

P-1: Leveraging Housing Resources

P-1a: Development of new units and creation of housing opportunities

The Greater Grand Traverse Area Continuum of Care (GGTACoC) has been committed to increasing the number of new permanent housing units for people experiencing homelessness for several years. A priority of the Supplemental NOFO is to increase the number of permanent housing units available to people experiencing homelessness. By 2025, the GGTACoC will increase the number of set aside units in the region for people experiencing homelessness by 32%. Below please find detailed information on each project in addition to partnership agreements that are attached as appendices to this plan.

- **New Waves United Church of Christ:** The GGTACoC entered into a partnership agreement with New Waves United Church of Christ in September 2022 for 3, three-bedroom rental homes set aside for families experiencing homelessness. The CoC will utilize Homeless Preference Housing Choice Vouchers to provide the subsidy for these units. Support services for these units will be provided by a housing based case management provider within the CoC, funded by philanthropic funding that has been dedicated to this resource. Development costs will also be subsidized through the same philanthropic funding. These homes are being built at this time and are expected to be move in ready during the fall of 2023.
- **Homestretch Non-Profit Housing Corporation: Carver Street and Vineyard View Apartments:** The GGTACoC entered into a partnership agreement with Homestretch for 4, one-bedroom units (2 one-bedroom units at each property) set aside for people experiencing homelessness. These units will be subsidized through Moving On Vouchers for people moving on from Permanent Supportive Housing programs. Both of these developments are currently under construction and will be available June 2023.
- **Common Grounds Real Estate Cooperative:** The GGTACoC entered into a partnership agreement with Common Grounds in October 2022 for 2, studio units set aside for people experiencing homelessness. The CoC will utilize existing HUD CoC program – PSH leasing dollars for these units. Support services for these units will be provided by the local HUD PSH applicant who is hopeful to leverage funding from this special NOFO to increase the support services budget for their PSH projects to an equitable amount. These units will be made available in November 2022.
- **Traverse City Housing Commission/Riverview Terrace:** The GGTACoC entered into an agreement with the Traverse City Housing Commission (the area’s second largest PHA) in September 2022 to dedicate 23 units of a 115 unit apartment complex in its existing portfolio. As these units already exist, the units would become available to the CoC through natural attrition which is estimated at 4-6 units per year. Support services for these units will be provided by PSH funding awarded through this special NOFO. These units will be made available starting October 15th, 2022.
- **Goodwill Northern Michigan/Station Street:** The GGTACoC entered into an agreement with Goodwill Northern Michigan in October 2022 to dedicate 10, one-bedroom units to people experiencing homelessness. Of these 10 units, (4) will be dedicated to people experiencing chronic homelessness. These units will be subsidized using Project Based Vouchers. Support services for these units will be provided by a housing based case management provider within the CoC, funded by philanthropic funding that has been dedicated to this resource. These units are under development and are anticipated to be online by Fall 2024.

The GGTA CoC continues to build public will locally to increase the amount of set aside units available for people experiencing homelessness. In January 2023, the CoC will begin a relationship with a consultant who will help us lead an initiative to end chronic homelessness within the next 5 years throughout the CoC's geographic area. The initial proposal for this initiative includes the formation of a local taskforce on ending homelessness that will be comprised of local government officials, planning/zoning commission members, people with lived experience of homelessness and homeless service providers. This cross-sector task force will establish a plan to drill down to zero chronically homeless individuals within the next 5 years. As the CoC continues to build public will, the intention is to create more set aside units in the region.

P-1a-B: Letters of commitment (attachments)

Please find the letters leveraging housing commitment attached in the e-snaps application on Screen 4A.

P-1b: PHA commitment (attachments)

Please find the PHA commitment letters attached in the e-snaps application on Screen 4A.

P-1c: Landlord Recruitment

P-1c-1a,b: Current strategy to recruit landlords

The current landlord recruitment strategy of the CoC is based on the strong foundation the CoC providers have established over the past decade. As the CoC is extremely small and rural in geography and population size, the CoC providers rely on seasoned case managers to establish, develop and maintain excellent relationships with landlords. The CoC providers actively recruit new landlords through the following strategies:

- The CoC actively advertises for new landlords through the website, social media, flyers and posters, local ads in newspapers and online media outlets.
- Incentive funds (sign on bonus, damage fees)
- Utilizing the strengths of the case managers who are well informed about their programs to make the case for working with the CoC.
- Outreach and education to local landlord associations on a quarterly basis
- Outreach through four local Human Service Collaborative Bodies that meet on a monthly basis
- Landlord references who are willing to provide references for CoC programs and partner with the CoC to recruit new landlords
- Sharing landlord contacts throughout the CoC providers
- Building public will through relationships with local government (City and County commissions) to help recruit landlords and establish set asides within new builds.

