, shelter, and house households experiencing homelessness, including unsheltered homelessness, using data and best practices. Many of those data points are reviewed at the CoC's Core Committee regularly, presented at CoC membership meetings in summary, and used in annual CoC and ESG local

funding competitions. The CoC also recently formed a data workgroup that is developing a data sharing plan, including what data will be shared for what purposes, target audiences (i.e. CoC members, Board of Directors, certain Committees, CoC website, or policy makers), formats (i.e. presentation, website posting, emails), and frequency of data sharing. The HMIS Lead, Institute for Community Alliances, is actively participating in the workgroup, has run several canned and custom system-wide reports for the workgroup, and has been advising the group on what reports are currently available and what custom reports need to be created.

For Street Outreach, a by-name list of people experiencing unsheltered homelessness by location is created and shared among outreach providers participating in the CE unsheltered homeless case conferencing group. The group also regularly reviews the list of people who are in the top 50 of the CoC's CE housing priority list to identify who are missing chronic homelessness and other eligibility documentation and assigns a lead agency to complete them. The group also enters all client data in HMIS, reviews the list of clients enrolled in all CoC outreach programs, and ensures everyone currently enrolled has up-to-date CE referrals including housing assessments. The CoC's street outreach is specifically aligned with the community's CE system as mobile assessment hubs.

The CoC's street outreach programs' practices have changed significantly over the past three years with increased funding support and adoption of best practices. Street outreach activities are now housing-focused and provided with a person-centered and trauma-informed approach. Incorporating people with lived experience at all levels of program operation has helped this transition in meaningful ways, including adoption of harm reduction strategies. Staff are trained in Motivational Interviewing, Cognitive Behavioral Therapy, Trauma-Focused Cognitive Behavioral Therapy, trauma-informed case management, and harm reduction practices.

The CoC has been working on building collaboration with various stakeholders including the region's police, parks, engineering departments and business owners near encampment sites. Starting in 2021, outreach providers meet with City staff weekly to coordinate outreach services, identify priority encampment areas for outreach, and address concerns raised by various city departments, business owners and the general public. A protocol was set up for the city's police and parks departments to make direct referrals to an outreach provider that can triage and refer as needed. Both departments have expressed appreciation for this collaboration as it has resulted in connecting more people experiencing unsheltered homelessness to temporary and permanent housing, thus reducing the need for enforcement. Street outreach is also working closely with healthcare providers now more than ever. Madison Street Medicine, a volunteer-based medical outreach agency, became a formal CE mobile hub provider and has been using their extensive medical volunteer network to form meaningful relationships with healthcare providers, including the Federally Qualified Health Center. Outreach providers are also applying to become Medicaid-funded Comprehensive Community Services (CCS) providers in order to expand their services for housing location and stabilization beyond what street outreach funding typically covers.

2. Dane CoC shelter providers are continuing to engage in quality improvement efforts to lower barriers so that more people who need shelter, especially those who have been chronically unsheltered, would come inside. Removing the sobriety requirement and the 90-night annual limit appear to have made the biggest difference in the number of people accessing shelters. In addition, shelters made many meaningful improvements in the past three years, including the following: shelter providers revamped intake and data collection protocols, implementing scan cards and shifting to the attendance module in HMIS, which noticeably increased convenience for guests, and significantly reduced errors and improved overall data quality. The men's and women's shelters both lengthened their intake hours and now have the same intake hours. There

is also a coordinated transportation plan between daytime and nighttime shelters. Men's shelter now provides transportation for any day shelter guests who want to use the nighttime shelter. Although the women's shelter is located across the street from day shelter, they started providing transportation for people with mobility issues.

All shelters conduct regular guest satisfaction surveys and make improvements to lower access barriers and improve services. One example of such improvement is the amnesty box. One frequent request that the men's shelter received has been having storage lockers. As the City prepares for the third and final temporary men's shelter until a new shelter is built, shelter guests' feedback have been incorporated including placing storage lockers before the intake point so guests can store any items not permitted at the shelter such as weapons and substances. This harm reduction practice will decrease suspensions related to possessing such items at the shelter, improving access.

