

**Governing Board Meeting:** Thursday, June 25, 2020; 2pm-4pm

Board Members				
Kathryn Firmin-Sellers, Chair	Patrick Hayes, Vice Chair	Timica Melvin	Lily Haken	Hope Marshall
Stacy Lowry	Anthony Ryback	Sonia Jenkins	Alesha Eaves	
Maya Marshall	Deronda Metz	Stephen McQueen	Warren Wooten	
Tchernavia Montgomery	Dennis LaCaria	Lashieka Hardin	Rodney Tucker	

**Agenda**

Time	Item	Facilitator
2:00pm-2:05pm	<b>Welcome, attendance</b>	Kathryn Firmin-Sellers (welcome) Attendance (Erin Nixon)
2:05pm-2:10pm	<b>Review May meeting minutes</b> <b>VOTE:</b> Approve April meeting minutes	Kathryn Firmin-Sellers
2:10pm-2:25pm	<b>COVID-19 Response Updates:</b> new developments in the community response since last meeting	Any Board member who would like to share
2:25pm-2:35pm	<b>Home4Good Framework Workgroup Update</b>	
2:35-3:15pm	<b>Board Discussion:</b> NC DHHS ESG-CV funding priorities and Back@Home Model	Kathryn Firmin-Sellers
3:15pm-3:25pm	<b>Public Comment</b>	Erin Nixon
3:25pm-3:30pm	<b>Board Vote</b> 1. Approve priorities for NC DHHS ESG-CV funding	Kathryn Firmin-Sellers
3:30pm-3:45pm	<b>NOFA Application Scoring Tool Review</b>	Erin Nixon
3:45pm-3:50pm	<b>New CoC website</b>	Courtney LaCaria
	<b>Committees &amp; Workgroups:</b> updates provided to Board members via email & in meeting materials—need to vote to approve EIC & MNC slates	
3:50pm-3:55pm	<b>Board vote:</b> 1. Approve EIC & MNC slates	Kathryn Firmin-Sellers
	<b>Upcoming Meeting Dates:</b> -Governing Board Meeting: 7/23 from 2-4pm -Proposed full CoC Membership Meeting: 8/27 from 2-3:30pm in place of CoC Governing Board Meeting	
4:00pm	<b>Adjourn</b>	Kathryn Firmin-Sellers

**Our Vision:** Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg Community. Everyone has housing choices and prompt access to a variety of housing resources and supports that meet their needs.



NC DEPARTMENT OF  
**HEALTH AND  
HUMAN SERVICES**

**ROY COOPER** • Governor  
**MANDY COHEN, MD, MPH** • Secretary  
**JOYCE MASSEY-SMITH, MPA** •  
Director, Division of Aging and Adult Services

**The North Carolina Emergency Solutions Grants Program**  
CARES Act Supplemental Funding ESG-CV Allocations

**CARES Act Available Funding**

The North Carolina Department of Health and Human Services (NCDHHS) is seeking proposals for up to \$16.58 million in Emergency Solutions Grant CARES Act (ESG-CV) funding for homeless services providers in North Carolina to assist with responding to the COVID-19 public health crisis, subject to the availability and appropriation of funds. The State’s overarching goal for this funding is to preserve life and health through investments that will help prevent the further spread of COVID-19 in homeless populations and promote system transformation to address overcrowding and promote housing stability during this public health crisis.

The ESG-CV funding may be used to fund any of the eligible ESG program activities – Crisis Response activities (Street Outreach, Emergency Shelter), Housing Stability activities (Homelessness Prevention, Rapid Rehousing), and HMIS. The State will work collaboratively with Continuums of Care (CoCs) to provide funding to both current ESG subrecipients and new applicants that meet ESG program eligibility to perform activities that are crucial to preserving life and health and forward-looking activities that build a stronger, healthier, more effective homelessness and housing system in North Carolina. To that end, the State is prioritizing funding toward Housing Stability activities that can be quickly implemented to assist individuals and families living in unsheltered environments and those exiting congregate and non-congregate shelter sites to permanent housing.

To ensure statewide coverage of Housing Stability activities that are able to ramp up quickly during this time, NCDHHS is leveraging and expanding the Back@Home North Carolina program to support CoCs, communities, and agencies in their Housing Stability efforts. CoCs will have the opportunity to opt out of Back@Home if they do not find that it will add capacity or efficiencies to the agencies in their community.