P-1c-2 New practices and lessons learned

Most recently, the CoC leveraged contacts made through the COVID Emergency Rental Assistance Program (CERA) to reach out to over 300 landlords who had no prior involvement with rental assistance programs prior to the pandemic. This recruitment strategy consisted of emails and/or written letters being sent to CERA participating landlords providing them with information on CoC funded programs and incentives they could utilize should they participate

with the CoC beyond the CERA program. The CoC increased the amount of participating landlords by 78% through using this strategy.

Another new practice the CoC utilizes is providing landlord incentives through sign-on bonuses and providing damage fees. The CoC was able to leverage funding through ESG-CV, Community Services Block Grant, and local philanthropic grants to increase landlord recruitment. In the past 2 years, the CoC has spent over \$45,000 in landlord incentives and has increased active landlords within the CoC by 78%. Offering sign-on bonuses to landlords through these leveraged funds has allowed the CoC to help landlords bridge the gap between the reality of rental costs in this current market and the allowable Fair Market Rent rates.

The GGTA CoC also utilizes a recorded training from the Michigan State Housing Development Authority that explains the Housing Choice Voucher Program. This recorded training is available on the CoC website and is offered to any landlord who is considering accepting the Housing Choice Voucher. Case managers who are new to the homeless response system are required to watch the training video to feel more comfortable speaking with landlords about the benefits and details of the HCV program.

In the past 2 years the CoC has entered into partnerships with two local organizations working to increase housing stock in our region. Housing North is focused on building awareness, influencing policy, and expanding capacity so communities can create housing solutions that meet their unique needs. Housing North partners with the CoC on engaging local units of government around the issues of homelessness and housing and also helps the CoC advocate for bills within the state legislature that directly affects zoning regulations locally to increase housing stock. Live TC is a pro-housing, citizen led movement with the mission of advocating for abundant housing within Traverse City, Michigan. Live TC partners with the CoC to engage and mobilize local advocates around the issues of housing and homelessness. These advocates help the CoC outreach to potential landlords or units of government to help establish more set aside units for people experiencing homelessness.

The GGTA CoC has implemented a variety of strategies over the years to increase landlords willing to accept tenant-based assistance and support. The CoC has funded and supported a housing navigator position in the past and found this strategy to be unsuccessful in creating the type of one-on-one relationships most landlords in our region are interested in. Due to the small, rural nature of our CoC, many landlords do not operate large scale apartment complexes, and have a few scattered site units across the region. After engaging with several landlords who we attempted to recruit through our housing locator position, we learned that they would rather be in contact with only the housing provider who they will be working with long term. The CoC funded housing providers can maintain relationships with landlords through providing excellent services and supports and often, landlords help recruit new landlords through word of mouth and personal recommendations.

P-1c-3: Using data to update landlord recruitment

The CoC uses data from housing providers on how many landlords are currently engaged with each program, how many landlords they are able to retain each year, and how many new landlords they bring on each year. This is compared year over year and also before and after a

new recruitment event or intervention. The CoC also keeps a roster of interested landlords that have reached out to CoC staff or CoC programs during a time where funding or vouchers were not available. When additional funding or vouchers become available, the CoC is then able to make contact with these landlords and re-engage them. Through the Data and Standards Workgroup, CoC program staff analyze landlord recruitment strategies and landlord inventory lists on an annual basis. The CoC partners then analyze the data around the landlords who programs have lost or gained over the year. Next, strategies are discussed that were either successful or unsuccessful in recruiting or maintaining the landlord.

P-2: Leveraging Healthcare Resources

A goal of the CoC under this special NOFO as well through the CoC's 5 year plan to end chronic homelessness is to increase development of permanent housing projects—PSH being the highest priority. Under this special NOFO, the CoC has prioritized projects that will leverage healthcare resources within the permanent housing project to at least 50% of the total project cost. Beyond the Special NOFO, each permanent housing project and Street Outreach project funded within the CoC have existing agreements/MOUs with healthcare providers.

P-3: Current Strategy to identify, Shelter, and House Individuals and Families Experiencing Unsheltered Homelessness

P-3.a: Current street outreach strategy

The CoC has a rich history of providing comprehensive and coordinated street outreach services that regularly engage individuals and families experiencing unsheltered homelessness in the locations where they reside. The CoC has one agency that has provided street outreach services in our region for the past 19 years. Since the inception of the street outreach program, the entire geographic area has been covered. Over time the CoC's strategy for street outreach has shifted to more effectively meet the needs of specific subpopulations to include chronically homeless adults, families and youth/young adults experiencing homelessness.

