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: MO-606 - Missouri Balance of State CoC

1A-2. Collaborative Applicant Name: Community Partnership of Southeast Missouri

1A-3. CoC Designation: CA

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

1A-5.	New Projects	
	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.	Unsheltered Homelessness Set Aside	Yes
2.	Rural Homelessness Set Aside	Yes

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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1B-1.	Web Posting of Your CoC Local Competition Deadline–Advance Public Notice. (All Applicants)	
	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.	09/02/2022

1B-2.	Project Review and Ranking Process Your CoC Used in Its Local Competition. (All Applicants)	
	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).	Yes
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

1B-3.	Projects Rejected/Reduced–Notification Outside of e-snaps. (All Applicants)	
	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)?	Yes
2.	Did your CoC inform the applicants why their projects were rejected or reduced?	Yes
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.	10/12/2022

1B-3a.	Projects Accepted–Notification Outside of e-snaps. (All Applicants)	
	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.	10/05/2022

1B-4.	Web Posting of the CoC-Approved Special NOFO CoC Consolidated Application. (All Applicants)	
	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.	10/18/2022

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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2A-1.	Reduction in the Number of First Time Homeless–Risk Factors.	
	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)

FIRST TIME HOMELESS DATA: 2019 - 2356 persons; 2020 - 2056 persons.-- 1.The CoC determined risk factors for first time homelessness (FTH) by using national best practices released by NEH, USICH, and other BoS communities around the country. The coordinated entry process begins by assessing clients for risk factors including disabling or medical conditions, prior episodes of homelessness, veteran status, family size, history of victimization, and income upon presentation to the system for service. 2.The CoC's coordinated entry (CE) training includes information about prevention and diversion (P/D) practices. The CE Assessment tool includes screening questions to identify clients that need P/D resources. Clients are directed to P/D programs where available. All agencies share P/D project funding available during case conferencing. The CoC has prioritized creating a referral system for P/D projects. HMIS has developed a reporting structure to generate P/D lists for regions for regular review. CoC decided to expand outreach to target individuals at risk of becoming homeless. Efforts will include targeted service sites, digital presence, and local charities. 3.RESPONSIBLE PARTY: The Performance Committee - provides quarterly project reviews from project data, and reviews CE performance.

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)

LENGTH OF TIME HOMELESS DATA: 2020 - Average = 63 / Median = 31; 2021 - Average = 60 / Median = 30 1.STRATEGY TO REDUCE THE LENGTH OF TIME HOMELESS (LOTH) is A. to identify the geographic barriers to Coordinated Entry System (CES) access points as identified in our 2020 Gaps Analysis, B. increase the frequency of case conferencing meetings among our regional CES structure, and C. continue developing virtual access to Coordinated Entry through agencies with capacity to provide virtual assessments. Across the geography of our Rural CoC, transportation and physical access to local services is limited in many communities. This has led to significant delays in provision of housing services. The CoC has expanded our capacity to provide virtual assessments to clients to reduce transportation barriers. Our Coordinated Entry System operates 10 distinct regions for case conferencing, and many regions have begun increasing the frequency of case conferencing meetings. The CoC has also established a reporting policy to ensure client referrals are turned into project entry in a timely manner. Agencies that delay project entry beyond 30 days from referral are not considered to have an active CES referral in CoC standards. Paired with other community efforts to provide additional case management from external funding sources, this has ensured clients become housing ready and entered into projects much faster reducing the overall LOTH. Further development of expanded resources in geographically isolated areas and increasing the ability of clients to move from PSH to other housing subsidies will increase available referrals allowing agencies to provide services to more clients that may otherwise remain in our CES list. 2. OUR COC'S BY-NAME LIST PRIORITIZES CHRONICITY FIRST AND THEN VULNERABILITY, AS INDICATED BY THE VI-SPDAT V3.0. The CoC recognizes that chronically homeless and high vulnerability clients will have the most difficulty in entering housing projects and contribute heavily to the measure of LOTH. These clients should be provided eligible referrals first to reduce this measure. LOTH is also measured in the CES assessment and is prioritized for after chronicity and vulnerability. This method of prioritization ensures that clients are provided services in a timely manner and an overall reduction of the LOTH. 3. OUR COC'S COORDINATED ENTRY COMMITTEE, with reporting from the Performance Committee, is responsible for overseeing our strategies for LOTH.

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)

ES, SH, TH, RRH EXIT TO PHD: 2020 - 51%; 2021 - 42%.-- PH EXIT TO PHD: 2020 - 95%; 2021 - 94%. 1.EMERGENCY SHELTER, SAFE HAVEN, TRANSITIONAL HOUSING, AND RRH EXIT TO PERMANENT HOUSING DESTINATIONS (PHD): The CoC has identified two areas of improvement to help increase exits to PHD. The first is data quality and thorough exit interview training for new providers. The second is increased provisions of case management and enrollment in wrap around services. Data quality issues have been exacerbated by the significant number of new HMIS reporting agencies under ESG-CV funds. Many new providers have not entered sufficient data from exit interviews or did not conduct significant exit interviews. Thorough training and incorporation of data quality reports are available to assist agencies in rectifying this element. The trend in housing costs and cost of living increases across much of our CoC has indicated that the baseline for clients to achieve successful exits is higher than prior years. Increased training on effective case management and working with clients to enroll in wrap-around services should ensure clients are able to exit to permanent destinations at a higher rate. Training on effective client care is currently in development and will be required by CoC membership this fall. 2.PERMANENT SUPPORTIVE HOUSING(PSH) PROJECTS RETENTION/EXIT TO PHD: The CoC has collaborated with PHA's and service providers to develop a comprehensive strategy to move clients that are no longer in need of intensive supportive services from PSH into other subsidy supported housing resources such as PHA vouchers. Challenges associated with this strategy have included limited housing stock available and the threshold gap between PSH and self sustainability. Clients that find employment may lose PSH eligibility without having employment to sustain independent housing. Effectively working with providers and PHA partners through our comprehensive strategy should provide resources to these clients before they exit PSH programs. 3. The MO BoS CoC's Performance Committee, with support from the Lead Agency and HMIS are are responsible for overseeing our CoC's strategy to increase exits to PHD.

2A-4.	Returns to Homelessness–CoC's Strategy to Reduce Rate. (All Applicants)	
	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)

RETURNS TO HOMELESS (RTH) IN 6 MONTHS: 2020 - 6%; 2021 - 6%. RTH IN 12 MONTHS: 2020 - 4%; 2020 - 3%. – 1.IDENTIFIES: the CoC identifies clients that return to homelessness (RTH) through quarterly review of HMIS data. 2.REDUCE THE RATE OF RTH: The CoC has identified two areas of focus to reduce RTH: Clients that exit projects without proper support for permanent housing, and lack of utilization or awareness of prevention resources. The CoC monitors agencies' Client Risks Scores as a metric of general client vulnerability. Agencies with high client risk scores will be targeted for CoC training goals. Overall the CoC has prioritized effective client care as a key training focus. Mandatory training for CoC members this fall will focus on effective client services; covering diversity, wrap-around services, and motivational interviewing. Project staff should have a more complete understanding of the needs of clients to ensure that adequate services are being provided. Clients that cannot sustain permanent housing independent of the project they are entered in, should be assisted with accessing employment training and/or mainstream benefits. The majority of the RTH documented in our CoC come from emergency shelters. Through training and guidance the CoC hopes to see shelter staff able to ensure participants are able to access all applicable resources available to ensure self sustainability after project exit. The second element to reduce the rate of RTH is to ensure all residents in the CoC geography are able to access Prevention and Diversion (P/D) resources. The CoC has established a strategy to increase community awareness of prevention/diversion(P/D) resources through partnership with community service providers (i.e. food banks, health clinics, etc), digital media, and outreach to local charity organizations. Beyond increasing awareness, the CoC is working to improve the facilitation of P/D referrals and networking between agencies. 3. Our CoCs's Performance Committee oversees our strategies for reducing returns to homelessness, reviews data and monitors training and policy implementation.

2A-5.	Increasing 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 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)

EARNED INCOME AMONG SYSTEM LEAVERS: 2020 - 11%, 2021 - 11% – 1.STRATEGY TO INCREASE EMPLOYMENT INCOME: The MO BoS CoC's strategies to increase employment cash sources include developing partnerships with statewide resources to provide job training, placement, and additional assistance for clients seeking employment; providing training to CoC staff in order to identify challenges clients may face when seeking employment as well as problem solving solutions for said circumstances; and creating a directory of resources for clients seeking assistance in finding employment. The CoC quarterly-performance review also reports to agencies on quarterly progress of Client income increases. All projects respond to regular data reports with feedback requests to indicate areas of CoC improvement such as additional training needs and / or resources. 2.WORKS WITH MAINSTREAM EMPLOYMENT AGENCIES: We work with mainstream employment organizations, municipalities, WIOA-funded employment programs, and business associations to publicize employment opportunities and encourage projects to connect participants with job readiness, skills training, and educational programs. The CoC has multiple Community Action agencies within our membership body that host job fairs and provide employment assistance and our funded organizations often coordinate with state employment programs, known as Job Centers, to help participants locate jobs and gain new skill sets. Our CoC partners with the Workforce Development Board of Western Missouri and the Missouri Department of Mental Health, the State Lead for SOAR training, and other job resource agencies to develop training and add to our growing directory of client resources. 3.RESPONSIBLE PARTY: Performance Committee - monitor CoC progress and make recommendations for training and agency recruitment

| | 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	
	3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase non-employment cash income.	

