MADISON
STREET MEDICINE

Overflow Shelter Program Core Operations Manual

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Capacity Management & Flow

Prioritization Criteria for Open Beds

Madison Street Medicine (MSM) Overflow Shelter Program will follow the same priorities as the Bartillon Drive Porchlight shelter for unhoused men. MSM will not have independent access to the Bartillon wait list, but will receive a list from Porchlight each day to fill beds.

Bed Utilization

All guests must check in daily by the deadline and use their assigned bed nightly in order to retain it.

Stay Duration

The overflow shelter operates as a safe warming space for people on the men's shelter wait list. Once someone is offered a bed at the men's shelter, they will forfeit their room at MSM's Overflow Shelter program.

Supportive Services

Capacity Management

Shelter guests will have many unique and diverse needs. To the best of their abilities as time allows, shelter staff will refer guests to external service providers or resources that will meet their needs, however this is not the primary responsibility of the overflow shelter.

Coordinated Entry Participation

The overflow shelter will coordinate with Coordinated Entry (CE) ensuring guests can be assessed, prioritized, and referred to permanent housing resources in accordance with CE procedures. This includes timely completion of assessments and updating information in HMIS to support community-level prioritization and placement.

Monitoring and Evaluation of Shelter Utilization

Staff will use data reported through HMIS and supplemental reports on a schedule specified in the operating contract, and will review findings with Dane County Staff as needed to assess whether policy adjustments are needed or desirable to improve utilization and access.

Dane County will review bed night utilization with Shelter Leads and the Executive Director to identify and address any patterns of underutilization. Persistent underutilization may prompt a joint review of bed assignment practices, waitlist management, or outreach and notification processes.

Intake & Exit

Intake

Intake will happen as guests arrive. During the intake appointment, the staff will do the HMIS enrollment with Coordinated Entry questions, Intake staff will walk the guest through the overflow shelter's policies and procedures. The guest will sign all required forms related to their overflow shelter stay, and staff may make the guest a Clarity ID card, if applicable. The guest will then be given an orientation to the site.

Bed Assignment & Protocol for Guest Bed Retention

Guests will be assigned an available room upon arrival. Requests for reasonable accommodations will be prioritized for any re-assignment. Room re-assignments may be made from time to time for operational needs, but staff will attempt to minimize any disruptions to the shelter guests stay.

Enrolled guests must check in each day to retain their bed. After designated check in time, unclaimed beds may be released to the waiting list.

Exit

Guests may be exited from the overflow shelter when any of the following occur:

- Participant secured housing
- Participant has been offered a bed at the men's shelter
- Participant has not returned to the overflow shelter in accordance with the bed assignment protocol.
- Participant is asked to leave due to behavioral reasons specified in this policy
- Participant is deceased

Overflow Shelter Operations

Staff Qualification and Training

During onboarding, shelter staff will receive orientation to the building and policies and procedures. They will also complete training on de-escalation that provides an important foundation for resolving conflicts that arise.

Staff will be enrolled in a virtual training academy, which allows them to access information on a variety of topics beyond the required courses, including mental health, substance use, advanced de-escalation, understanding root causes of homelessness, and self-care.

Other training will include best practices, Clarity, naloxone administration, discussion on active shooter scenarios, emergency responses and other identified topics.

Staff will participate in any identified on-going training we determine may be needed.

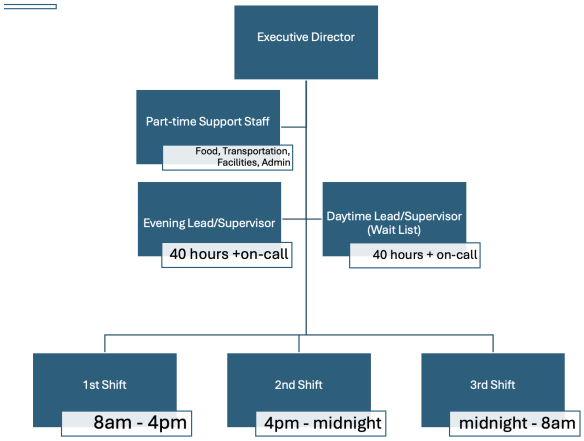
Safety & Security

Rounds

Staff will do rounds on the hotel floors, as well as the common areas of the hotel and exterior of the building every 1-2 hours. Times will vary based on what is going on and to avoid predictability of when staff will be present in various areas. While doing rounds, staff will carry a walkie-talkie, phone and the jump bag containing naloxone, the AED and other first aid supplies.