The current street outreach strategy for the CoC is rooted in the 70-20-10 model of street outreach. This model of outreach states that 70% of outreach services are dedicated to helping people exit homelessness and move into permanent housing solutions, 20% of outreach services are dedicated to engaging service resistant clients to help them engage around housing solutions, and 10% of outreach services are dedicated to identification of new people entering homelessness. This housing focused street outreach model has been effective at maintaining a frequent, coordinated, and comprehensive outreach strategy for many years. The goal of the CoC's street outreach program is identify every person experiencing homelessness in the geographic area while also connecting them to the resources they require to end their experience of homelessness.

Due to the rural geography of the CoC, the outreach teams also rely on community-based outreach effectively conduct outreach within small villages and other community-based services in outlying areas. The street outreach teams utilize a shared mapping system accompanied by a detailed spreadsheet that provides the location, link to the location address or pin, county, type of location, outreach engagement schedule, and lead outreach team for the community-based site. The teams use this mechanism to track targeted community-based outreach locations that exist both within the city center of the CoC as well as the outlying, extremely rural areas of the CoC.

For example, outreach will track the locations most frequented by people experiencing homelessness in each community throughout the CoC to include places like community meal sites, food pantries, health clinics, and convenient stores. Then, the outreach teams establish the frequency of outreach presence at each location to educate and increase awareness of the homeless response system and how community partners can assist people experiencing homelessness with access to the system. Printed materials and contact information are provided to each community-based site to increase access to the homeless response system. The CoC relies heavily on relationships with community partners to help identify every person experiencing homelessness through the CoC's geographic area.

P-3.a-1: Outreach teams are coordinated

With only one provider that oversees the three outreach teams in the coverage area, coordination of services is conducted through the CoC's Outreach and Identification workgroup. This workgroup is made up of the three outreach teams responsible for providing street outreach services in the CoC—Adult Street Outreach, Family Street Outreach and Youth Street Outreach. These teams adhere to the written standards adopted by the CoC Steering Committee to ensure best practices are being implemented in the field. The outreach and identification workgroup meets monthly and has the goal of identifying all people experiencing homelessness in the Greater Grand Traverse area and to connect them to the resources and interventions needed to end their experience of homelessness.

Another tool the street outreach teams utilize to ensure coordination in identification of people experiencing unsheltered homelessness is through the App "what3words." The what3words app helps outreach teams find their way anywhere in the CoC's geography by using just three words. Through this app, every 10-foot square of the geographic area has been given a unique combination of three words. This helps outreach teams find the most precise locations of encampments by using three simple words rather than inaccurate pins and GPS tags that aren't always accurate to 10 square feet.

P-3.a-2: Outreach is frequent

Street outreach services are conducted frequently throughout the CoC's geographic region as outreach teams practice based on a map and schedule of in-person outreaches that need to occur either daily, weekly or monthly. The frequency of in-person outreach events is prioritized on how many people experiencing homelessness access said service or location. For example, the region's largest encampment is visited by street outreach workers several times per week as most of the unsheltered population resides within this encampment. Street Outreach teams are available 7 days a week for at least 8 hours a day with staggered schedules to cover evening shifts outside of the typical 9am-5pm shift.

P-3.a-3: Exiting homelessness and unsheltered homelessness

Street outreach services throughout the CoC are client led and utilize all intervention types available to assist people in exiting homelessness based on their unique needs and desires. Street outreach workers also act as housing navigators for the most vulnerable people in the CoC. As the primary goal of the CoC's street outreach teams is to identify all people experiencing homelessness and then connect them to the most appropriate intervention type that will end their experience of homelessness, permanent destination rates are a key measure of success for

outreach. The philosophy of the CoC is that housing ends homelessness, therefore, each street outreach program is also measured on the positive destination rates for clients engaged with outreach. In FY21, CoC street outreach programs reported a 68% positive destination rate for clients exiting the street outreach program which is more than twice as high as the national average.

Assistance with navigating into a temporary emergency shelter is also part of the role of street outreach workers throughout the CoC. In the winter months there are enough shelter beds for all people experiencing homelessness who need and want shelter. However, in the summer shelter beds available in the CoC decreases by half as one shelter operates seasonally. When clients identify they would like to enter shelter, housing navigations services provided by street outreach continue following shelter entry with the goal of rapidly exiting people into permanent housing destinations.

P-3.a-4: Engagement strategies for people with the highest vulnerabilities

Street outreach teams across the COC prioritize their caseload to ensure they are engaging those with the highest vulnerabilities by using the following criteria: vulnerability index score above an 8, chronicity, length of time homeless, veteran status, unsheltered status and high utilization of community resources such as health care, community mental health crisis services, and addiction treatment services. The prioritization of the street outreach caseload is monitored by the outreach and identification work group of the COC and is compared against the active by name list for the COC's geographic region. In addition to monthly outreach and identification work group meetings, the street outreach providers hold a quarterly by name list meeting as well as a biweekly prioritization meeting to ensure those with the highest vulnerabilities are being connected to both street outreach programs and in turn permanent supportive housing programs and rapid rehousing programs operated throughout the CoC. Street outreach teams receive mandatory training on Housing First, Trauma Informed Care, Verbal De-escalation, harm reduction and cultural competence. This training curriculum sets the foundation for meaningful and client-led work.