(limit 2,500 characters)

NON EMPLOYMENT INCOME AMONG SYSTEM LEAVERS: 2020 - 16%, 2021 - 20% – 1.COC STRATEGY TO INCREASE NON-EMPLOYMENT CASH INCOME:The MO BoS CoC's strategies for increasing non-cash income consist of identifying SOAR-trained agencies, increase participants' access to organizations with SOAR trained staff, providing resources to agencies that seek SOAR training, ensuring agency staff are knowledgeable on assisting clients with mainstream benefits to improve client stability while housed. We work to improve partnerships with state and federal non-employment cash income sources like TANF, Veteran Service Organizations, and Veterans Benefits Administration to ensure all Veterans are being connected with additional services and resources as well. Our CoC also reviews non-employment cash income as part of our quarterly performance reviews, providing feedback and performance-improvement-policies to agencies so they can improve training and system priorities. Participants' housing plans, including non- employment income, are discussed during monthly Case Conferencing meetings and applicable training related to increasing access to non-employment cash sources are provided to CoC member agencies.
2.RESPONSIBLE PARTY: the Collaborative Applicant will coordinate efforts and facilitate trainings for CoC members.

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.	Inclusive Structure and Participation–Participation in Coordinated Entry. (All Applicants)	
	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	Yes
4.	CoC-Funded Victim Service Providers	Yes	Yes	Yes
5.	CoC-Funded Youth Homeless Organizations	Nonexistent	No	No
6.	Disability Advocates	Yes	Yes	Yes
7.	Disability Service Organizations	Yes	Yes	Yes
8.	Domestic Violence Advocates	Yes	Yes	Yes
9.	EMS/Crisis Response Team(s)	No	No	Yes
10.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
11.	Hospital(s)	Yes	No	Yes
12.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	No	No	No
13.	Law Enforcement	Yes	No	Yes
14.	Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) Advocates	Yes	Yes	Yes
15.	LGBTQ+ Service Organizations	Yes	Yes	Yes
16.	Local Government Staff/Officials	Yes	Yes	Yes
17.	Local Jail(s)	No	No	No
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	No	No
23.	Organizations led by and serving LGBTQ+ persons	Yes	No	No
24.	Organizations led by and serving people with disabilities	No	No	No
25.	Other homeless subpopulation advocates	Yes	Yes	Yes
26.	Public Housing Authorities	Yes	Yes	Yes
27.	School Administrators/Homeless Liaisons	Yes	No	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.	Food Pantry Organizations	Yes	No	No
34.				

	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.THE MISSOURI BALANCE OF STATE CONTINUUM OF CARE(MO BOS COC) DEMONSTRATES A TRANSPARENT INVITATION PROCESS FOR NEW MEMBER SOLICITATION AND RECRUITMENT THROUGH A VARIETY OF WAYS.New member solicitation within the MO BoS CoC is an ongoing process and occurs at least ten times a month at the 10 Regional Business Meetings held throughout the 10 Regions of the MO BoS CoC, twice annually during the full MO BoS CoC Membership Meetings, and is continuously communicated to the public via our website. Any individual or organization interested in membership is encouraged to join via any of these invitation platforms and may occur more frequently through official CoC emails as well. Membership to the MO BoS CoC is free and can be completed through the electronic form on our website or, upon request, a paper form. Members of the MO BoS CoC, along with Regional Leaders, make presentations at local community events about the benefits of participating and joining the CoC and our Membership Committee also works to identify membership gaps and create strategies for recruiting members to fill those gaps. Several of our 10 Regions host community and educational events to help recruit members as well. Since transitioning to virtual meetings due to COVID-19 restrictions, agencies have been invited and encouraged to send representatives to our online meetings and membership recruitment has increased due to this tactic. Invitations to become a member of the MO BoS CoC are sent through our website and listserv email. 2.THE MO BOS COC ENSURES EFFECTIVE COMMUNICATION WITH INDIVIDUALS WITH DISABILITIES THROUGH SCREEN READER COMPATIBLE DIGITAL FORMATS, SUCH AS WEBSITE AND EMAIL. Virtual meetings are held via the Google Meet platform and closed- captioning is provided to increase accessibility for those with hearing impairments. If other accessibility options are needed, such as reading services, ASL, large print, or meeting transcripts, they are provided upon request. 3.THE MO BOS COC'S RACIAL AND GENDER INEQUITIES(RGI) COMMITTEE, WE HAVE SOLICITED MANY NEW ORGANIZATIONS THAT WORK TO ADDRESS INEQUITIES WITHIN OUR COMMUNITIES. We have successfully included representation from a Work-Life Organization with a focus on inequalities affecting BIPOC, and have recently gained membership from local LGBTQ+ organizations. Our Membership Committee's most recent project has been inviting organizations serving culturally specific communities such as, BIPOC, LGBTQ+, Youth populations.

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 MO BOS COC SOLICITS FEEDBACK FROM KNOWLEDGEABLE INDIVIDUALS AND ORGANIZATIONS THROUGH THE COC WEBSITE, EMAIL LISTSERV, FULL COC MEETINGS, OPEN COMMITTEE AND BOARD MEETINGS, AND REGIONAL MEETINGS. The CoC is divided into 10 regions, each with one representative on the CoC Board, and 9 additional board seats to encourage participation from a broad array of stakeholders. No more than half of the Board can be composed of members who receive CoC Program funding. The CoC participates in state-wide meetings including Missouri Interagency Council on Homelessness (MICH - formerly known as the Governor's Committee to End Homelessness), outreaches to organizations during the annual PIT Count, and for coordinated entry purposes. CoC members include over 75 agencies providing a wide variety of services, mental health providers, victim service providers, youth providers, individuals, PHAs, substance use providers, academics, and others interested in ending homelessness. A contact form is available on the CoC's website. 2.THE COC BOARD HOLDS OPEN MEETINGS. IN 2020-2021 MEETINGS WERE HELD VIRTUALLY, WITH PROVIDED CLOSED-CAPTIONING. Meeting dates and agendas are published on the CoC's website. The CoC publishes policies, procedures, and other information on the MO BoS CoC website. Information is also shared through a Constant Contact email list. The CoC website prompts website viewers to sign up for CoC emails. 3.THE COC BOARD REVIEWS AND DISCUSSES REPORTS FROM ALL COC ENTITIES AND OTHER MEETINGS IN WHICH THE COC SENDS A REPRESENTATIVE. This includes a statewide assembly of homelessness providers including other CoC's in the state, development entities, and advocacy groups. The Board delegates tasks to the appropriate CoC committee, subcommittee, or workgroup. Completed tasks and relevant information is shared with CoC members during full CoC meetings and is posted on the CoC website. The MO BoS CoC has been actively participating in and attending public meetings and forums including the HUD community Workshops, NLIHC's Housing First Series and various NAEH Webinars. Throughout the year, our CoC has taken into consideration information gathered in these spaces to address improvements and new approaches to prevent and end homelessness that have been implemented as a CoC.

2B-4.	Public Notification for Proposals from Organizations Not Previously Funded. (All Applicants)	
	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 MISSOURI BALANCE OF STATE CONTINUUM OF CARE (MOBOSCOC) NOTIFIED THE PUBLIC ON SEPTEMBER 2ND, 2022 THAT THE COC WAS ACCEPTING APPLICATIONS FROM ALL ELIGIBLE ORGANIZATIONS INCLUDING THOSE NOT PREVIOUSLY FUNDED. Funding was discussed at public meetings both CoC wide and regional. The CoC works to maintain a stakeholder distribution list to ensure effective communication to agencies that may not be funded or active members of the CoC. All communication was duplicated in many formats including webpage, Email, email archive hosted on website, and Social Media Postings to public pages (Including facebook, twitter, and instagram). 2. APPLICANT DETAILS WERE PROVIDED THROUGH AN APPLICANT WORKSHOP EVENT AND SUBSEQUENT FAQ DOCUMENT. The workshop and FAQ covered all steps involved in the application process and references to use. Participants were able to ask questions as needed. After the workshop completed a digital recording was provided and hosted on the website for Review. A printed FAQ document was made available from all questions asked in the workshop and other questions that were addressed by projects were added to the FAQ during the competition period. 3. THE COC MADE CLEAR THROUGH THE APPLICANT WORKSHOP, PUBLICLY POSTED POLICIES, AND THE DETAILS IN THE SCORECARD DOCUMENTS HOW AGENCIES WOULD BE CONSIDERED ELIGIBLE AND HOW THEY WOULD BE RANKED. Agencies are provided a technical review to confirm eligibility. Submissions are ranked by the Non-Conflicted Rank and Review Panel and provided scores to determine priority and inclusion. 4. ALL COMMUNICATION WAS AVAILABLE IN MULTIPLE DIGITAL FORMATS AND DIRECT CONSULTATION WITH THE LEAD AGENCY ALLOWED FOR DETAILED REVIEW OF DOCUMENTATION AND POLICY. Between recorded video, written text, and multiple text platforms with proven screen reader compatibility (such as email and social media) the CoC was able to provide access to information and clear routes to receive technical assistance or accommodations as needed.