Staffing levels

The hotel will be staffed 24/7. Staff will be scheduled in pairs with additional staffing to manage the wait list. There will be a lead staff member on-call at all times for emergencies.



Staff Identification

Staff will wear name badges or visible apparel that clearly identifies themselves as MSM staff. High visibility vests will be worn while in the parking lot and while doing rounds outside of the building.

Weapons Policy

Weapons are not allowed in shelter, including guns, knives, and any other item that may be used or construed as a weapon, either real or replica. Shelter staff will call the police when firearms are seen on property.

Sharps Policy

Individual red boxes will be made available as needed for those who have injectable medications. Filled red boxes may be returned to the office for disposal.

Overdose Response

Shelter staff will be provided with training on administering naloxone. Naloxone will be available in the office. Staff will carry naloxone in the jump bag while doing rounds both inside and outside the building. The jump bag not only contains naloxone but an AED and other first aid supplies.

Emergency Evacuation and Tornado/Weather Emergencies

Staff and guests are required to follow hotel policies. Staff will coordinate with hotel staff and first responders in cases of emergencies, including but not limited to fire, natural gas, violence or active shooter, tornado, blizzard, power interruption or other emergencies.

Health

Infectious Disease Response

To prevent the spread of infectious disease inside the hotel:

1. The shelter should remain stocked with personal protective equipment (PPE) for staff, including masks and gloves, and staff may provide access to guests as availability allows.
2. In order to prevent a large outbreak, staff may periodically require that masks be worn by shelter guests and staff inside the hotel. Staff may institute additional policies and procedures in accordance with Public Health or CDC recommendations.
3. Staff will follow MSM vaccination requirements.

Mental Health Emergencies

When a guest reports a mental health crisis, or staff observes a mental health emergency:

1. Staff should first communicate to the guest that they are there to provide support.
2. If the guest expresses that they need support for a mental health or substance use crisis try calling CARES, if available. Staff may suggest that the guest call the 988 Suicide & Crisis Lifeline.
3. If the guest is reporting active suicidal ideation, or is communicating a plan or intent to commit suicide, staff should call Journey Mental Health Crisis at (608) 280-2600 or CARES, if available. Staff should report the situation to CARES or Crisis, then ask the Crisis worker to speak to the guest and develop a safety plan. After the guest is finished, staff should speak again with the Crisis worker to agree on the best course of action. Next steps may include keeping the guest safely in shelter, or transporting them to the emergency room if necessary.
4. If staff perceives that the guest is an imminent danger to themself or others (e.g., they are brandishing a weapon and/or actively threatening harm), staff should call 911. Be sure to indicate it's a mental health issue and see if they can send the CARES team. Expect the police to come if there is any threat of danger. Staff should then do their best to clear the area of other guests and staff.
5. Following any incident that requires calling Crisis or 911, staff must complete an incident report

Physical Health Emergencies

When a guest reports a physical health issue or injury, or staff observes a physical health emergency:

1. If the guest is responsive, staff should ask the guest if they would like to call or have staff call 911.

2. If the guest declines to seek medical treatment but requires first aid, staff should don personal protective equipment (PPE) and administer first aid as appropriate.
3. If the guest declines to seek medical treatment but the shelter staff believes the guest to be in need of hospitalization, staff may still call 911.
4. If the guest is unresponsive, staff should call 911 immediately and follow any directions given by the 911 operator. This may include administering naloxone, using the AED, and/or performing chest compressions. AED is located in the jump bag.
5. Following any incident that requires calling 911, staff must complete an incident report.

Other Health Issues

Staff will notify the MSM nurse or medical volunteers, plus the hotel if appropriate, of any instances of

- scabies
- lice
- bed bugs
- other non-emergency medical concerns

Response to Death of an Overflow Shelter Guest

When a guest appears to have died:

1. Staff should call 911 immediately and follow any directions given by the 911 operator. The individual should not be moved from where they were found.
2. Staff should follow all bodily fluid precautions and/or biohazardous waste procedures per Guide, as applicable.
3. Staff should call on-call as soon as practicable. On-call will notify the Executive Director.
4. Emergency personnel or law enforcement will contact the coroner once the guest is assessed as deceased. Staff should allow the coroner any information from our files to assist in finding the "next of kin". The coroner will remove the deceased.
5. As the word spreads, offer support to those who may be struggling with the news.
6. After the coroner contacts the family, Shelter Leads/On-call may reach out to any known emergency contact and/or family to offer condolences and to make arrangements for the deceased's belongings, if applicable. Staff may store a guest's belongings for up to 90 days after their death.
7. After any death in the shelter, staff must complete an incident report

Personal Belongings

The hotel and overflow shelter is not responsible for guest belongings. All personal items, except restricted items and bicycles, must be kept in the room or in your vehicle.