P-3.a-5: Outreach connecting people experiencing unsheltered homelessness to permanent housing

Street outreach services within the CoC are housing focused and offer services based on the 70-20-10 model of outreach. This model of outreach states that 70% of outreach services are dedicated to helping people exit homelessness and move into permanent housing solutions, 20% of outreach services are dedicated to engaging service resistant clients to help them engage around housing solutions, and 10% of outreach services are dedicated to identification of new people entering homelessness. This model increases our ability to help people exit homelessness to permanent housing no matter where they are currently residing. The positive destination rate for people exiting street outreach programs across the CoC over the past 2 years is 75% which is over twice as high as the national average at 33%.

P-3.a-6: Hiring people with lived experience of homelessness

At this time the only street outreach provider in the CoC does not have anyone within the front-line staff who has lived experience of homelessness. However, this provider agency employs a Community Engagement Officer who does have lived experience of homelessness and regularly

provides training and technical assistance to the street outreach teams. The CoC also employs the Youth Action Board Chair who has lived experience of homelessness. They provide the CoC street outreach teams with feedback improvement strategies based on listening sessions conducted with young people experiencing homelessness.

It is a goal with the CoC's 5 year plan to end homelessness to increase employment opportunities for people with lived experience of homelessness across the CoC programs; especially street outreach. Each provider within the CoC prioritizes candidates for job openings based on their lived experience of homelessness, and actively seeks out these applicants. Priority within the local CoC Program application is also placed on the agency's ability to employ people with lived experience of homelessness. Other projects throughout the CoC do employ people with lived experience.

P-3.a-7: Evidence used to conduct street outreach

The street outreach teams across the CoC utilize best practices to help engage individuals and families experiencing homelessness with the highest vulnerabilities. Using a person-centered approach allows the teams to engage people in a way that best meets their needs and preferences. Through conducting the full SPDAT assessment with every unsheltered individual or family who is of high acuity or is experiencing chronic homelessness, the outreach teams can identify the person's strengths that can ultimately aid in the development and execution of their housing plan. Outreach teams work closely with people experiencing unsheltered homelessness to identify a housing plan that will best meet their stated needs, not their assumed needs. Street outreach providers are trained on best practices such as trauma informed care, motivational interviewing, and Crisis Prevention Institute on Verbal De-escalation on an annual basis to ensure the best possible most culturally responsive level of service is being provided.

P-3.c: Current strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness

P-3.c-1-a.: Current strategy, including the use of Housing First

The foundation of the CoC homeless response system is built on the housing first philosophy. For over a decade the CoC has implemented the housing first philosophy and now incorporates housing first into every service provided throughout the homeless response system. The CoC has adopted written standards for street outreach, emergency shelter, rapid rehousing projects, and permanent supportive housing projects that all incorporate the housing first model into service provision. Each intervention offered throughout the homeless response system of the CoC is geared toward positive exits to permanent housing. The data and standards committee of the CoC meets monthly to review positive destination reports for street outreach, temporary emergency shelter, and rapid rehousing projects. Each CoC funded project is also required to complete the HUD Housing First Assessment Tool at time of renewal or application during the HUD CoC Program Competition.

The current strategy for providing immediate access to low barrier permanent housing for individuals and families experiencing unsheltered homelessness uses standardized assessment, prioritization, and referral to low-barrier permanent housing. To decrease the length of time individuals and families are experiencing homelessness, the CoC works collaboratively to ensure people are connected to permanent housing as quickly as possible. Wrap-around services are

then provided to the individuals and families based on their own unique needs and desires once they are residing in permanent housing. People experiencing unsheltered homelessness are prioritized first within each subgroup listed on the CoC prioritization list. While people are waiting for housing, outreach teams provide assistance to help people obtain necessary documents required to enter housing in order to expedite the move in process.

P-3.c-1-b: How the strategy is connected to permanent housing in “Leveraging Housing Resources”

The current strategy for providing immediate access to low barrier permanent housing for individuals and families experiencing unsheltered homelessness is connected to the CoC’s efforts to leverage housing resources by maintaining a strict adherence to the housing first philosophy. Each leveraged housing resource noted in this plan will fill available units based on the current prioritization policy of the CoC; which prioritizes people experiencing unsheltered homelessness. Housing resources listed in this plan that have been leveraged by the CoC do not require preconditions to housing such as sobriety, a job, income, or connection to a specific faith-based community.