Adoption of best practices expanded, and likely will further expand, the low-barrier shelter and temporary accommodations in the CoC. Historically, Dane CoC did not have any non-congregate shelter options except for a small hotel voucher-based medical respite shelter program. With increased awareness of the needs of people experiencing unsheltered homelessness, the City of Madison changed its ordinances to create an urban campground with 29 Pallet Shelters. The CoC also experienced great success with hotel-based sheltering for people who were especially vulnerable to COVID-19 due to age and medical conditions. With the ordinances that allow alternative options and the success of the non-congregate shelter options, it is expected that the CoC will have continued support for such options in the future.

Collaboration with healthcare providers has been promising as well. The CoC engaged healthcare partners through the Housing and Health Initiative (H2) and other direct outreach for the past several years. There has been growing interest from healthcare partners to engage with homeless services providers as well, as they are reviewing their data and working on improving health outcomes and healthcare equity through addressing social determinants of health. They have participated in the frequent users of the system study led by United Way and helped develop a shared Release of Information form through their legal team. They have also been providing cash and in-kind support for various homeless service agencies and initiatives, including temporary shelter and housing. Examples include a coalition of three main healthcare providers providing 1:1 match for the non-COVID-19 medical respite hotel program, reserving and paying for a few beds at a housing complex operated by a homeless services provider for short-term medical respite, and engaging in planning conversations with agencies developing new shelters to incorporate medical respite beds and providing medical services.

While it is not part of this NOFO's proposal, there is a plan to create a new tiny house village in the CoC to serve people experiencing unsheltered homelessness. A local grassroots organization has successfully developed and operated two tiny house villages in the CoC so far. The second village specifically prioritized people experiencing unsheltered homelessness. Dane County is currently conducting an RFP process to award \$1.5 million which can be used to develop a new tiny house village to serve people experiencing unsheltered homelessness.

In developing new shelters, the CoC is planning to use an extensive range of qualitative and quantitative data to inform the design of the buildings and services. The CoC has reviewed its historical utilization rate of shelters, inflow and outflow rates, available transitional and permanent housing program capacity, and population growth projection for each target population. The CoC is also working with a consultant to gather meaningful feedback from people who are currently using the shelter, previously used the shelter,

and those who do not wish to use the shelter and are experiencing unsheltered homelessness, as well as service providers and other stakeholders to plan for new shelters.

An award under this competition will support new housing navigation services at Dairy Drive urban campground, a new non-congregate shelter initiative operated by two agencies that provide healthcare (Madison Street Medicine and Kabba Recovery Services), to help people move into permanent housing more quickly, which will create rooms for people currently experiencing unsheltered homelessness.

3. The CoC's primary strategies to improve housing placement among households with histories of unsheltered homelessness are to expand street outreach coverage and improve housing outcomes through data, performance and best practices as described above. In addition, the CoC is using data and best practices to create solutions for different subpopulations among people experiencing homelessness. The CoC's last four PIT results show that approximately 50% of the CoC's unsheltered population are chronically homeless, which makes them eligible for PSH units. However, the other half of the unsheltered population are left with very few housing options through the CE system. In order to address the gap, CoC funders and providers are working on the following strategies: allowing and budgeting flexible move-in cost assistance for street outreach programs; developing landlord partnerships specifically for outreach referrals with assurance that up to 90 days of housing stabilization services follow-up will be provided. Also, whenever possible and desired by participants, street outreach providers work with groups of people who have formed a community while unsheltered to help them move into living arrangements where they can keep such support.

In order to expand the CoC's ability to rapidly re-house households with histories of unsheltered homelessness, the CoC is working on developing affordable housing with units specifically designated for people experiencing homelessness. Both the City and the County created Affordable Housing Development Funds several years ago and have increased the investment amount significantly. It is expected that \$16 million of Affordable Housing Development Funds will be available in 2023. Both funds incentivize development projects that designate units for people experiencing homelessness and work with the CoC's CE system and homeless services providers. The City of Madison and Dane County are also jointly planning a hotel conversion project, which is expected to create affordable permanent housing units for people experiencing homelessness with high service needs.