**ESG-CV Funding Allocations**

To establish a fair distribution of program funds, the NC ESG Program uses the Department of Housing and Urban Development’s (HUD) Continuum of Care (CoC) Pro Rata Formula as the basis for determining the amount of eligible funding for each Local Planning Area (LPA). Six entitlement communities receive ESG funding directly from HUD. The chart below shows the allocations from HUD for the six entitlements and the NC ESG Program (funds allocated to the state).

Grantee	FY19 HUD Allocation
Charlotte	\$ 1,765,572.00
Durham	\$ 602,383.00
Greensboro	\$ 675,621.00
Raleigh	\$ 950,338.00
Wake	\$ 626,800.00
Winston-Salem	\$ 660,748.00
NC State ESG	\$ 18,423,179.00

**NC DEPARTMENT OF HEALTH AND HUMAN SERVICES • DIVISION OF AGING AND ADULT SERVICES**

LOCATION: 693 Palmer Drive, Taylor Hall, Raleigh, NC 27603  
MAILING ADDRESS: 2101 Mail Service Center, Raleigh, NC 27699-2101  
www.ncdhhs.gov • TEL: 919-855-3400 • FAX: 919-733-0443

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Total NC ESG	\$ 23,704,641.00
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The allocation that these entitlements receive from HUD are considered when determining each CoC's eligible amount. The CoC Pro Rata percentage is multiplied by the total amount of ESG-CV funds allocated to North Carolina (NC State ESG + entitlements). This is considered the total amount that each LPA should have as its share of ESG-CV funding.

For communities that do not receive entitlement funding from HUD, the full amount will come from the NC ESG State Share. For entitlement communities, the amount received directly from HUD will be subtracted from their share, so only a portion of the total ESG-CV allocation will be awarded through the NC ESG Program. The chart below shows the total allocation for each entitlement community with the amount of program funding administered by the local government and the NC ESG Program.

ESG-CV Allocation by Local Planning Area

The chart below shows the ESG-CV allocation by Local Planning Area for the first allocation of ESG-CV funds.

Local Planning Area		NC ESG-CV Allocation
NC-500	Winston-Salem	\$712,943
NC-501	Buncombe	\$430,358
NC-502	Durham	\$578,309
NC-503-R1	BoS Region1	\$426,528
NC-503-R2	Bos Region 2	\$398,825
NC-503-R3	BoS Region 3	\$646,533
NC-503-R4	BoS Region 4	\$570,933
NC-503-R5	BoS Region 5	\$1,024,307
NC-503-R6	BoS Region 6	\$671,793
NC-503-R7	BoS Region 7	\$1,233,738
NC-503-R8	BoS Region 8	\$570,253
NC-503-R9	BoS Region 9	\$778,417
NC-503-R10	BoS Region 10	\$794,528
NC-503-R11	BoS Region 11	\$368,031
NC-503-R12	BoS Region 12	\$512,145
NC-503-R13	BoS Region 13	\$502,309
NC-504	Greensboro	\$929,015
NC-505	Charlotte	\$1,699,277
NC-506	Tri-Hic	\$550,968
NC-507	Raleigh/Wake	\$1,346,009
NC-509	Gaston-Lincoln-Cleveland	\$636,322
NC-511	Cumberland	\$440,822
NC-513	Orange	\$341,633

NC-516	Northwest	\$416,864
<b>TOTAL</b>		<b>\$16,580,861.10</b>

### Division of Funding Among Eligible Activities

CoCs may determine the amount of funding that goes to each eligible program activity. However, due to the nature of COVID-19, NCDHHS requires that CoCs allocate a minimum of 60% of funding to Housing Stability activities. However, if a CoC determines that there is a greater need for Crisis Response (Emergency Shelter and Street Outreach) in their community and would like to allocate less than 60% of the available funding to Housing Stability activities, it may provide a letter of justification to NCDHHS for approval.

### Additional CARES Act Changes

ESG-CV Act funding eliminates requirements for matching funds, local planning, procurement standards, and the cap on Emergency Shelter funding. It also expands Homelessness Prevention eligibility to those below 50% AMI. CARES funding eliminates habitability and environmental review standards for temporary emergency shelters.