Restricted items include:

- weapons
- alcohol
- illegal drugs
- pets
- unmarked prescriptions
- combustibles

Any items that are not allowed are subject to disposal. Additionally, guests may be asked to remove or dispose of items that are odorous, unhygienic, or unsafe. Personal items found outside of the rooms are subject to disposal.

Vehicle Parking

The hotel parking lot is available to guests and shelter staff, community partners and vendors while they are providing services on site.

To park in the lot, cars must be registered to someone actively staying at the shelter.

Guests and visitors may not sleep or loiter in their car while it is parked in the hotel parking lot.

Accessible parking stalls are available to any vehicle with a "parking for people with disabilities" (PWD) hangtag or license plate on a first-come, first-served basis. Vehicles without a PWD hangtag or license plate may not access these spaces.

All cars in the parking lot must be operable, and car repairs may not be conducted in the lot. Cars that are inoperable, abandoned, parked outside designated spots, or otherwise in violation of parking policies may be towed at the owner's expense.

Bicycle and E-Mobility Parking

Guests may park bicycles and e-mobility devices in the designated bicycle parking area during their shelter stay. Guests are strongly encouraged to use a bicycle lock to secure their bikes and e-mobility devices. The hotel and overflow shelter is not responsible for lost, stolen, or damaged bicycles or bicycle equipment.

Bicycles and e-mobility devices may not be brought inside the hotel.

Bicycles and e-mobility devices left behind after a guest leaves shelter or bicycles and e-mobility devices believed to be abandoned will be handled according to the shelter's property left behind policy in support of hotel rules. Shelter staff may contact the Madison Police Department regarding procedures for potentially stolen bicycles. Abandoned bicycles will not be given to other guests.

Weapons Storage

Weapons of any kind are not allowed inside the shelter, but shelter staff acknowledge and understand that overflow shelter guests may have items on their person that they wish to turn over for temporary storage and take with them when they leave. Shelter staff will have access to a weapons safe.

Use of the safe is subject to the following policies:

- Absolutely no firearms are allowed on hotel property, and firearms will not be stored. Shelter staff will call the police every time firearms are detected or seen on property
- Only items recognized by staff as weapons may be stored in on-site weapons lockers.
- All weapons will be stored in the safe. Only staff will have access to the safe combination.
- Guests may not access their weapons during their stay. Guests may only retrieve their weapons upon exit from the MSM Overflow Shelter.
- Guests must remember to take all stored weapons with them when they exit shelter. All items left in shelter weapons lockers may be subject to disposal per the property left behind policy.

Medication Storage

Guests will store medications in their room, if needed, in the room safe.

Property Left Behind

Upon shelter discharge, the guest must remove all belongings from their room. If a guest does not return to their room, their room staff will remove all belongings, and non-perishable items will be labeled and stored.

Belongings are held for a minimum of 7 days from the date the shelter guest was discharged. Shelter staff may dispose of unclaimed belongings at the expiration of the 7 days storage period unless it has been identified that a person has been hospitalized, jailed or otherwise detained and unable to return to retrieve the items. In those cases, an alternative plan to retrieve the items will be agreed upon.

Former guests can retrieve belongings by contacting shelter staff and arranging a time. The guest must present identification and sign for their items. A designee may also claim belongings, provided the shelter receives authorization from the former guest and the designee presents identification and signs for the items at pick-up. Staff will log any

belongings given to a designee.

Room Checks

Room checks will happen at least twice a week. Additional checks may be needed to address identified concerns and maintain a safe environment. Staff will knock and announce themselves, enter rooms in pairs, respect participant belongings and privacy and document any issues to be resolved as well as the date and times of entry.

Guests who present at shelter without being on the waitlist

Guests who do not have a room will be turned away. Staff will educate people about how to get on the waitlist.