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:

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- 24 CFR part 578
- Special NOFO CoC Application Navigational Guide
- Section 3 Resources
- Frequently Asked Questions

2C-1.	Coordination with Federal, State, Local, Private, and Other Organizations. (All Applicants)	
	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)	Nonexistent
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Nonexistent
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent
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	No
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.	Local and State Homelessness Advocacy groups and Tenany Unions	Yes

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.The CoC consults MHDC, the state recipient of ESG and ESG-CV funds, by providing information to the consolidated plan, and the Missouri Interagency Council on Homelessness (MICH -previously known as the governor's committee to end homelessness). The COC is an active member in MICH. MHDC works with MICH as one of the four agencies that present the consolidated Plan. The CoC also provides CoC feedback on agencies that seek ESG funding. ESG funding follows the policies adopted by MICH in consultation with the CoC as well as other CoC's in Missouri. 2.The CoC evaluates the performance of ESG program applicants on a scale of 0-5 based on the applicant's activity within coordinated entry, Point In Time Count(PITC), and CoC planning processes for funding allocation. ESG sub-recipients submit quarterly CAPERS to monitor project performance and receive HMIS compliance reports from the HMIS Lead Agency and/or comparable database providers to help monitor data quality and HMIS participation. The Mo BoS CoC implemented a performance improvement policy that applies to ESG funded organizations. 3.The CoC provides PIT and HIC data to Consolidated Plan Jurisdictions within its geographic area. The PITC committee met multiple times to discuss PITC data and improvements that can be made for the next year's count. Multiple iterations of the data were presented to the Board of Directors for the CoC. The CoC conducted a PITC on February 23th, 2022 (HUD exception granted). Final sheltered PITC data, with geographic breakdown, will be published prior to the end of 2022. 4.The CoC has communicated with Consolidated Plan jurisdictions through the provision of CES policies and discharge policies. Direct communication and Public publishing make these policies available for Consolidated Plan updates.

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	No
3.	Mental Health Care	Yes
4.	Correctional Facilities	No

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 collaboration with YEP: CoC member agencies run Head Start programs in multiple counties. Multiple McKinney Vento Liaisons (MKVL) are CoC members and participate in local CoC meetings as per our Regional Structure for CES. Other youth education providers that CoC member agencies support include local Boy's and Girl's Clubs, Nurses for Newborns, and local schools (through Covid Quarantine support and onsite services). 2.The CoC formal partnerships include multiple MKVL in COC membership and Co-Membership in the Missouri Interagency Council on Homelessness (MICH - formerly known as the Governor's Committee to End Homelessness), with MO Department of Elementary and Secondary Education (DESE). Other Formal partnerships include CoC member Agencies that act as, or in support of Youth Education providers as listed above. 3.COLLABORATION WITH SEA/LEA: The CoC has a sitting member on MICH (Missouri Interagency Council on Homelessness). MICH is a collaboration of CoCs from the State of Missouri, as well as other state agencies including DESE. Collaboration includes policymaking, resource sharing, and instructing statewide strategies. DESE has provided training to CoC members regarding educational rights of children who are homeless and allowed the CoC to use the DESE HomelessLiaison list-serv to communicate vital topics related to serving youth and children through the PIT Count. 4.The MO BoS CoC's formal partnership with SEAs is the connection through MICH and DESE. LEA partnerships include MKVL membership in CoC. The CoC collaborates with many school districts throughout the state of Mo. Agencies of the CoC participate with school districts to advocate for homeless students regarding attendance and transportation issues. FORMAL PARTNERSHIPS WITH SCHOOLS: COC members have many formal partnerships throughout the CoC coverage area. Clarity Healthcare worked with multiple school districts to provide therapy/nursing staff onsite. Ozark Action Agency has an agreement with the local school district to help provide services to students. Journey Home of Johnson county utilized space to provide quarantine for students with Covid-19.

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 adopted Educational Rights policy of the MO BoS CoC states, "MO BoS CoC grantees and sub-recipients must provide information for accessing appropriate education services to homeless families with children and unaccompanied youth. This may include, but is not limited to, referral information about enrollment in school, early childhood programs, or other relevant education programs within the community. It is recommended that there be a designated staff member available to those experiencing homeless to help them understand the implications of this policy and their decision-making rights under it. Ideally, the agency representative should maintain regular contact with local school liaisons and other community education representatives to ensure that their agency can offer immediate and balanced services to homeless families and connect the family to the breadth of resources outside of the agency's 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	No
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 MO BoS CoC's REGIONAL MEETINGS REGULARLY DISCUSS MAINSTREAM BENEFITS AND OTHER RESOURCES AVAILABLE IN THEIR COMMUNITIES. The Collaborative Applicant discusses SOAR training and access to benefits during site visits with CoC funded organizations. The CoC has a collaborative relationship with the Missouri Department of Social Services to ensure those who indicate they are homeless are connected to the homeless system. The CoC hosts several Project Homeless Connect events each year to connect homeless clients to multiple mainstream benefits providers at a single event. 2.THE CoC DISSEMINATES MAINSTREAM RESOURCES THROUGH ITS EMAIL LISTSERV, MEETINGS OF THE FULL CoC MEMBERSHIP, AND REGIONAL MEETINGS. Resources are disseminated as requested by mainstream agencies or as needs are identified by CoC leaders. Mainstream resources are shared at Regional meetings. During the Regional meetings, agencies discuss needs within their agency with others. Communications are sent out by the Collaborative Applicant as new information is released, EXAMPLE:he CoC may assist with utilization of Medicaid or other benefits by providing technical assistance through the Collaborative Applicant, peer organizations, or CoC committees upon the request of project staff or through provision of training based on needs identified by the CoC. ACCESS TO MEDICAID AND OTHER BENEFITS IS DISCUSSED DURING CASE CONFERENCING AND IS ASSESSED DURING COORDINATED ENTRY INTAKE. Organizations help participants access Medicaid and other benefits as part of their regular case management activities. 3.The Collaborative Applicant discusses collaboration with healthcare and other organizations during site visits with CoC funded projects. COLLABORATIVE EFFORTS WITH HEALTHCARE ORGANIZATIONS MAY BE SHARED DURING REGIONAL MEETINGS, COMMITTEE MEETINGS, OR MEETINGS OF THE FULL CoC MEMBERS IF RELEVANT.

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.	Rehabilitation/New Construction Costs–New Projects. (Rural Set Aside Only).	
	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?	

You must select a response for question 3A-1.

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. - 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). - 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	Application Deadl...	10/17/2022
1B-2. Local Competition Scoring Tool	Yes	MO-606 SNOFO Scor...	10/17/2022
1B-3. Notification of Projects Rejected-Reduced	Yes	incurable deficie...	10/17/2022
1B-3a. Notification of Projects Accepted	Yes	Priority Listing ...	10/17/2022
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		
P-1a. PHA Commitment	No		
P-3. Healthcare Leveraging Commitment	No		
P-9c. Lived Experience Support Letter	No		
Plan. CoC Plan	Yes		

Attachment Details

Document Description: Application Deadline Notice

Attachment Details

Document Description: MO-606 SNOFO ScoreCard

Attachment Details

Document Description: incurable deficiencies

Attachment Details

Document Description: Priority Listing Posted

Attachment Details

Document Description:

Attachment Details

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Submission Summary

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

Page	Last Updated
1A. CoC Identification	10/17/2022
1B. Project Review, Ranking and Selection	10/17/2022
2A. System Performance	10/17/2022
2B. Coordination and Engagement	10/17/2022
2C. Coordination and Engagement–Con't.	10/17/2022
3A. New Projects With Rehab/New Construction	No Input Required
3B. Homelessness by Other Federal Statutes	10/17/2022
4A. Attachments Screen	Please Complete
Submission Summary	No Input Required

CoC Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs

The Missouri Balance of State Continuum of Care (the CoC) is thankful for the opportunity to submit a proposal for the Continuum of Care Supplemental Notice of Funding Opportunity to Address Unsheltered and Rural Homelessness. The CoC has collaborated with partner organizations and internal entities to address the prompts provided in this proposal. This proposal should address each question thoroughly and demonstrate the capacity of the CoC to implement and demonstrate an effective response to Unsheltered and Rural Homelessness within the geographic area of the Balance of State.

The CoC represents 101 counties within 10 Regions of our HUD defined geography and is applying for both the Unsheltered and Rural Set-Asides on behalf of our coverage as it encompasses both urban and rural communities. The decision to apply was made by a unanimous decision of the CoC's Board of Directors.

A.   Leveraging Housing Resources

1. Development of New Units and creation of housing opportunities (Required for Rural Set Aside)
The CoC did not have any new project submissions that met the criteria for permanent supportive housing or rapid re-housing units not funded through the CoC or ESG programs. In the CoC's internal competition, there were a variety of programs that applied, however, none provided sufficient documentation that the partner housing entity providing fifty percent of units included in the project/fifty percent of the program participants anticipate to be served by the project. The CoC will continue to seek new projects that have partnership and commitments to housing entities in the annual CoC NOFO process. Furthermore, the CoC will continue to work on recruitment of new members to the CoC and networking of organizations throughout the CoC geographical area. The CoC is working with **<insert name of PHA(s) here>** and is commited to collaborative work between the CoC and PHA's to pair vouchers with CoC-funded supportive services as well as work with the CoC and other stakeholder to develop a prioritization plan for potential allocation of Stability Vouchers or preference for general admission to the Housing Choice Voucher program through our Coordinated Entry System for individualsand families experiencing homelessness, at risk of homelessness, or fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking.