### Back@Home Model

As the COVID-19 pandemic impacts North Carolina and more individuals in North Carolina communities require rapid rehousing and homelessness prevention services, it is critical that North Carolina ramps up capacity to serve the most people, in the fastest way, with the best outcomes statewide. Back@Home is a best practice model that provides infrastructure and support to agencies statewide. The model is aimed to support agencies that have both significant experience and expertise in Housing Stability activities and those that have limited experience and require additional support – and all agencies in between. To do this, the Back@Home model, offers: (1) Capacity & Support; (2) Efficiencies through Shared Infrastructure; (3) Additional Access; and (4) Data Systems to Show Collective Impact and Progress Toward Shared Goals.

### Capacity & Support

- **Access to training and technical assistance (TA) resources:** Training and TA from experts in Housing Stability program implementation, landlord recruitment, progressive engagement, etc.
- **Ongoing field support and case conferencing:** Regular coaching calls to support implementation and provide feedback loop on how to shape program design.

### Efficiency and Access

- **“No Wrong Door Approach”:** Back@Home works to create a seamless entry point to all individuals needing housing stability assistance and resources. Agencies will provide both rapid re-housing and prevention, depending on the household’s needs and the program will serve any subpopulation: youth, chronically homeless, high need/high barrier, etc.
- **Streamlined requisition requests:** Online HFA Portal for electronic submission.
- **Unit inspection and documentation process:** Access to a system process that completes debarment, FMR/rent reasonableness checks, and HQS inspections (coordinated within 48 hours) on behalf of the Rehousing Agency.
- **HMIS and Coordinated Entry Flexibility:** Workflows that are integrated with CoC HMIS (NC HMIS and HMIS@NCCEH) and Coordinated Entry (CE) workflows.
  - Data entry in either HMIS implementation (NC HMIS or HMIS@NCCEH)
  - Support Coordinated Entry Modifications to meet anticipated COVID-19 need through NC 2-1-1, which will be flexible in implementation and modeled based on CoC need. Back@Home will work with each CoC to identify how 2-1-1 best meets the community’s needs.

### Collective Impact

- **Statewide goals and strategy:** Can work together to meet goals for statewide impact. Regional or county goals can vary (e.g., focus on moving people out of non-congregate shelters or unsheltered population).

- **Data:** Process, financial and outcome data pulled across agencies and state to show collective impact on housing response. Rapid cycle evaluation to allow for program to be nimble and fill gaps and summative evaluation.

**Back@Home Application Process**

The Back@Home model will work with agencies to provide statewide coverage for Housing Stability activities. Agencies that apply to be Back@Home Rehousing Agencies may apply to serve one or multiple counties, especially in areas that do not have current Housing Stability service, even if they do not currently serve that area. The Back@Home team will provide technical assistance and support to grow and build capacity that meets best practices statewide.

**Next Steps**

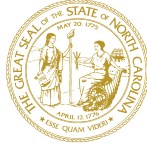
NCDHHS will release applications with three components (Regional Application, Crisis Response Project Application and Housing Stability Project Application) to communities in the coming days.

1. Regional Application: In this application, CoCs will prioritize funding among the ESG eligible categories and recommend Projects that should be funded to NCDHHS.
2. Crisis Response Project Applications: All applicants that request funding for Crisis Response activities must submit a Crisis Response Project Application to their CoC for review. The CoC will select projects that meet the needs of their community and recommend funding amounts that are within their ESG-CV grant allocation to NCDHHS for final decision and award.
3. Housing Stability Project Applications: All applicants that request funding for Housing Stability activities must submit a Housing Stability Project Application.
  - a. If the CoC is participating in the Back@Home model, the agency will submit their application, with a letter of support from their CoC, directly to NCDHHS for review and selection. Agencies will be selected through a competitive process.
  - b. If the CoC is NOT participating in the Back@Home model, the agency will submit their application to their CoC for review. The CoC will select projects that meet the needs of their community and recommend funding amounts that are within their ESG-CV grant allocation to NCDHHS for final decision and award.
4. CoCs that wish to spend more than 40% of their allocation on Crisis Response activities and/or opt out of the Back@Home model must submit a letter of justification to NCDHHS for review. The letter of justification should describe the community process used to make the decision.