Pets, Service and Assistance Animals

Pets

The shelter does not allow pets.

Service Animals

Guests with a service animal may access shelter with their service animal.

Emotional Support Animals

If permitted by the hotel, emotional support animals may also be allowed if the shelter guest requests a reasonable accommodation and supplies staff with a letter from their medical professional indicating that the guest has a disability, and that this animal is necessary to support them with their disability. All guests who enter shelter with an approved animal must acknowledge and sign the Service & Assistance Animal Guidelines.

All Animals

Guidelines include:

- Follow all hotel policies.
- Service or assistance animals must be kept with the guest and harnessed, leashed, or tethered whenever the guest is in or around the hotel unless a service animal cannot due to its duties.
- Service or assistance animals must be housebroken. The guest must take their animal outside when necessary, and clean up after their animal when it is on hotel property.
- If the service or assistance animal is out of control, the guest must take immediate and effective action to control it. The guest must stop any and all inappropriate behavior, including being aggressive or threatening toward any other guest or staff, or begging for food.
- The guest is responsible for any and all damages caused by their service or emotional support animal.
- Injury and/or threats of injury to other guests or staff or damage to property may result in the guest being asked to remove their animal.

Guests are solely responsible for their service or assistance animals. Shelter staff, hotel staff, volunteers, or other guests may not feed, pick up after, or care for service or assistance animals while they are on shelter property unless there is a reasonable accommodation request approved. If the guest fails to adhere to any of the rules regarding service or assistance animals, the guest may continue to access services, but their service or emotional support animal may not be allowed.

Incident Reports

An incident report should be completed when any of the following occur:

- EMS, Fire, CARES, Crisis or police contact
- Any accident or injury to a guest or staff
- Any physical altercation
- Sexual assault of any kind
- Any overdose
- Damage to property

- Use of a weapon on or near property
- Illegal activity on property
- Negative interactions with hotel staff
- Any event or behavior leading to suspension or termination of shelter services
- Community or hotel complaints
- Shelter guest grievances

The primary staff member who witnessed or was directly involved in the incident is responsible for writing the report. Other staff who were present should review the report for accuracy.

Staff is expected to write the incident report during the same shift.

Whenever possible, staff should use the standard electronic shelter incident report form so the Leads/On-call and Executive Director are notified.

Guest Expectations & Conduct

Shelter Expectations and Community Standards

MSM Men's Overflow Shelter is intended to provide a safe, respectful, and dignified environment for everyone who stays, works, or volunteers here. We recognize that people come to shelter with different experiences, needs, and challenges. All guests, staff and volunteers are expected to contribute to a community where everyone can feel as safe and welcome as possible. Guests are expected to follow the guidelines below while using overflow shelter services and while on hotel property and in the surrounding community.

Good Neighbor Policies

The overflow shelter is part of the surrounding community. Guests are expected to help maintain respectful relationships with nearby residents, other hotel guests, businesses, and shared public spaces, and act in accordance with the overflow shelter's Good Neighbor Agreement.

We want to be a positive presence in the community and a place where everyone – shelter guests, other hotel guests, hotel staff, shelter staff, and neighbors – feels safe and respected. Everyone working or staying at the MSM Overflow Men's Shelter plays a role in that.

Behavior outside the hotel that threatens safety, damages property, or creates ongoing community concerns or hotel issues may affect access to shelter services.

Panhandling

Shelter guests may not request money, rides, food or other goods from other hotel guests. Participants may not engage in panhandling on or around hotel property or in a manner that disrupts shelter operations, threatens the safety of others, or violates applicable laws.

Safe and Respectful Behavior/Guest Expectations

Guests must help maintain a safe and respectful environment for all shelter guests, hotel guests, hotel staff, shelter staff, volunteers, and community members. Staff may intervene in conflicts and may ask guests to separate, relocate, take a walk, lower noise levels, or otherwise help de-escalate situations with the goal of keeping everyone safe and at the hotel.