This strategy as it relates to the leveraged housing resources listed in this plan will ultimately help the CoC in drilling down to zero people experiencing chronic homelessness in the next five years. At this time there are approximately 65 single individuals experiencing unsheltered homelessness in the CoC’s geographic region; a majority of those are also experiencing chronic homelessness and none are families. With the addition of 40 units dedicated to people experiencing homelessness becoming available to the CoC within the next 5 years, our unsheltered population will significantly decrease. In addition to these leveraged units, the CoC will also increase the amount of PSH units if awarded funding through this Supplemental NOFO.

P-3.c-2.: How well it performs at providing low-barrier culturally appropriate access to permanent housing

The philosophy of the CoC is rooted in housing first, and meeting clients where they are. As each providers adheres to this philosophy, they are also providing services in a trauma informed way that is ultimately client led. Housing dedicated to people experiencing homelessness throughout the CoC has no preconditions to housing outside of experiencing homelessness. Providers within the CoC start talking about housing with clients at the time of intake and continue to do so until the person secures permanent housing. As there are no preconditions to housing within the CoC, low-barrier permanent housing is embedded within the philosophy of the CoC. Providers utilize client-led case planning as it relates to their personal well-being and their housing plan. Trauma informed care trainings are mandated for all CoC funded agencies as is cultural competency training.

P-3.c-3,4.: New practices implemented and lessons learned

A strategy implemented within the past two years to rapidly house individuals and families experiencing homelessness includes the shelter diversion and rapid exit program of the CoC. This program works through the coordinated entry system to identify people experiencing homelessness for the first time and who are actively seeking access to shelter or street outreach. This service also extends beyond the coordinated entry access points and into temporary emergency shelter. For people experiencing homelessness for the first time, and who receive a

referral to temporary emergency shelter, a dedicated diversion specialist works with the individual or family to rapidly exit shelter and secure permanent housing. Over the past year of implementation, the program has been successfully able to divert 21% of all household served to permanent housing destinations and effectively out of the homeless response system within an average of 16 days.

Another strategy implemented within the past year is to prioritize the caseload of street outreach teams. The prioritization of the caseload to include all people experiencing chronic homelessness, all veterans, and all people with severe service needs helps the outreach teams maintain a high level of housing focus within their service provision.

Two other strategies implemented by the CoC over the past two years to increase the amount of low barrier permanent housing for individuals and families experiencing unsheltered homelessness occurred using emergency housing vouchers and moving on vouchers. Within the first 10 months of allocation, the COC had leased up 100% of the awarded emergency housing vouchers. This created a 74% increase in available RRH program slots, and a 5% increase in PSH program slots.

Since 2017 the CoC has utilized Moving On vouchers within the only CoC funded PSH program. Moving On vouchers have helped our PSH program open 35 PSH program slots and continues to help our CoC have movement within the PSH prioritization list.

To provide immediate access to low barrier permanent housing for individuals and families experiencing unsheltered homelessness, the CoC must simply increase the amount of low barrier permanent housing in our communities. As mentioned in section 4.A.1, in the next five years the COC has a plan to increase the amount of set aside units dedicated to people experiencing homelessness by 23%. These units will be in addition to one of the projects submitted under this special NOFO to increase CoC funded permanent supportive housing units by 6.

P-5: Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness.

P-5.1: Strategy for ensuring resources under this NOFO will reduce unsheltered homelessness

The resources awarded under the special NOFO will contribute to reducing unsheltered homelessness in the COC geographic area by providing the needed and appropriate level of housing-based case management supports to people already residing in permanent housing as well as increasing the amount of permanent supportive housing slots throughout the CoC. Increasing capacity for the CoC funded permanent supportive housing provider will ensure the appropriate level of support services are provided to people residing in PSH. Decreasing recidivism will in turn decrease the amount of people experiencing unsheltered homelessness who exit permanent housing to unsheltered situations. Resources awarded under this and NOFO will also increase permit supportive housing slots by six. These six new PSH slots will be prioritized for people experiencing chronic and unsheltered homelessness. Creating more permanent housing solutions for people experiencing unsheltered homelessness is a priority of the CoC, and funds awarded through this special NOFO will help us reach this target.