2. Landlord Recruitment (Required for Rural Set Aside)

The current strategy the CoC uses to recruit landlords fluctuates across the geographical area of the Balance of State as a whole. The CoC leans on case managers and social workers to develop relationships, not only with participants in housing programs, but landlords and property managers alike. Each agency has their own list of landlords who are willing to accept clients from the Coordinated Entry System or Housing Choice Voucher Programs. Additionally, Regional Leads throughout the CoC's coverage area attended a three-day landlord symposium throughout July that focused on landlord engagement and the purpose of housing choice vouchers. The CoC encouraged landlords, public housing authority representatives, and other industry partners located within the CoC's geographical coverage area to attend this opportunity. The CoC shared information, strategies and guidance learned with CoC members and stakeholders. Information from this symposium helped the CoC offer information to landlords about HUD voucher assistance programs, including the Housing CHoice Vouchers and other assistance programs. Representatives from local PHAs and local service providers have taken what they learned at these meetings to educate landlords and developers throughout the CoC, teaching them the basics of the HCV program and discussing why accepting vouchers is a good business opportunity. We are also taking the opportunity to incorporate Housing First and Housing Problem Solution conversations to help explain the big picture of the homeless system of care and our integral role in diversion, decreasing first time homlessness, and making the experience of being homeless as short as possible. Recently, Region 2 of the CoC (northeast area, counties: Lewis, Marion, Shelby, Manroe, Ralls and Pike) came together to host a local Landlord Meeting, which was an informational face-to-face gathering, hosted by one of our CoC-funded

agencies, in tandem with other local partners. The Region 2 Landlord Meeting offered free lunch with a keynote panel who spoke to landlords about local housing programs and provided education on the definitions of homelessness, as defined by HUD, in an effort to debunk stereotypes. The meeting concluded by sharing lists of resources and services that clients can receive while living in landlord supplied units to help bridge the gap between client and landlord understanding regarding routine activities and schedules that could take place. This meeting was met with a positive response, and a request from one landlord who was in attendance was made for more meetings like this across the CoC's geographical coverage areas. The CoC has taken this request to heart and is currently in the process of disseminating information provided by Region 2 to the other nine regions in the Balance, making it accessible for all regions of the CoC to replicate in their own areas.

 A new practice the CoC will soon implement is the use of Padmission. Padmission is a landlord engagement and housing search assistance software. The goal of the implementation of this software is to centralize landlord engagement. It is built so different members of the community have varied levels of access. Housing program participants see available housing in their area, with landlord information and expectations. Case managers and housing navigators can view property availability and can add landlords and property managers into the system as they build relationships with them. Finally, landlord and property managers update property availability, contact clients and housing navigators/case managers as needed through the system. The CoC will hire a staff member dedicated to the implementation of Padmission and the engagement of landlords across the geographical area of the CoC. This staff member will fill the need for discussions to facilitate Housing First, ease the challenges of the gap between affordable housing and accessing it, and will be committed to identifying best practices; using them to educate the CoC to better help the vulnerable populations. This new position will assist PHAs in better under standing their programs, as well as create innovative strategies to recruit and retain landlords through consistent professional community engagement.The data produced from Padmission will greatly affect the CoC and help identify gaps in housing access across the CoC. Within the platform, there are thorough reporting opportunities, such as Property Outreach: available landlord benefits, issues with individual landlords, and landlords' priorities (i.e. Veterans, single mothers, DV instances, etc.). The largest user population of this platform will be housing program participants. They will be working with a housing platform that is geared towards individuals and families in their situation, and will be able to have upfront knowledge of the possibilities of being accepted, despite having a difficult past. The CoC is entering into a 2-year grant period from a third party, Healthy Blue, to incorporate Padmission into the CoC's resources.

An additional element of the Landlord Recruitment of the CoC is the Housing Liaison program with the Missouri Department of Mental Health. This program was generated through an external grant with the DMH, and has partnered with subrecipient member agencies of the CoC to manage a staff member that works as the Housing Liaison of the organizations. Housing Liaisons operate within all 10 regions of the CoC and serve to address barriers with the Coordinated Entry system. Liaisons provide support and help clients identify housing options and supportive services that best fit their needs. The Liaisons work to find housing and landlords that are willing to work with the options that organizations have to offer and the expectations of the client to be living on the property. Essentially, Housing Liaisons are local housing experts that focus on all elements of the homeless system of care. For all regions the support of the Liaison program has allowed agencies to increase the time and personnel effort toward identifying and housing individuals and families experiencing homelessness.

The CoC is dedicated to learning best, research based strategies and putting them into practice. The CoC is working to educate landlords, stakeholders, PHAs, and service providers within the CoC's coverage area on special purpose vouchers programs, like the Emergency Housing Voucher program, highlighting the importance of maintenance, up-keep, inspection and repairs to help landlords understand all resources available to maintain unit health and safety. Landlord recruitment is an essential element to this process, and the CoC understands the necessity of conversations and positive relationships with landlords, property owners, and developers within local communities. This is done by attending local, state-wide and national learning opportunities like the ERASE Project by the National Low Income Housing Coalition, including attending its most recent online event, the Emergency Rental Assistance: A Path to a Permanent Program. Statistical information like unit size,

leasing potential, payment standards and turnover in voucher programs that is learned at these webinars and training is crucial to the CoC's understanding of new practices. In the future, the CoC will send a team of representatives to attend in person/hybrid events like the National Low Income Housing Coalition's Tenant and Community Leader Retreat and the National Alliance to End Homelessness' The SYSTEM Series. The MO BoS CoC strives to identify and recruit landlords who are invested in a housing-first mindset and host community events, listening sessions, workshops, meetings, coffee-talks, and hopefully one day, a retreat facilitated by the CoC.

2. *Leveraging Healthcare Resources*

The CoC did not have any new project submissions that met the criteria for permanent housing projects, including permanent supportive housing and rapid re-housing projects, that utilize health care resources to help individuals and families experiencing homelessness. In the CoC's internal competition, there were a variety of programs that applied, however, none provided sufficient documentation that the partner health care entity providing fifty percent of the funding being requested by the project. The CoC will continue to seek new projects that have partnership and commitments to health care entities in the annual CoC NOFO process. Furthermore, the CoC will continue to work on recruitment of new members to the CoC and networking of organizations throughout the CoC geographical area.

The MO BoS CoC and its funded agencies assess mainstream resources bi-annually to determine need, availability and access opportunities. When mainstream services are available, participants are connected to healthcare partners to complete the requirements necessary to obtain services like health insurance, food assistance, social security, disability, SOAR, PATH, Head Start, child care, VR, employment services. The CoC focuses heavily on leveraging existing community resources to meet the needs of the most vulnerable clients and ensure non-duplication of services. The CoC also partners with the Missouri Department of Mental Health, other Federally Qualified Health Centers, service providers along with Housing Liaisons who are nested within behavioral health organizations. The Housing Liaisons provide quick access to applicable and appropriate housing and case management, behavioral, mental health and substance use services and supports throughout the state.

3. *CoCs Current Strategy to Identify, Shelter, and House Individuals and Families Experiencing Unsheltered Homelessness*

1. *Current Outreach Strategy (Required for Rural Set Aside)*

The current outreach strategy of the MO BoS CoC utilizes partnerships and resources throughout the total geography to create multiple layers of access to housing resources. The CoC's outreach strategies are under constant review and revision with new developments being used to provide creative solutions throughout the 101 counties in the CoC's geographical area. The first layer of the CoC's outreach strategy is to have thoroughly integrated agencies in each of the 10 regions of the CoC. The CoC works within 10 geographic regions to provide Coordinated Entry and effective outreach to each county. Each region works to establish a network of agencies to connect with persons experiencing homelessness and provide supportive services. These partnerships allow agencies and other local organizations, like churches and food pantries, to work with the CoC network to ensure individuals and families are connected to agencies and have access to housing resources. Each region of the CoC meets on a monthly basis, in addition to the bi-annual CoC Full Membership meetings. While many of the agencies funded under ESG and CoC funds have their own street outreach programs, it is the collaborative structure of the local networks that provide the most complete geographic footprint for the CoC's outreach services. This is constantly changing, as the CoC grows and garners more partners, participation, and connections with organizations, agencies, and interested individuals/advocates.

The second layer of the CoC's outreach strategy is the integration of support from other funding sources. The CoC has cooperated with several programs to provide additional support in the processes of outreach. These are partnerships with local organizations that may or may not be directly involved with housing services. One of these programs is a dedicated call center, Missouri Connections for Health, that received funding from the Missouri Foundation for Health to develop support for organizations to allow client intake at any organization. Some of the rural communities in Missouri have not had adequate support to ensure access to Coordinated Entry is available. Through the development of the Call Center through Missouri Connections for Health and their ability to provide intake assessments, the CoC has seen agencies with limited capacity integrate into the CoC because there is a next step for the individual they may be involved with. This has been key in getting individuals in contact with the CoC's Coordinated Entry System, and furthermore into housing options available for them. Successful collaboration and support of local capacity limits has addressed severe challenges associated with outreach in our rural communities.

The other program the CoC has partnered with for this second layer of outreach strategy is a program created by the State Department of Mental Health through an external grant. This program has been focused on addressing barriers a person with unmet mental health needs may face when experiencing homelessness. The program funds sub-recipient agencies to manage a staff member serving as a Housing Liaison. The Housing Liaisons operate in all 10 regions of the CoC and serve to address barriers within the Coordinated Entry System. Across many regions the Housing Liaison staff members have served as critical outreach staff to identify persons in a given community that are experiencing homelessness with mental health needs. The Liaisons serve as locally based experts on the barriers individuals may face from all facets of the Homeless System of Care. Liaisons in many regions serve as outreach and intake staff for Coordinated Entry, where other regions they focus more on intensive case management. The Housing Liaison program is flexible, and meets the clients where they are. The frequency of how often they meet clients is dependent on the Liaison's personal schedule and caseload. This is key in the use of engagement strategies for unhoused individuals within the CoC. For all regions the support of the Liaison program has allowed agencies to increase the time and personnel effort toward identifying and housing individuals and families experiencing homelessness.