The following behaviors are not permitted:

- Possession of Weapons
- Use or possession of drugs or alcohol
- Violence or physical aggression
- Intimidation or threats of violence

- Harassment, bullying, or discriminatory behavior
- Sexual harassment, or unwanted sexual contact
- Behavior that disrupts the safety or operation of the hotel or shelter, including disrespecting or failure to follow hotel staff directions
- Repeated conflicts that cannot be resolved through staff intervention
- Tampering with smoke detectors and other hotel equipment

Guests are expected to help maintain a clean and usable shelter environment for everyone. Guests must:

- Follow staff instructions related to health, safety, and hotel and shelter operations
- Smoke only in designated areas
- Keep rooms and common areas reasonably clean
- Wear appropriate clothing in public areas of the hotel and shelter
- Respect quiet hours

Guest Expectations

While staying in shelter, the expectations for guest behavior are:

- Treat others with respect. This includes neighbors, staff, other guests, and anyone you encounter in the surrounding area.
- Keep the area clean. Use trash cans and avoid leaving belongings or litter in public or shared spaces.
- Be mindful of noise and activity. Keep voices, music, and gatherings at a reasonable level, especially during early morning and evening hours.
- Use space appropriately. Avoid lingering in nearby private property, business entrances, or areas where you are asked not to be.
- Follow the law. Illegal activity – including theft, vandalism, drug distribution, or violence – is not allowed and may impact your ability to stay at the shelter.

Weapons

Weapons are not allowed on hotel property, including guns, knives, and any other item that may be used or construed as a weapon, either real or replica. See operations section for further information.

Drugs and Alcohol

Illegal drugs, drug distribution, and alcohol use are prohibited on hotel property and surrounding area.

Guests will not lose shelter access solely for appearing intoxicated. However, behavior that threatens the safety of others, disrupts shelter or hotel operations, or violates shelter expectations may result in consequences, up to and including termination of shelter services

Guests who are found with drugs or alcohol on hotel property will be asked to dispose of it. Refusing to dispose of prohibited substances, distributing drugs, or repeated instances of substance use on hotel property may result in loss of shelter bed.

Property and Belongings of Others

Guests are expected to respect hotel property and the personal belongings of others. The following behaviors are prohibited:

- Theft
- Vandalism or intentional property damage
- Tampering with hotel equipment or safety systems

Guests are responsible for their own belongings. The hotel and shelter are not responsible for lost or stolen items.

Rooms may be accessed by staff if there are concerns about hygiene, safety, or security.

Guests must remove all belongings at the end of their shelter stay.

Responses to Community Concerns and Violations of Guest Expectations

Community, Hotel and Guest Concerns

Shelter staff are here to support guests, hotel staff and the surrounding community.

Community members concerns

Community members who have concerns can address them to:

Phone: 608-910-8438

Email: msmshelter@madisonstreetmedicine.org

Staff response to concerns they become aware of by another hotel guest or community member should be handled as follows:

- Staff will focus first on understanding what happened and talking with the community member directly as well as the shelter guest if they can be identified.
- The goal is to resolve issues early and respectfully, not to punish.
- Repeated or serious concerns may affect the shelter guests ability to stay, especially if they impact safety or the shelter's or hotel's relationship with the neighborhood, so an incident report should be written for any reported incidents.
- If a community member is not satisfied, staff should refer the community member to a shelter lead/on-call if talking with staff does not resolve the issues.

When responding to concerns and subsequently talking to the shelter guest, shelter staff will:

- Hear the guest's side of the story.
- Treat guests with dignity and fairness.
- Not rely on anonymous or one-sided complaints alone.
- Focus on problem-solving rather than punishment whenever possible.
- Avoid placing expectations on guests that go beyond what is reasonable or lawful.

If shelter guests have concerns/Grievances

Guests who have a concern or complaint about shelter services are encouraged to approach shelter staff directly. If no solution is reached, the guest may fill out a Overflow Shelter Grievance Form or otherwise submit their concern in writing or otherwise communicate their concern to the Shelter Leads/On-call. In the case of a complaint against a shelter lead, submit concern to the MSM Office Manager. Management staff will attempt to resolve the issue, or may escalate it to the Executive Director if necessary. A copy of our grievance and appeals process can be found at the office and on our website at madisonstreetmedicine.org.

Shelter leads will document all reported grievances and resolutions.

Consequences for Guest Expectations Violations

When shelter or hotel expectations are not followed, staff will respond in a way that considers the seriousness of the behavior, the safety of others, prior incidents, and the overall circumstances.