P-5.2-a,b:How the CoC will adopt program eligibility and CE processes that reduce unsheltered homelessness

Program eligibility and coordinated entry processes that reduce unsheltered homelessness and serve individuals and families with the highest acuity has already been adopted by the CoC. The CoC prioritization procedure that is mandated by all permanent housing projects within the COC's geographic area includes the following priority listing:

- Priority 1: Chronically homeless youth
- Priority 2: Chronically homeless families
- Priority 3: Chronically homeless single adults
- Priority 4: Non-chronically homeless youth
- Priority 5: Non-chronically homeless families
- Priority 6: Non-chronically homeless single adults

**highest acuity and unsheltered status are sub priorities within each priority level.

Providers within the homeless response system meet on a biweekly basis to prioritize and match individuals and families experiencing homelessness to the next available housing program within the CoC. Providers do so through and HMIS generated by name list. CoC funded PSH program slots are limited to approximately 7 openings per year. As such, The CoC has elected to increase the amount of permanent supportive housing slots by 6 through funding under this special no foe as well as to increase the capacity of the CoC funded permanent supportive housing provider to continue to utilize moving on vouchers and the appropriate level of supports being provided to people in the PSH program. The CoC also prioritizes all project-based voucher entries and rapid rehousing program entries using the same priority listing as mentioned above. This guarantees that people experiencing unsheltered homelessness, chronic homelessness, and those with the highest level of service needs are matched to permanent housing solutions first. In addition to bi-weekly meetings associated with prioritization of program slots, providers also engage in a quarterly by name list audit meeting to create transparency, and to provide an accurate depiction of each person's housing plan who is experiencing homelessness in the geographic area. Quarterly by name list meetings are also open to providers within systems adjacent to the homeless response system to create care coordination and connect people with resources outside of the homeless response system that could help reduce barriers to housing. To participate in the quarterly by name list audit meetings, providers outside of the homeless service system must attend a housing first training provided by the CoC as well as sign a release of information specific to the meeting purposes.

P-5.3: How the CoC will use street outreach to connect unsheltered people with housing resources

Street outreach services within the CoC are housing focused and offer services based on the 70-20-10 model of outreach. This model of outreach states that 70% of outreach services are dedicated to helping people exit homelessness and move into permanent housing solutions, 20% of outreach services are dedicated to engaging service resistant clients to help them engage around housing solutions, and 10% of outreach services are dedicated to identification of new people entering homelessness. This model increases our ability to help people exit homelessness to permanent housing no matter where they are currently residing. The positive destination rate for people exiting street outreach programs across the CoC over the past 2 years is 75% which is over twice as high as the national average at 33%. The GGTACoC street outreach program is

inclusive of housing navigation services and prioritizes connection of unsheltered people to housing resources.

P-5.4: Additional steps the CoC is taking to ensure access to housing and other community resources

Additional steps the CoC has taken to ensure that people who are unsheltered or have histories unsheltered homelessness are able to access other resources in the community are largely established through a subgroup of the CoC called the basic needs coalition. The basic needs coalition meets monthly and is made-up of providers across the CoC's geographic area that specialize in meeting the basic needs of people experiencing homelessness. This group comes together to hear from people experiencing homelessness, and providers within the homeless response system on the needs of people experiencing unsheltered homelessness as they wait for a permanent housing solution. This model alleviates street outreach teams of the work of accessing basic needs for the unsheltered population, and helps them maintain their focus on housing navigation work. This model also provides an opportunity for basic needs providers throughout the community to hear directly from homeless service providers and people experiencing unsheltered homelessness on what the needs actually look like. Dedicated helpers in our community are no longer making assumptions around the needs of the unsheltered population and are rather listening directly to people with experience on where they are most needed and where the greatest needs lie.

Earlier this year, a community-based need arose due to the lack of day services being provided in our community following the pandemic. Many basic needs providers in our community rely on volunteers to operate their services. During the pandemic volunteerism dramatically declined and many basic needs providers had to close their doors. Other community establishments like the public library felt this impact and voiced concerns about the number of people experiencing unsheltered homelessness accessing the library to meet their basic needs. Out of this need arose the formation of a dedicated group of community leaders who came together to increase daytime supports and services available to the unsheltered population. This group consisted of city commissioners, CoC leadership, temporary emergency shelter providers, philanthropic leadership, library leadership, and homeless service providers. This group developed an action plan to increase day services for the unsheltered population during the winter months. Entering winter 2022, people experiencing unsheltered homelessness will have access to day services seven days a week. These services will continue to offer basic needs like showers, laundry, food, access to resources, and will all maintain a housing focus. This group was able to leverage funding from City ARPA dollars and local philanthropy to make this project a reality. A City zoning amendment was also granted to ensure day services could be provided every day of the week.

P-5.4-a: Steps to increase access to identification

The CoC street outreach team attends a monthly meeting with CoC leadership to ensure the written standards of the program are being met. Increasing access to identification and other vital documents is a critical aspect of the street outreach program. Document readiness is monitored through both the bi-weekly prioritization meeting as well as through the quarterly By Name List meeting. Every person experiencing unsheltered homelessness is assigned a street outreach worker who provides housing navigation services and in turn helps people obtain necessary

documentation such as state ID, birth certificate, and social security cards. The State of Michigan has also streamlined access to ID through the Secretary of State for people experiencing homelessness by allowing HMIS ID to act as proof required to obtain a state ID. The goal of the CoC's street outreach team is 100% of the unsheltered population to be document ready within the next two quarters.