The third layer of our CoC's outreach strategy is the regionally structured and supported effort to conduct the annual Point In Time Count (PITC). The CoC recently developed a hierarchical structure to the Point In Time Count methodology that allowed for better distribution of tasks and local expertise to make better decisions. Each of the ten regions of the CoC selected a Regional PITC Coordinator. The regional leadership worked to ensure local counties had designated leaders and those county level PITC Coordinators had adequate support to recruit and train volunteers and plan counting efforts in their county. The PITC has always been an essential tool in the CoC to ensure complete geographic coverage in the CoC's outreach efforts. With the increased levels of responsibility, it also encouraged more regional awareness of outreach needs and strategies. Local agencies were able to identify encampment spaces and share that knowledge with other providers. Overall cooperation and shared information was greatly improved through the CoC's new methodology for operating the Point In Time Count.

The CoC has a large coverage area and includes many different agencies, entities and organizations. At the highest level, the CoC strives to have individuals of lived expertise on the Board of Directors. Subsequently, this leads to individuals with lived expertise to be involved in the Committees and Regions to speak into the policies and decisions making process of the CoC. The Veterans Committee of the CoC has a variety of individuals that come from different Veteran experiences. The Truman Veteran Hospital of Columbia MO employs Peer Support Specialists, who are individuals with lived expertise, who work individuals facing housing crisis on their level and bring them into housing services however works best. They are part of the Healthcare for Homeless Veterans and VASH. This includes attending group discussions, finding additional support and seeking appropriate housing options that are willing to work with them. The Youth Action Board of the CoC is also the mouthpiece of the CoC that speaks into the decisions and guides the CoC in working with youth experiencing homelessness. This work group discusses monthly the real issues that youth face and how

the CoC can make the hurdles they are currently facing more manageable. This Board works in tandem with the Youth Services Committee, to make distinct changes in the CoC. For example, the Youth Services Committee developed the Qualified Minor Training Tool and led three different virtual trainings on the Tool, for the CoC, school districts within the state and law enforcement entities. This was an enormous breakthrough for these school districts and law enforcement entities that were previously unaware of youth options when it comes to emancipation. Due to this committee's outreach and connection to systems, there is stronger knowledge through the state of Missouri for the options of youth struggling with being unhoused.

2.   *Current Strategy to Provide Immediate Access to Low-Barrier Shelter and Temporary Housing for Individuals and Families Experiencing Unsheltered Homelessness*

The CoC's current Strategy to provide immediate access to low-barrier shelter and temporary housing for individuals and families experiencing unsheltered homeless has two specific focus areas. First, the CoC focuses on the leveraging of additional resources and funding in the local communities. Second, the CoC leans on the complete integration of programs into the CoC's Coordinated Entry System. The CoC works with local providers of all funding sources through the CoC's regional structure. Each of the ten local regional bodies communicate monthly at the regional business meeting to share organizational updates, resources, events, and opportunities that others should be knowledgeable about. These meetings spread awareness of opportunities and additional programs that would be beneficial to persons experiencing unsheltered homelessness. Some examples of this include notification of Project Homeless Connects, Veteran Stand Down Events, Community Appreciation Events, unique opportunities from organizations for certain populations (example: Catholic Charities of Southern Missouri has the Healthy Moms, Healthy Babies program, the provides resources for new mothers in need of additional support services). Communication between CoC funded and Non-CoC funded projects at the local level on a regular basis ensures provisions from HUD, state funds, and other resources are incorporated into a cohesive homeless system of care.

This system of care is supported by the CoC and is utilized to ensure that the CoC is able to incorporate immediate shelter or temporary housing for individuals experiencing homelessness into the housing solution work conducted by local case managers though the CoC's Coordinated Entry System. Ongoing training and partnerships with local resources should continue to strengthen the ability to respond with immediate resources and transition to permanent housing. The CoC's Coordinated Entry System is accessible to all organizations or entities that are willing to put the time and effort into being a doorway into housing resources for unsheltered individuals. To become a Coordinated Entry Access Point in the CoC, an organization must: sign up for CoC membership, complete the online Coordinated Entry training, work with the HMIS lead for additional HMIS training (if applicable) and provide a Memorandum of Understanding, signed by the regional lead and the Lead Agency of the CoC. Additionally, to keep the Coordinated Entry system robust, the CoC requires that agencies involved with the system to recertify Coordinated Entry assessors annually. On the point of training, the Lead Agency of the CoC provides specific online training on topics as determined by the Board of Directors, twice a year. Organizations must complete this training to keep their membership in Good Standing. The CoC has learned from experience that this element of incentive for the training is the best way to encourage organizations to complete the training. One representative of the agency must complete the training and they are encouraged to share the information with the rest of the organization. Organizations are also free to assign the training as they see fit. This past year, the training focused on: Equal Access Rule and how to treat individuals who may have different gender identities, and Trauma Informed Care. The training provided on Trauma Informed Care was produced through the National Alliance to End Homelessness. The CoC has been working through different platforms, formats and elements of training to determine the best way to work with agencies. The CoC has archived the training on Equal Access Rule to keep accessible for organizations to utilize as needed. For example, as an annual training for their shelter staff or for new staff onboarding. This year, the CoC's training is focusing on Diversity/Inclusion and Client Care. A different method that the CoC used to provide training is to invite a speaker to the bi-annual CoC Full Membership Virtual Meeting to speak on Diversity and Inclusion. All members that were in attendance to the meeting online received certification of completing training. The CoC is

continuing to gain feedback from this training, and is working to determine the best ways to provide training. While the virtual speaker was something different than the usual online training through a learning platform, it is somewhat less accessible for organizations to return and gain all the information given on the topic. The CoC has provided a copy of the Diversity and Inclusion presentation and a recording of the meeting on the website. In the CoC's Coordinated Entry System, all organizations within a specific region of the CoC must have a Memorandum of Understanding to attend the monthly case conferencing to review the Priority Listing and discuss those most in need of housing options. The Priority List of the CoC uses dynamic priority to bring unhoused individuals into a safe space before moving on to other housing options. Each Region of the CoC hosts a monthly case conferencing, where agencies in the Coordinated Entry system discuss client needs, information, barriers, and refer individuals to spaces that will best serve the individual. Case Conferencing of the CoC is truly a key element in the access of shelter for individuals and families experiencing unsheltered homelessness. Additionally, the Housing Liaison Program and the Missouri Connections for Health have provided more access to the Coordinated Entry System for individuals in a housing crisis. The CoC's Coordinated Entry system is now more accessible due these programs' far reach across the CoC's geographic area. More recently, the Coordinated Entry Committee of the CoC has reviewed the Coordinated Entry Written Standards and has produced a new version of the written standards, which are clearer and provide more direct expectations for the CES system. These written standards were approved by the Board of Directors on September 22, 2022 and are accessible to all agencies through the CoC's website. These new standards have been thoroughly reviewed and vetted by the Coordinated Entry Committee, the Regions of the CoC and the members of the CoC Board. Additionally, to keep the CoC's expectation of keeping the Coordinated Entry system a well-functioning process, the CoC has been reviewing agency input and utilization of the Coordinated Entry System with Side-Door Reports, through the Lead HMIS agency and allotting funding scores for Missouri Housing Development Commission (including: Missouri Housing Trust Fund, Missouri Housing Innovation Program, and Emergency Solutions Grants), as well as this Special NOFO and the annual NOFO competition. The CoC has partnered with the Missouri State Department of Health, who generated the Housing Liaison program through an external grant. Housing Liaisons have become an integral piece of the Coordinated Entry system of the CoC. The program funds sub-recipient agencies to manage a staff member serving as a Housing Liaison. The Housing Liaisons operate in all 10 regions of the CoC and serve to address barriers within the Coordinated Entry System. Across many regions the Housing Liaison staff members have served as critical outreach staff to identify persons in a given community that are experiencing homelessness with mental health needs. The Liaisons serve as locally based experts on the barriers individuals may face from all facets of the Homeless System of Care. Liaisons in many regions serve as outreach and intake staff for Coordinated Entry, where other regions they focus more on intensive case management. The Housing Liaison program is flexible, and meets the clients where they are. The second program the CoC has partnered with is a dedicated call center, Missouri Connections for Health, that received funding from the Missouri Foundation For Health to develop support for organizations to allow client intake and assessment at any organization. Some of the rural communities in Missouri have not had adequate support to ensure access to Coordinated Entry is available. Through the development of the Call Center through Missouri Connections for Health and their ability to provide intake assessments, the CoC has seen agencies with limited capacity integrate into the CoC because there is a next step for the individual they may be involved with. This has been key in getting individuals in contact with the CoC's Coordinated Entry System, and furthermore into housing options available for them. With these new programs, the CoC has learned several lessons in growing pains. The CoC has noted that some of the systems in place are difficult to navigate and understand as a new entity entering the housing sector. The Department of Mental Health, and subsequently the Housing Liaison program had knowledge of housing and the intricacies involved, however bringing on many individuals into new roles at once led to be a challenge. This led to additional training, extra question and answer sessions, technical assistance and even the implementation of new policies in the CoC, to ensure that the Coordinated Entry System and HMIS are being appropriately delegated agencies within the CoC's geographical area. With the Missouri Connections for Health Call Center, originating from the healthcare sector did take time to effectively meld with the housing component of the Coordinated Entry system. Originally, the call center was set to be just that, individuals call in and are assessed over the phone and added to the Priority Listing. This showed the CoC the deficiencies in training for

data elements, the need for additional communication of resources in the regions, and importance of the connection to case conferencing. From this, the CoC has been working to gain a more comprehensive list of resources for all regions, and thereafter counties, within the CoC for all to access when needed. The CoC also has been holding monthly calls with the Missouri Connections for Health Call Center and the regions they are currently taking assessments for to ensure cohesive understanding, as well as procuring agreements for the call center to attend case conferences in all regions they are associated with.