#### **P-5 Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness**

1. The CoC is committed to ensuring that resources provided under this Special NOFO will reduce unsheltered homelessness. There are three strategies identified by the CoC that will assist in the reduction of unsheltered homelessness. These are effective and coordinated street outreach, increased connection to permanent housing, and development of new permanent housing projects. The CoC will work with the providers of these projects to ensure there are policies and procedures that prioritize people who have experience with unsheltered homelessness. The CoC will need to revise CE processes to ensure easy identification of people with experiences of unsheltered homelessness. If these funds are incorporated in the regular CoC funding process, the CoC Board will discuss a proposal to ensure these funds are designated for projects that address unsheltered homelessness as long as the need exists in the community.
2. The CoC will adopt program eligibility and CE processes that will reduce unsheltered homelessness. The CoC will work with providers funded under this Special NOFO to ensure their policies and procedures create a clear path to serving people with experiences of unsheltered homelessness. The CoC can provide

technical assistance to develop the policies and procedures, and will review the final documents to ensure unsheltered populations are prioritized.

The CoC Lead will work with the CE and HMIS Lead, Institute for Community Alliances, to create a way to quickly identify people on the CE list with experiences of unsheltered homelessness. The CoC will review the Written Standards to determine what changes, if any, need to be made to accommodate the goal of these funds. If changes are needed, the Written Standards Workgroup will draft the changes, send them to the CoC Membership for comment, and send them to the CoC Board for final approval.

3. With the CoC's current resources, we are already working with people experiencing unsheltered homelessness to connect them with housing opportunities. There are several street outreach teams in the CoC with specific population or location focuses. Street outreach teams provide survival gear to develop rapport, but are housing-focused in their work. They serve as mobile CE hubs and assess people in the field. Because resources are limited, teams also work to connect people to housing options outside of the CE system whenever possible. As connections to housing are happening, street outreach teams also work with people to connect them with emergency shelter options. The CoC's CE system received an increase in funding to dedicate a street outreach team from Urban Triage to work specifically with people sleeping unsheltered on completing their documentation of chronic homelessness. Urban Triage works to hire people with lived experience of homelessness in order to effectively engage with those least likely to access services.
4. Over the past few months, the CoC's Core Committee has reviewed the CE process to identify ways to make it more accessible and easy to navigate. One strategy is to enhance connection to and coordination of street outreach teams. Teams currently work to fill this need, but it is apparent that a designated position will increase efficiency. Members of the Core Committee and the Lived Experience Committee have met to identify strategies to improve coordination. When someone is experiencing unsheltered homelessness and is looking to connect with street outreach, there are phone numbers for each team. A recommendation is that there be one number that people can call where a coordinator will assess their needs and assign an outreach team to connect with them. There could be an option on the CoC's website or through other electronic means to make these self-referrals. A coordinated referral process will also help other people in the community know whom to connect with if they know of someone who is sleeping unsheltered. The outreach providers also have a weekly case conferencing meeting. The group uses a tracking spreadsheet that requires individual workers to enter information. A coordinator position would facilitate these meetings and ensure information on the spreadsheet is up-to-date. The CoC will ensure the coordinator has organization and facilitation skills so meetings are efficient and effective in reducing unsheltered homelessness.

The Beacon, one of the daytime facilities, has housing navigation services on-site and available for appointments or walk-ins. Recently, funds for housing navigation were increased to provide assistance to guests at the COVID hotel, many of whom previously slept unsheltered and indicated they will do so once the hotel program ends if they have not secured permanent housing. While housing navigation services occur at the day resource center, additional housing navigation resources are needed to specifically serve people experiencing unsheltered homelessness. In the past year, the community developed a city-sanctioned campground. People at the campground have long histories of unsheltered homelessness, and we are finding that being settled in one place allows for increased engagement and discussion around housing options. Targeting housing navigation services to this population will help people connect to permanent housing options, allowing for rapid turnover in units to accommodate new guests. The CoC recognizes that a wide array of housing options are necessary for ending unsheltered homelessness. The CoC needs to increase resources for Rapid Rehousing and Permanent Supportive Housing (site-based and scattered site) that

prioritize people with experiences of unsheltered homelessness. With development of such programs, street outreach staff can work to ensure people are identified in CE as experiencing unsheltered homelessness so they are prioritized for these resources. The CoC is also working to expand on relationships with the local PHAs with the intention of pairing vouchers with CoC-funded supportive services.

Street outreach staff assist people experiencing unsheltered homelessness to apply for and obtain photo ID, social security cards, and birth certificates that may be needed for permanent housing opportunities. Some people who sleep unsheltered access daytime services at one of the three daytime facilities. Staff at these locations also assist in accessing identification and can store originals on-site so people do not lose them or have them stolen.