P-5.4-b: Providing housing navigation services

Another strategy being implemented this year to provide housing navigation services and access to healthcare and other supportive services to the unsheltered population includes increasing the support services at local community meal locations throughout the area. One of the largest community meal offerings is centrally located for people experiencing unsheltered homelessness to other resources in the community. Starting this winter, additional services will be offered during this community mealtime to include mainstream benefit enrollment, housing navigation services, on-site coordinated entry access, harm reduction services, and access and referral to medical treatment. It is the goal of the CoC to offer the same services at all day service locations as well. A member of the street outreach team will be present each day at the meal site mentioned above to provide housing navigation services to unsheltered people.

The CoC has worked closely with the Basic Needs Coalition (a subgroup of the CoC) to offer housing focused services at all basic needs service sites. The CoC Coordinator and the Community Engagement Officer provide technical assistance to each member of the Basic Needs Coalition to ensure the services being offered, no matter the service types are always rooted in housing. Meal sites throughout the communities are housing focused with volunteers and staff always asking about housing plans and exploring diversion opportunities when appropriate. This requires significant buy in from community partners and CoC staff to fully commit to a housing focused approach.

P-5.4-c: Providing access to healthcare and other supportive services

As our street outreach program continues to become more and more housing focused to ensure positive destination rates continue to increase, street outreach teams rely on dedicated community partners to provide essential services required for people experiencing unsheltered homelessness. For example, the street outreach teams are highly engaged with 2 medical providers that operate a street medicine program throughout the CoC's geographic area. This street medicine program provides comprehensive medical care to people experiencing unsheltered homelessness wherever they are residing. The team conducts street medicine practices directly in encampments across the CoC on a weekly basis. Mobile healthcare options are also available to people experiencing sheltered and unsheltered homelessness using vans that attend area shelters and day service sites to offer medical care when needed. The street outreach teams also connect people experiencing unsheltered homelessness with community health workers through the local health departments. These community health workers can focus on various social determinants of health while the outreach teams focus on navigating people into permanent housing.

P-6: Involving Individuals with Lived Experience of Homelessness in Decision Making

P-6.A-1: Meaningful outreach efforts to engage those with lived experience of homelessness to develop a working group

The Continuum of Care has been committed to involving people with lived experience of homelessness for many years and has a history of operationalizing this strategy since the planning for the Youth homelessness demonstration project round 1 in 2016. The steering committee of the Continuum of Care has 5 seats dedicated to people with lived experience of homelessness. These five slots ensure that people with lived experience of homelessness have an equal voice in the work to end homelessness and the decisions that get made surrounding this work. The five seats were marketed throughout the homeless response system projects and programs to include Street Outreach and homeless programs throughout the COC. The steering committee has a list of roles and responsibilities that steering committee members without lived experience of homelessness provide and vice versa.

Those with lived experience and expertise of homelessness have the broadest understanding of problems that exist and the services and interventions that are the most effective. It is critical that our partnerships with people with lived experience and expertise are authentic, and that they are treated equally, not tokenized. GGTACoC continues efforts assisting in the creation of a sub-committee of the GGTACoC's steering committee made up of people with lived experience and expertise of homelessness to join the existing members and to become an official part of the Continuum of Care. Significant onboarding and training will be provided to assist the incoming members in increasing knowledge of funding, programming, and roles within the homeless response system.

P-6.A-2: People with lived experience of homelessness are meaningfully and intentionally integrated into the CoC decision-making structure

The GGTACoC has a rich history of including people with lived experience of homelessness in the decision-making structure of the CoC through the Youth Homelessness Demonstration Project: Round 1. The CoC has expanded the lessons learned from YHDP and continues to incorporate people with lived experience of homelessness into the CoC decision making structure. For the past two years the COC has also utilized funding from local philanthropic organizations to hire 1 part-time staff as youth action board chair who is a young person with lived experience of homelessness. Our Youth Action Board Chair role has shifted from only focusing on the youth system, to a broader approach as we continue to incorporate people with lived experience in more meaningful ways. The CoC Steering Committee selected the Youth Action Board Chair to represent the committee of people with lived experience of homelessness to approve the CoC plan.

In October 2022, the CoC was awarded \$15,000 from local philanthropic organizations to increase the involvement of people with lived experience of homelessness into the CoC structure. These grants will allow the CoC to compensate people with lived experience of homelessness. The CoC Steering Committee approved changes to the Governance Charter in the summer of 2022 to include five seats for people with lived experience of homelessness. These five seats will have equal voice, and decision making power as anyone else on the Steering Committee. Capacity will also be added to the CoC through the use of consultants who will offer ongoing support and capacity to ensure a shared power model is being utilized effectively.