3. Current Strategy to Provide Immediate Access to Low Barrier Permanent Housing for Individuals and Families Experiencing Unsheltered Homelessness. (Required for Rural Set Aside)

The current strategy to rapidly rehouse individuals and families experiencing homelessness experiencing unsheltered homelessness is represented in several elements within the CoC's structure. The Missouri Balance of State Continuum of Care requires all agencies to adhere to the Housing First philosophy to provide low-barrier access to housing. Second, the CoC provides training and education over Housing First principles, improving clients care and Trauma Informed best practices. Finally, the CoC has been working on incorporating strategically designed partnerships with outside entities to aid in the Coordinated Entry system access to the 101 counties of Missouri that are in the CoC geographic area determined by HUD. The CoC prioritizes the need for Housing First in the homeless system of care. Following the Housing First philosophy, the CoC follows the strategy of valuing flexibility, individualized support, client choice and autonomy when considering housing options for clients. The CoC does this by incorporating Housing First in the standards for the CoC, training provided by the Lead Agency and scoring projects that are applying for NOFO funds in the Rank and Review process. Housing First is a corner-stone guiding principle that the Coordinated Entry Written Standards of the CoC have been built off of. In the most recent revision of the CES Written Standards (updated September 2022), Housing First is laid out clearly for all agencies that participate in the Coordinated Entry System to adhere to. It is stated, "The MO BoS CoC CES adopts and abides by the principles of Housing First. The CES shall not screen any participant out of assistance because of: a perceived lack of housing readiness, active/history of substance use disorder, little/no income, domestic violence, sexual assault, human trafficking, dating violence, or stalking, resistance to services, type of disability/disability-related supports needed, eviction history/poor credit, lease violations/history of not being a leaseholder, criminal history, sexual orientation/gender identity/expression." Additionally, the CoC's Written Standards for Homelessness Assistance Programs also state that Housing First is a guiding principle of the CoC; stating, "an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry." Both of the sets of standards for the CoC as posted on the CoC's website as a consistent resource. The CoC Membership ratified the Written Standards for Housing Assistance Programs on October 6th, 2022. Within the written standards for housing programs in the CoC, there are resources provided for organizations to become more familiar with Housing First and the concepts associated with it. To ensure that organizations within the Coordinated Entry System have a complete understanding of Housing First, the CoC requires organizations to complete a Housing First Training and assessment upon becoming an Access Point of the CoC. This is an online virtual training that reviews the aspects of Housing First, how the CoC incorporates Housing First into the CES and assessments to ensure understanding. The CoC requires Coordinated Entry assessors to renew their certification annually by completing this training, and more, every year. On the note of training, the CoC has provided additional training that falls in the purview of Housing First, Client Centered focus. For members of the CoC to keep their membership in Good Standing, the CoC requires agencies to complete up to two hours of training every year in tandem with attending the bi-annual CoC full membership meetings. This past year, the Lead Agency of the CoC provided online virtual training for members to complete at their leisure over the topics of Equal Access Rule and Trauma Informed Care for Persons Experiencing Homelessness. The training for Equal Access Rule and understanding is still available for members of the CoC to utilize as a resource when needed. The training the CoC provided over Trauma Informed Care for Persons Experiencing Homelessness was procured through

NEAH (the National Alliance to End Homelessness) and was available to members to complete from December 2021 to March of 2022. This year, the CoC provided training within the first bi-annual full CoC membership meeting by bringing in the YMCA's Diversity, Inclusion & Global Team Co-Chair and Association Trainer, Jeni Koenigsfeld, to speak. Koenigsfled provided an introductory training to Diversity and Inclusion and provided concrete examples and techniques of how the YMCA made intentional changes to improve diversity and inclusion in the YMCA. For the final training the CoC will provide this year, the Lead Agency will produce an online course available to members via virtual learning platform to complete at their leisure over Motivational Interviewing and Care Coordination. As mentioned previously, the members of the CoC must complete this training and attend the Full CoC Membership Meeting to keep their membership in Good Standing.

Additionally, the CoC's strategy for providing immediate access to low barrier permanent housing for individuals and families experiencing unsheltered homelessness is embedded in the leveraging of local resources and funding in communities, as mentioned previously. A key component of getting individuals into permanent housing options is the connection of local agencies, organizations and entities. The CoC provides this by hosting monthly regional business meetings. The CoC is broken into ten regions based on geography. Each region of the CoC is to meet monthly, have their own local, elected leadership, and representative on the Board of Directors. Within these virtual meetings agencies share updates about any new programs they may be having, such as the West Missouri Action Agency's implementation of LIHEAP, in addition to the more known LIHEAP programs. Programs such as these are key for getting individuals and households into permanent housing options. This network of ESG & CoC funded organizations with non-funded organizations is crucial for a cohesive housing system of care. The CoC is also consistently working to bring in new membership to the CoC that have access to permanent housing resources. Encapsulated in the Regional structure of the CoC is the Coordinated Entry System. As previously mentioned, the CoC's Coordinated Entry System (CES) uses Housing First as a guiding principle on which the CES Written Standards were built. Additionally, the CES system requires training to be renewed annually for assessors, which includes Housing First, dynamic prioritization, participants rights, prevention, diversion and more. Once they complete this training, they work with the HMIS Lead for specific training and understanding on the HMIS. For agencies to participate fully in the CES, they must complete a Memorandum of Understanding with the Regional Lead and the Lead Agency of the CoC. This allows agencies to participate in Case Conferencing. This piece is imperative to the housing process. Regions determine the frequency of case conferencing, with the expectation to meet at least once a month. Within case conferencing, organizations discuss clients, their needs, and best placement based on options available.

To reinforce this strategy, the CoC has been working with third party organizations to provide more access to the Coordinated Entry System. The CoC has partnered with the Missouri State Department of Health, who generated the Housing Liaison program through an external grant. Housing Liaisons have become an integral element of the CoC and access to the Coordinated Entry System. The program works with sub-recipient organizations to fund and manage a member of the staff to be a dedicated Housing Liaison. The Housing Liaisons function in all regions of the CoC and work to improve issues within the housing system of care. The Housing Liaisons have served as critical staff to identify persons in communities that are experiencing homelessness with mental health needs. The Liaisons act as locally experts on the barriers individuals may face in attempting to gain housing. Liaisons in many regions serve intake staff for Coordinated Entry, where other regions they focus more on intensive case management. The Housing Liaison program is flexible, and meets the clients where they are. The second program the CoC has partnered with is a dedicated call center, Missouri Connections for Health, that received funding from the Missouri Foundation for Health to develop access to the Coordinated Entry System. Many of the rural counties in Missouri have not had support to ensure access to Coordinated Entry is available. Through the development of the Call Center through Missouri Connections for Health and their ability to provide intake assessments, the CoC has seen agencies with limited capacity integrate into the CoC because there is a next step for the individual they may be involved with. This has been key in getting individuals in contact with the CoC's Coordinated Entry System, and furthermore into permanent housing options available for them.

Finally, the CoC has embedded the expectations for Housing First with projects by scoring projects in the Rank and review process for the annual NOFO and this NOFO. The CoC utilizes the Housing First Scoring Tool provided by HUD, for organizations to complete and turn in. This is then reviewed by the Rank and Review sub-committee of the CoC to ensure understanding of Housing First. Based on this, the Rank and Review sub-committee scores projects and award points for upholding the Housing First principles.

These new strategies that the CoC has implemented recently: The Housing Liaison program with the Missouri Department of Mental Health and the Call Center with Missouri Connections for Health proved several lessons to be learned for the CoC. First, the CoC realized the need to reevaluate training for individuals and organizations outside of the housing sector. The Department of Mental Health had a clearer understanding upon entering the systems and processes currently in place with the CoC. However, bringing on many staff members into brand newly developed roles at once is a challenge. This led to additional training, extra question and answer sessions, technical assistance and even the implementation of new policies in the CoC, to ensure that the Coordinated Entry System and HMIS are being appropriately delegated agencies within the CoC's geographical area Missouri Connections for Health had a strong learning curve, as the nuances of the housing systems of care are difficult to navigate for newcomers. Throughout the implementation process of the Call Center, and ultimately the spread of the Call Center's coverage area, the Lead Agency kept in consistent communication with the Call Center's Executive Director. The Call Center needed additional guidance in navigating the CES process, this led to monthly meetings facilitated by the Lead Agency between the Call Center, the CES Leads of the regions the Call Center has access, and any agencies working with the Call Center. Soon, it became clear that the missing component from the Call Center was the element of case management/ case conferencing. The purpose of the Call Center is to provide access to the Coordinated Entry System for individuals, however without the additional information that only invested case managers/case conferencing can provide, individuals were getting lost in the system. This led to procuring resources in areas the Call Center is based, gaining Memorandums of Understanding and documentation for the Call Center to attend Regional Case Conference Meetings, and HMIS Access.

D. Updating the CoCs Strategy to Identify, Shelter, and House Individuals Experiencing Unsheltered Homelessness with Data and Performance

The MO BoS CoC utilizes several key strategies to ensure the CoC's homeless system of care continues to improve. The Missouri Balance of State CoC strives to reduce first time homelessness through improving prevention/diversion collaboration between agencies, consistent performance review, and providing access to low barrier access programs. This has currently been pursued through attendance at housing problem solving workshops and collaboration throughout the ten regions of the BoS. The Performance Committee reviews regional data on a quarterly basis and provides feedback to agencies biannually through the CoC's Performance Improvement Plan. The CoC also promotes public awareness of prevention resources and strategies to ensure clients engage in assistance prior to homelessness.