Street outreach staff connects people to Comprehensive Community Services (CCS). This is a Medicaid-funded opportunity available to people with behavioral health conditions. Connection to CCS opens a wide array of ongoing service options for participants. An increase in service facilitation allows for more people to connect with these services. In the CoC, there is an increase in people experiencing homelessness successfully connecting with these long-term supports. Additionally, Madison Street Medicine and the HEALTH program through UnityPoint Health-Meriter provide street outreach services with a central goal of connection to health care. Health care services are brought to people experiencing unsheltered homelessness on the street and in the day resource centers. By bringing services to people where they are at, rapport and trust are built, which may increase their comfort in accessing healthcare at a clinic.

## **P-6 Involving Individuals with Lived Experience of Homelessness in Decision Making - Meaningful Outreach**

1. The CoC has several meaningful outreach efforts to engage those with lived experience in decision making and developing working groups. Specific efforts are made to seek members for the Youth Action Board, Lived Experience Committee, and seats on the CoC's Board of Directors. When the CoC has opportunities for decision making or work groups, the information is shared via the CoC's listserv, which reaches approximately 800 people. Members of the listserv are encouraged to share the information widely. Additionally, the CoC reaches out directly to the Youth Action Board and Lived Experience Committee when new opportunities arise. Information is also shared via the CoC and Youth Action Board Facebook pages. Additionally, social media posts are targeted to specific pages when trying to reach sub-populations. Current members share posts in order to help spread the word on opportunities.

The Youth Action Board has worked really hard on outreach to new members. They have created their own website with a link to an interest form. Several people have connected to the YAB through this form. They had in-person information sessions at Dane County K-12 schools to recruit members. This past spring they held an in-person listening session at UW-Madison that resulted in new membership. They have created fliers and posted them throughout the community.

When the CoC looks to engage people with lived experience in decision making or working groups, there is always a discussion about compensation. All current opportunities provide payment to people for their time. Outreach materials highlight the benefits of joining: impacting local work, developing leadership skills, professional development, and compensation. The CoC also provides support for access to technology, transportation, childcare, and training opportunities.

2. All CoC Committees are open to people with lived experience, but two committees specifically focus on lived experience, the Youth Action Board (YAB) and Lived Experience Committee (LEC). All members of

the Lived Experience Committee are expected to participate in at least one other CoC Committee in order to bring their expertise to multiple spaces, and many members sit on multiple committees. The Youth Action Board and Lived Experience Committee are consulted on policy changes and strategies before the CoC Board votes on them. While there is more room to formalize the roles of the YAB and LEC within the decision making structure of the CoC, the description of the Lived Experience Committee in the CoC bylaws indicates that the LEC will have influence on service delivery and policy changes in a number of ways, including but not limited to participating in CoC monitoring visits, having representation on application review teams, and consulting with the Board on changes to the Written Standards or other documents central the CoC and its committees.

The CoC Board of Directors has two elected seats for people with lived experience of homelessness. Additionally, there is one seat that is appointed by the Lived Experience Committee and two seats appointed by the Youth Action Board (one is currently vacant). There are 18 total seats on the board and 5 of them are specifically dedicated to people with lived experience. However, people with lived experience are also eligible and encouraged to run for other Board positions that are not specifically dedicated. The CoC has been intentional about creating more decision making opportunities for people with lived experience.

3. The CoC encourages the hiring of people with lived experience of homelessness for the delivery of services, and many agencies have indicated that they currently employ individuals with lived experience, and have an ongoing commitment to increase representation amongst their service staff. The CoC's personnel policies in the Written Standards have moved away from requiring educational attainments and encourage agencies to consider lived expertise. The CoC has an increase in people with lived experience of homelessness working in street outreach. As a Youth Homelessness Demonstration Program community, the CoC is learning ways to intentionally include people with lived experience in program development. This practice is moving beyond our work to serve youth.