P-6.B-3: CoC encourages projects to involve people with lived experience of homelessness in service delivery

The CoC is committed to the continued feedback from people with lived experience of homelessness throughout the system performance and project performance. The CoC data and standards committee is working to implement listening sessions with people currently enrolled in CoC funded projects to measure performance from the perspective of people with lived experience of homelessness. These feedback sessions will be required semi-annually and will be led by people with lived experience of homelessness who sit on the steering committee for the CoC. The data gathered from the listening sessions will be incorporated into annual performance score cards of each CoC funded project. CoC funded projects will be matched with a member of lived experience of homelessness who sits on the steering committee to help them oversee the implementation of strategies recommended by people enrolled in their projects.

P-6a: Lived experience support letter (attachment)

Please find the letter signed by people with lived experience workgroup members that is attached in the e-snaps application on Screen 4A.

P-7: Supporting Underserved Communities and Supporting Equitable Community Development

P-7.1: Current strategy to identify populations

The CoC is currently engaged with a statewide initiative to increase race equity across the homeless response system with C4 Innovations. The CoC has established a CoC Equity Results Team that collected data for the most recent racial disparities assessment. The CoC Equity Results Team provides the data collected to the CoC Data and Standards Committee and this committee establishes recommendations to the Steering Committee. The data collection process has included conducting listening sessions with people of color who have lived experience of homelessness within our CoC as well as extensive quantitative data collection based on the following criteria: (all data disaggregated by race and ethnicity) -Comparison of Race and Ethnicity Rates in Census (ACS) data, poverty rate data and 2021 PIT Count data: length of time homeless, number of persons who experience homelessness once or experience multiple episodes of homelessness, exit destinations, returns to homelessness and all households in CE prioritization data.

Disparities that have been identified in our CoC include:

- People of color are overrepresented in the homeless population. Our data indicates that American Indians/Alaskan Natives make up about 8% of the homeless population and make up only about 1% of the general population of our CoC. The same over representation is true for Black/African Americans as they make up around 3% of the homeless population and only about 1% of our general population.
- Returns to homelessness: Across three years (2019-2021), individuals identifying as Black or African American represented an average of 5% of returns occurring in 6 months or less. This group represented an average of 12% of all returns occurring in 6-12 months, and 3% of returns occurring within 13-24 months. All figures are notably higher than the rate of this group in the general population (0.7%).
- In FY 2019 and FY 2021, 0 Black or African American households were prioritized for PSH. In FY 2020, 1 Black or African American household was prioritized for this resource. The rate across all three years that this group was prioritized for PSH is 0.5%, which is lower than the prevalence of Black or African American households in the

general population (0.7%), and notably lower than the rate of this group in the annualized HMIS count (3.4%).

P-7.2: How underserved communities interact with the homeless response system and give a description

In the GGTACoC underserved populations have been identified by providers and through the use of data analysis to include: the elderly population, people who identify as LGBTQ, and Black, Indigenous and other People of Color (BIPOC). Underserved communities interact with the homeless response system through targeted approaches developed through the CoC Steering Committee. However, these approaches are not fully developed with people representing these populations. As the CoC is continually working to expand and improve the inclusion of people with lived experience of homelessness, a consideration would be to include a representative of each of the most underserved populations within the CoC.

At this time, targeted interventions and connections have been made with community partners who are committed to providing services dedicated to the underserved populations. For example, as data began to show an increased rate of elderly people entering the homeless response system, dedicated street outreach workers were deployed to the Area Agency on Aging (AAA). Additional education and technical assistance was provided to the AAA on how to access the homeless response system and what it would look like to help support diversion efforts when safe and appropriate.

The CoC is also in the early stages of expanding the CoC Equity results team to include members from the tribe serving the geographic area of the CoC as well as a representative from the area anti-racism task force.

P-7.3: Current strategy to provide outreach, engagement, and housing interventions

Current strategies to provide outreach, engagement and housing interventions for underserved communities include:

- Increasing representation from underserved communities on the CoC committee of people with lived experience of homelessness.
- Increasing engagement through the CoC equity results team to include a representative from the tribe serving the CoC geographic area as well as a representative from the local anti-racism task force.
- Provide targeted outreach within communities identified as being underserved by the homeless response system.
- Working with community partners dedicated to serving communities identified as being underserved within the homeless response system to include increasing education, awareness, and dedicated access points unique to the population.

The CoC has required applicants for funding under this special NOFO to describe how the project will identify and serve underserved communities. The CoC will work with service providers to develop a CoC wide strategy that ensures increased access to the homeless response system for underserved populations. The Co C also plans to embark on a five-year strategic plan to end chronic homelessness that will be developed during the winter of 2022 and into early 2023. As this strategic plan develops, critical aspects of the special NOFO plan will be incorporated to ensure unique service delivery to underserved populations.