The CoC's street outreach efforts extend to the 101 counties within the CoC's geographical area through the Coordinated Entry System. This is done within the CoC by the designation of those counties into ten regions. Each Region has elected leadership in the form of: a representative on the Board of Directors, a Coordinated Entry Lead, and additional roles to support regional structure. For an organization to become a part of the Coordinated Entry System, they must: become a member of the CoC, complete the Lead Agency provided training (online and annually), and enter into an agreement with the Level 4 agency of the region and the Lead Agency of the CoC. If needed, the organization will follow up with additional training with the HMIS Lead for the HMIS system and data implementation. Once these expectations are in line, the agency may begin attending the regional monthly case conferencing and taking referrals from the Coordinated Entry System. The case conferencing element is key in strategically providing low barrier housing options for individuals experiencing homelessness. The designated List Holder of the Region provides the Priority List, and member agencies go through each client one by one to find the best housing options available. The CoC is working to incorporate

new partners through the Membership Committee by currently developing membership recruitment materials geared toward: equity-focused organizations, Persons of Lived Expertise, Public Housing Authorities, law enforcement and educational systems. For example, the CoC's Youth Services Committee developed a Qualified Minor Tool, to determine options available for youth. From there, a specified training was produced for specific populations. Three different trainings were held, for the members of the CoC, for McKinney Vento Housing Liaisons, and for public housing agencies and law enforcement. These populations are now more knowledgeable how to utilize this tool in their scope and how to give youth access to housing resources and options. With this recruitment and improved new member onboarding process, the CoC will work with these new members of the CoC to expand street outreach. The CoC will utilize data from CES prioritization and CES review to determine how well agencies within the CES are moving individuals with histories of unsheltered homelessness into permanent housing. Additionally, the CoC monitors agencies within HMIS using key strategies for improving system performance, established by the BoS. The metrics analyzed are: reducing first time homeless, length of time homeless, increasing successful exits and retention, decreasing returns to homelessness, increasing employment income and job resource partnerships, and increasing non-cash income.

The CoC's current strategy to provide access to low barrier shelter and temporary accommodations includes working with agencies that are utilizing the Emergency Housing Vouchers that are available to clients as needed. This was imperative to individuals who may have struggled with housing as a result of the pandemic. To further and improve the CoC's strategies, the CoC has several projects that cover the entire geographic area of the CoC. First, the CoC is planning to provide Coordinated Entry System Access through a Supportive Services Project. The SSO-CE grant will support and strengthen implementation of coordinated entry in all ten Regions. The Lead Agency will administer funds under the competitive Request For Proposal process as defined by the Board's direction. Currently, the work of the CE Lead Positions have little financial support. This SSO-CE grant will fill other unfunded gaps in Regional CE systems. All subgrantees will be responsible for a basic set of activities that support the infrastructure of the CE system and will identify other activities that will fill specific gaps in their region. Second, the CoC has partnered with the Missouri Department of Mental Health in the Housing Liaison program. This Housing Liaison program utilizes evidence-based best practices street outreach serving persons who are experiencing unsheltered, chronic homelessness impacted by severe mental illness, substance use disorder and co-occurring diagnoses. The supportive services are for vulnerable individuals with high service needs: generational poverty, high use of emergency rooms and crisis services, eviction and poor credit history, no transportation and frequent law enforcement interactions.The Housing Liaisons are local experts in the housing sector and meet clients where they are to get them access to housing options. With these programs, the CoC will be focusing on providing access to low-barrier shelter and temporary accommodations for individuals and families experiencing homelessness.

Finally, as previously mentioned, the CoC's strategy to use data and performance to identify, shelter and house individuals experiencing homelessness, is to monitor agencies within the HMIS, using key strategies for improving system performance, established by the BoS. The CoC works to identify SOAR trained agencies and provides resources to ensure agency staff are knowledgeable on assisting clients with mainstream benefits to improve client stability while housed. The CoC also works to identify regions with high client risk scores in order to connect specific resources to increase client stability and work diligently to develop partnerships with statewide resources. Data collected through these key strategies for improving system performance have allowed the CoC to create a directory of resources for clients seeking assistance in finding permanent housing and support throughout the ten regions of the BoS.

E. Identify and Prioritize Households Experiencing or with Histories of Unsheltered Homelessness

The CoC will ensure that the resources awarded under this Special NOFO will contribute to reducing unsheltered homelessness in the full geographic coverage area by utilizing several processes currently at work within the CoC structure. First, the CoC will ensure that all projects new to the CoC will be a part of the Coordinated Entry System. Second, the CoC will hold projects accountable through the committees of the CoC.

Finally, the CoC will use the new programs in the CoC as additional support to provide access to housing options to unsheltered individuals and families.

The MO BoS CoC has a robust Coordinated Entry System. Through years of trial, error, development and restructuring, the CES of the CoC is now an exceptional operating system. The CES process has four distinct elements: assessment, scoring, prioritization and eligibility determination. The assessment element is composed of a preliminary assessment or pre-screening tool which determines if a more in-depth assessment is necessary. If a more detailed assessment is necessary, the most current version of the VISPDAT will be used for the appropriate population. This assessment is used to evaluate risk factors, vulnerabilities and severity of service needs. Once scoring is completed, individuals are prioritized according to the MO BoS CoC CE Committee Written Standards, which have been established in accordance with 24 CFR 576.400(e) and 24 CFR 578.7(a)(9). Eligibility is then determined based on prioritization and program requirements. Due to all elements involved in the assessment model of the CES, the CoC has a dynamic prioritization process in place, which focuses on the most vulnerable first. With these safeguards in place and the expectation that new projects become fully functioning Access Level participants of the system, the CoC ensures that the resources provided in the NOFO will work to reduce unsheltered homelessness. Additionally, to keep projects accountable for success, the Performance Committee reviews data from CoC- and ESG- funded agencies and specific performance standards, such as: housing retention, returns to homelessnes, maintaining/increasing incomes, etc.

The CoC will adopt program eligibility and coordinated entry processes that reduce unsheltered homelessness through the CoC's Coordinated Entry Committee. This committee is responsible for the refinement of the Coordinated Entry process. Most recently, the committee has reworked and published a revised version of the Coordinated Entry System Written Standards on September 22, 2022. The CES Committee reviews the Written Standards and the Coordinated Entry System annually. Within this review, the committee will work to ensure that the CoC will adopt program eligibility and adjust the CES as needed to apply to new programs within the CoC.

The CoC will use street outreach to connect to unsheltered individuals and families with housing resources in a variety of methods. Within the Coordinated Entry newest revision of the Written Standards, a section outlines options and expectations for street outreach. For example, the standards state, "Current best practice indicates a CE Intake Tool would be completed during outreach when on first engagement a person experiencing homelessness. If the tool is not completed, the Mo BoS CoC communities will implement a follow up plan on how to continue engaging each client until the tool is completed. Best practice is that unsheltered clients who do not have a completed CE Intake Tool will still be added to the Prioritization List, or at minimum, each community in MO BoS CoC keeps a separate list of unsheltered clients who are still in need of a CE assessment." The standards go on to describe that ESG funded, CoC funded and DMH programs such as PATH, as well as any organization that participates in a team approach for coordinated street outreach are able to provide effective street outreach through flexible, respectful, and knowledgeable access to the CES. The frequency of this is determined by communities within the CoC. Additionally, these efforts will be augmented by the annual Point in Time Count. The Point in Time Count is an opportunity to ensure that all unsheltered homeless individuals are being identified, assessed and added to the Priority Listing. This planned outreach will involve a multidisciplinary and multi agency approach. To support this outreach capacity, the CoC will provide required and recommended annual training on outreach best practices, local resources, Coordinated Entry Assessment, Fair Housing, Housing First, Motivational Interviewing, Client Centered Services and more.

 Additional steps the CoC is taking to ensure individuals and families experiencing unsheltered homelessness are able to access housing and other resources in the community are embedded in this potential funding to support new and current programs functioning within the CoC. First, the CoC is working to increase housing availability. In the most recent ESG cycle, the CoC had several new projects for RRH that will increase bed availability within the CoC. The annual CoC competitive NOFO for the CoC also saw the incorporation of a new PSH project that will bring housing opportunities to northern Missouri in Sullivan County, a large resource

deficit area. This Special NOFO will potentially house several unique projects that will provide a variety of housing options, including several Transitional Housing options, which the CoC is severely lacking at this time, and RRH projects. With these new projects bringing in additional housing options for underserved areas, the CoC will ultimately improve the lives of those experiencing unsheltered homelessness. Second, the CoC has implemented two new large programs that work synchronously with the CES of the CoC. The CoC has partnered with the Missouri Department of Mental Health to implement the Housing Liaison program throughout the majority of the CoC. The program funds sub-recipient agencies to manage a staff member serving as a Housing Liaison. The Housing Liaisons operate in all 10 regions of the CoC and serve to address barriers within the Coordinated Entry System. Across many regions the Housing Liaison staff members have served as critical outreach staff to identify persons in a given community that are experiencing homelessness with mental health needs. The Liaisons serve as locally based experts on the barriers individuals may face from all facets of the Homeless System of Care. Liaisons in many regions serve as outreach and intake staff for Coordinated Entry, where other regions they focus more on intensive case management. The Housing Liaison program is flexible, and meets the clients where they are. The second program the CoC has worked with is the Missouri Connections for Health Call Center. In many rural areas of Missouri, there is simply no access to the CES. Agencies are few and far between, and may not be accessible to those most vulnerable in the homeless population. The Call Center, developed through Missouri Foundations For Health, currently provides access to the CES in three regions of the CoC, covering over 35 counties. Individuals are able to call in and receive an assessment over the phone, and then are integrated into the system. Additionally, the Call Center directs individuals to resources and has become an active participant of the CoC. Finally, the CoC plans to implement a CoC-wide, encompassing the 101 counties of Missouri in the CoC's coverage area, SSO CES project. This project will seek to filter out the current gaps in the CoC's CES. This grant will strengthen the implementation of the current CES in all ten regions of the CoC. The goals of this funding would be to: decrease time individuals are waiting to receive services, increase the number of the most vulnerable clients, provide more stable outcomes for clients, provide case management as well as access to supportive services. Through these CoC wide projects, the CoC will improve the reach and capacity of the CES and give the most vulnerable populations access to housing options.