Responses may include:

- Verbal reminders or warnings
- Request to leave for the evening (Tier 1)
- Loss of shelter bed and suspension (Tier 2)
- Shelter Ban (Tier 3)

Whenever possible, staff will attempt to de-escalate situations before issuing a suspension or removal. However, behavior involving violence, serious threats, weapons, sexual assault, or significant safety concerns may result in

immediate removal from shelter and hotel property and/or involvement of law enforcement.

Guests who are suspended or banned will be informed of the reason for the decision and the appeal process. Staff will track suspensions and bans in the incident log.

Policies and tier levels will be posted in the shelter staff office and at madisonstreetmedicine.org.

Suspension of Services

If a shelter guest fails to adhere to a shelter or hotel guideline, they may be subject to loss of services, the extent of which will depend on the severity of the incident.

Tier 1 – Leave for the Night

If a guest is asked to leave shelter for the night, they may retain access to their bed the following day and continue their stay, provided that they check in with staff by the designated deadline and discuss how they will adhere to shelter guidelines moving forward.

Tier 2 – Loss of Bed & Suspension

If a guest loses their shelter bed for higher-level or repeated rule violations, or threat to the safety of shelter or hotel guests or staff, they may be issued a suspension, during which they are ineligible a shelter bed.

Tier 3 – Ban

If a guest loses their bed for a rule violation that is severe and/or constitutes a significant threat to the safety of shelter or guests or staff, they may be issued an extended ban from shelter.

Suspension Tiers	Type of Violation(s)	Examples
1 – Guest asked to leave for the night	Lower-level rule violations, refusal to comply with a request/direction from staff, conflicts/situations that cannot be deescalated	- Smoking inside - Disconnecting smoke alarms - Incidental property damage - Using drugs or alcohol on hotel grounds - Theft (low monetary value, items returned) - Verbal harassment/dispute involving another shelter or hotel guest or staff that does not include threat of violence - Causing a disturbance that interferes with others' ability to use the hotel - Violations of the Good Neighbor Agreement - Panhandling on hotel property or surrounding area

2 – Loss of bed + suspension	Higher-level rule violations, repeated rule violations, threats to safety of guests or staff	- Significant or repeated violations of the shelter Good Neighbor Agreement - Possessing drugs or alcohol on hotel grounds and refusing confiscation - Selling/distributing drugs - Repeated or higher monetary value property damage - Theft (higher monetary value, items not returned) - Sexual harassment or unwanted sexual contact - Physical intimidation or direct threats to guests or staff - Physical altercation w/ another guest - Brandishing or threatening use of a weapon - Aggressive or repeated panhandling - Repeated smoking violations
3 – Ban	Major rule violations, threats to safety of guests or staff (repeated/severe)	- Significant property damage - Sexual assault - Direct threats to guests or staff (repeated/severe) - Physical assault/battery of guests or staff resulting in need to go to the hospital - Use of a weapon against shelter or hotel guests or staff - Possession of a firearm - Banned by the hotel

Appeals

If a shelter guest believes a suspension or adverse decision was incorrectly or unfairly issued, they may submit a written appeal. If a guest believes that they have adequately addressed the grounds for a suspension or adverse decision, they may submit a written reinstatement request. Appeals and reinstatement requests must be submitted in accordance with the MSM Appeals Policy. During the appeal process, services will remain suspended. This policy does not limit shelter management staff's discretion to reinstate shelter services to a guest at any time without a formal application

Community Engagement

Community Engagement & Stakeholder Feedback

The shelter is committed to being a responsible and responsive community partner. Shelter staff will actively participate in ongoing community engagement efforts related to shelter operations and neighborhood impact.

Shelter staff will attend and participate in organized meetings with neighborhood residents, the hotel, businesses, and other stakeholders as scheduled, as well as other check-in meetings as requested. These meetings provide a structured forum for sharing updates on shelter operations, receiving community feedback, and identifying opportunities for collaboration and improvement.

To support transparent communication and positive neighborhood relations, shelter staff will develop and maintain a Good Neighbor Agreement. Shelter staff will also maintain accessible communication channels through which nearby residents, businesses, and stakeholders may submit concerns, questions, or suggestions.

Community members who have concerns can address them to:

Phone: 608-910-8438
Email: msmshelter@madisonstreetmedicine.org
Comments: Click here

Shelter leads/on-call and the Executive Director will serve as the primary point of contact for community engagement and stakeholder relations. Shelter staff will ensure community input is reviewed and considered as part of ongoing operational planning and decision-making.