## **P-7 Supporting Underserved Communities and Supporting Equitable Community Development**

1. The CoC recently conducted a needs assessment, where identifying the needs of the populations that are underserved by the homeless system was one of the primary objectives. In order to gather information for those who are in need of homeless services but are not currently accessing them, the CoC first interviewed and surveyed staff and volunteers from social services agencies outside of the homeless services field. The CoC conducted a broad outreach and either interviewed or received written surveys from 47 agencies including schools, early education, faith communities, healthcare, community centers, senior services, food pantries, and employment agencies regarding barriers to using homeless services, unmet needs, and ideas on supporting housing options for people experiencing or at risk of homelessness. The CoC developed a survey for people with lived experience based on the feedback from those providers as well as homeless service providers, and reached out to them to distribute the survey. The CoC also evaluates the HMIS participant demographic data for emergency shelter, street outreach and CE as well as system utilization for Rapid Rehousing and Permanent Supportive Housing to identify where service disconnection may occur.
2. The CoC reached out to broader service providers outside of the homeless services system and it was identified that Black, Latino, and LGBTQ+ communities often do not reach out and get connected to homeless services at the same rate as other populations. Below are the results of the CoC's data analysis for those communities:
  - 1) The Black community is disproportionately represented in the Dane CoC homeless services system. While making up 5.7% of the total Dane County population, they made up 40% of the 2022 January PIT count. Housing and services provided to the community generally match or exceed the overall makeup

of the community in the homeless services system. Between 2021-22, 48% of street outreach teams' clients identified themselves as Black or African American or African; they also made up 52% of the CE referral list. In FY 2021, 58% of households enrolled in RRH were Black and 45% of households enrolled in PSH were Black. It should be noted that the CoC does not yet have a good understanding of the extent to which the Black community does not connect with the homeless services system at all, likely due to mistrust caused by institutional, historic racism and other systemic barriers, and is working on gaining a better understanding.

- 2) Another community disproportionately represented in homeless services is the Latino community. They make up 6.9% of the total Dane County population and 7.3% of the 2022 January PIT count (8% of the sheltered population and 6% of the unsheltered population). However, only 5% of the households served in any project type excluding street outreach were Latino in FY 2021, including 6% of households enrolled in RRH and 5% of households enrolled in PSH. In 2021-22, they made up 5.4% of street outreach enrollments and 6.3% of CE referrals.
- 3) While we do not have data for the general population to compare, non-cisgender and gender non-conforming groups appear to be underserved by shelters. They made up 1.3% of emergency shelter participants, but 1.7% of street outreach and 2.1% of the CE system referrals in 2021-22.

The underserved communities identified above interact with the homeless system by first connecting with services that are culturally appropriate and geographically close to them and receiving information and referrals to homeless services. During the CE review process, the CoC has identified the need to inform available homeless service resources to those community partners and create a better system for connection and prioritization.

3. The CoC is using the following strategies to provide outreach, engagement, and housing interventions to serve populations experiencing homelessness that have not previously been served by the homeless system at the same rate they are experiencing homelessness:
  - 1) The CoC established incentives for agencies that advance race equity. Agencies that hire people with lived experience and whose race and ethnicity represent the people they serve received higher points in recent CoC funding competitions. The CoC also reached out to a broader community when selecting recipients of CoC and ESG funding, which resulted in increased participation from agencies historically not part of the homeless services system. For instance, 34% of the CoC's ESG-CV funds were allocated to agencies that were led by people of color that had never participated in CoC funding processes before.
  - 2) In response to the under-representation of non-cisgender and gender non-conforming groups at shelters, the CoC is working on promoting more gender inclusive practices, designing shelter facilities where people from all genders could feel safe and comfortable.
  - 3) One of the underserved populations identified by the CoC through engaging with broader social services agencies and people with lived experience is doubled-up households, either meeting HUD homeless definition category 3, or at risk homelessness. Families with children, youth, LGBTQ+, and people of color are likely overrepresented in this population. As a result of strong advocacy within the CoC, a new position was created in Dane County in 2022 to primarily focus on identifying this underserved homeless population and their demographics, developing strategies to increase resources, partnerships and funding opportunities, and recommending best practices to meet the needs of the population. The CoC is using HMIS data on shelter stayers and street outreach participants, census data, interviews with people with lived experience and people who serve the population in homeless services and other social service agencies to gain insight into how often these households are utilizing the CoC's homeless services system and CE programs and who they are demographically. While not directly related to the CoC's unsheltered homelessness response, understanding this underserved population and designing a system that can help them equitably and effectively will improve the overall CoC system performance.