F. Involving Individuals with Lived Experience of Homelessness in Decision Making.
The CoC works to include Individuals of Lived Expertise of Homelessness in service delivery and decision making at all levels of the CoC structure. These strategies include: representation of PLE on committees and PLE focus Board/workgroups/committees, representation at agency leadership leadership level, constructive feedback opportunities under CES review, and inclusion of lived experience in regional and board roles. Through the inclusion of individuals with lived experience of homlessness on the CoC's governing bodies and within the leadership of funded agencies, the CoC engages with authentic voices. The CoC has established committees composed of Individuals with Lived Experience who are heavily involved in the decision making processes. The Youth Action Board and Youth Services Committee work to represent the needs of youth and young adults experiencing, or with previous experience, of homelessness. Through quality data analysis, collaborative effort of partnerships within and outside of the CoC, these two groups ensure effective services and advocacy for youth experiencing homelessness within the CoC. The CoC depends upon the experience of these individuals to guide the CoC in the utilization of the data to ensure informed decisions are made to assist youth in seeking housing resources, develop and recommend appropriate training for CoC members, and ensure the experience of youth is well represented. The CoC's Veterans Services Committee works to represent the needs of Veterans who interact with the homeless system of care, identifying the needs of these individuals and their families, putting their lived expertise at the forefront. Members of this committee collaborate with other CoC entities, including Veteran-specific organizations like the Missouri Harry S. Truman Memorial Veterans' Hospital, the Veterans Community Project, and local health care coalitions to assist Veterans in seeking and receiving the resources that fit their individual service needs. The Veterans Services Committee engages the wisdom of lived expertise to assist in developing training for key stakeholders throughout the CoC to ensure agencies and staff are well-equipped to operate best practices when serving Veterans with housing needs. This committee also works to ensure the experience of Veterans is present and heard in the CoC decision-making

processes. The Victim Services Committee involves individuals with lived experience of homelessness in decision making by including input from people currently, or with experience of prior, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking or human trafficking. This vulnerable population helps the CoC with collaborative efforts of partnering with agencies throughout the 101 counties of the CoC's diverse geographic coverage area, identifying severe service needs, and developing recommendations for appropriate areas of growth within the CoC.

Additionally, the CoC encourages projects to include PLE at the center of their housing development strategies, procedures, and work to ensure meaningful engagement, whether through street outreach, community engagement, or interagency networking. Through the NOFO and this Special NOFO Rank and Review Process, the CoC encouraged projects to collaborate with PLE within their organizations to identify needs, create innovative ideas, as well as source information to be utilized across the CoC, like the Mental Health Lived Experience Engagement Framework for example. Many of the CoC's projects engage PLE within their internal processes. By utilizing the knowledge of PLE in the CoC's decision making processes, these actions work to disrupt racism, discrimination, and disparities within the homeless system of care and leverage resources for the most underserved populations. The CoC works together with PLE to systematically assess the use of existing resources within the CoC, identify the need for additional resources and share ideas for new resource development within the geographical coverage area.

G. Supporting Underserved Communities and Supporting Equitable Community Development
The CoC works diligently to support and serve underserved communities and to develop equitable community development. This is done in a variety of methods within the CoC. The CoC collaborated with Homebase in 2019 to produce a Gaps analysis of the MO BoS CoC. This analysis was access to the extent of: resources being distributed and accessed equitably across the CoC and that system outcomes are equitable. There were several key findings that include, but are not limited to: stakeholders unawareness of inequity in the system and lacking training in diversity, equity, inclusion, resource are not equitably distributed across regions and counties, disinvestment in resources cause an impact in the rise of unsheltered homelesses, and People of Color experience homelessness at a higher rate rather than individuals identifying as white. Based on this analysis of the BoS, the CoC has taken strides to close these gaps and improve the homeless system of care. Currently, the CoC is working to provide a new Gaps analysis of the CoC internally, to be able to view improvements and disparities within the CoC. Additionally, the CoC relies on Street Outreach from local communities coordinated within the broad networks of programces, services and staff within the CoC membership who interact with persons experiencing unsheltered homelessness to identify unreached populations within the CoC's geographic area. These outreach efforts are currently aided by the implementation of several new programs to the CoC. First, the CoC has partnered with the Missouri Department of Mental Health to place the Housing Liaison program within the CoC. The program funds sub-recipient agencies to manage a staff member serving as a Housing Liaison. The Housing Liaisons operate in all 10 regions of the CoC and serve to address barriers within the Coordinated Entry System. Across many regions the Housing Liaison staff members have served as critical outreach staff to identify persons in a given community that are experiencing homelessness with mental health needs. The Liaisons serve as locally based experts on the barriers individuals may face from all facets of the Homeless System of Care. Liaisons in many regions serve as outreach and intake staff for Coordinated Entry, where other regions they focus more on intensive case management. Due to the rural nature of the CoC, the need of an intensive supportive service outreach component is needed for the CES and strategies were put into place to address the need of supportive services and housing.

Since 2019, the CoC has expanded the original Special Populations Committee to become four distinct committees that represent different populations with specific disparities: the Youth Services Committee, the Racial and Gender Inequities Committee, the Veteran Services Committee, and the Victim Services Committee. Each of these committees are charged to view systems and processes within the CoC through the lens of their designated populations and speak into the decision making and improvement processes for all. This is how underserved communities within the CoC's geographic areas interact and are represented in the homeless

system of care. Additionally, they are encouraged to provide training, review the Coordinated Entry System, invite Persons of Lived Expertise, and more. As a result, these committees have made improvements for each specified population in their own ways. For example, the Youth Services committee developed the Qualified Minor Tool for the CoC, provided training, not only for the CoC over the tool, but also McKinney Vento Liaisons, law enforcement and PHAs. Now, these previously unreached populations outside of the CoC are able to work with unhoused youth to find support options. The Veteran Service Committee is developing an all inclusive resource directory for Veterans that will be available to all agencies within the CoC. The committee deemed it necessary to have all resource types, designated by the county available. Most recently, the Veteran Service Committee invited a guest speaker, a Peer Support Specialist of Truman Memorial Veterans Hospital to speak on his experiences, both as a person of lived expertise and as a Peer Housing Specialist, working with individuals who are where he was in the past. The Truman Veteran Hospital of Columbia, MO employs Peer Support Specialists, who are individuals with lived expertise, who work individuals facing housing crisis on their level and bring them into housing services however works best. They are part of the Healthcare for Homeless Veterans and VASH. The Racial and Gender Inequities Committee worked in tandem with the Coordinated Entry Committee to develop the Voluntary Anonymous Questions to add to the Coordinated Entry Intake process. These are two simple questions that ask the client's experience and if they would be willing to share more information. This anonymous tool will be invaluable once fully implemented in the HMIS and provide the CoC a direct view into the CES process itself. Underserved communities in the CoC's geographic areas interact with the homeless system in a variety of ways. Currently, the CoC has quite a few partners with healthcare organizations that provide housing support assistance as part of their programs. The CoC interacts with underserved communities through clinics and behavioral health organizations in many of the most rural and underserved areas of the CoC. Many of these partners are key Access Points for the CoC's Coordinated Entry System. With this implementation of the CES in healthcare, CoC has direct access to vulnerable clientele that otherwise may not have access to the homeless system of care. Additionally, the CoC has interacted with the youth population via the CoC's Youth Action Board. As previously mentioned, the Youth Action Board of the CoC speaks into the policies and decision making process of the CoC by giving real experiences, finding areas for improvement, providing suggestions to the Youth Committee and the Board of Directors of the CoC.

The MO BoS CoC encourages best practices of outreach and engagement between agencies who provide services and people experiencing homelessness to ensure they are aware of the Coordinated Entry System process and how clients can access homeless services within each community and, when possible, staff will complete CE assessment onsite at that Access Point or refer clients to an Access Point where the assessment can be completed. Staff provide ongoing outreach to known locations where the homeless population spends time – drop in centers, libraries, soup kitchens, etc. Staff have the capacity to be dispatched to a location to engage with a homeless client in real time when notified by law enforcement, first responders, community partners, etc. Staff provide street outreach to known camp locations. Staff engaged in street outreach need to coordinate with other agencies and/or local law enforcement to create safety protocols and a safe environment in which to engage the homeless population who are living in remote locations. Staff should not visit remote camp locations on their own. To support this outreach capacity, the CoC will provide required and recommended annual training on outreach best practices, local resources, Coordinated Entry Assessment, Fair Housing, Housing First, Motivational Interviewing, Client Centered Services and more.