<p><b>Chris Battle</b>          ESG Homeless Programs Coordinator          Division of Aging and Adult Services          North Carolina Department of Health and Human Services          919-855-4984 office  <a href="mailto:Chris.Battle@dhhs.nc.gov">Chris.Battle@dhhs.nc.gov</a></p>	<p><b>Lisa Worth</b>          ESG Homeless Programs Coordinator          Division of Aging and Adult Services          North Carolina Department of Health and Human Services          919-855-4993 office  <a href="mailto:Lisa.Worth@dhhs.nc.gov">Lisa.Worth@dhhs.nc.gov</a></p>	<p><b>Joseph M. Breen, MS</b>          Section Chief          Division of Aging and Adult Services, Planning, ESG and Service Support Section          NC Department of Health and Human Services          919-855-3435 office  <a href="mailto:joseph.breen@dhhs.nc.gov">joseph.breen@dhhs.nc.gov</a></p>
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Community ESG Email: [ncesg@dhhs.nc.gov](mailto:ncesg@dhhs.nc.gov)

2101 Mail Service Center  
 Raleigh, NC 27699-2101



STATE OF NORTH CAROLINA  
DEPARTMENT OF HEALTH AND HUMAN SERVICES

ROY COOPER  
GOVERNOR

MANDY COHEN, MD, MPH  
SECRETARY

ERIKA FERGUSON  
DIRECTOR, HEALTHY OPPORTUNITIES

May 22, 2020

Norm Suchar  
U.S. Department of Housing and Urban Development  
451 7th St SW  
Washington, DC 20410

Dear Mr. Suchar,

I am writing to inform you of our plans to use a portion of the ESG-CV funding to implement a statewide rehousing program and inquire if there are any barriers to us doing so.

Back@Home is a housing stability intervention using a rapid rehousing approach that is a critical part of the State's disaster response. First used in response to Hurricane Florence, Back@Home connected displaced disaster survivors to resources and services to prevent homelessness and create stability and long-term self-sufficiency by providing direct services including:

- **Housing Navigation Services**– assistance to find and move into housing
- **Financial Assistance**– financial support for short-term rental assistance (up to 24 months) and associated housing costs, including utilities and arrears
- **Case Management Services**– services to help families stabilize in housing

Back@Home utilizes a progressive engagement approach, where each household receives only the amount and duration of service they need to create self-sufficiency.

The Back@Home model can be utilized and scaled statewide for a COVID-19 response, building on the infrastructure of Back@Home-Florence, and adding new elements to meet the unique dimensions of this public health and economic crisis.

Back@Home-CV will rapidly rehouse individuals and families experiencing or at imminent risk of homelessness. We anticipate most households will be moved into a new home while some will be stabilized in their current housing. Though serving a slightly different population, Back@Home-CV will replicate Back@Home-Florence with a few prioritization and eligibility adjustments. Because all households served by Back@Home-Florence were displaced, stabilizing households in current housing situations was not an option. Back@Home-CV will be able to include this option in order to avoid an episode of homelessness with the same eligible activities.

WWW.NCDHHS.GOV  
TEL 919-855-4800 • FAX 919-715-4645  
LOCATION: 101 BLAIR DRIVE • ADAMS BUILDING • RALEIGH, NC 27603  
MAILING ADDRESS: 2001 MAIL SERVICE CENTER • RALEIGH, NC 27699-2001  
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Back@Home-CV will use a combination of rapid rehousing and prevention activities. Households will be assigned to the appropriate activity based on the categories of homeless definitions and eligibility.

The program will follow ESG regulations and serve households eligible under current rules. To be eligible for Back@Home-CV, individuals and families would have to meet the following eligibility criteria:

#### Rapid Rehousing Assistance

- Very Low Income: at or below 50% Area Median Income (at annual assessment, not initial intake)
- Meets HUD Criteria for Defining Homelessness and Recordkeeping Requirements:
  - Literally homeless
  - Fleeing/attempting to flee domestic violence

#### Homelessness Prevention Assistance

- Very Low Income: at or below 50% Area Median Income (at intake and at 3-month intervals)
- Meets HUD Criteria for Defining Homelessness and Recordkeeping Requirements:
  - Imminent risk of homelessness
  - Fleeing/attempting to flee domestic violence

Due to the anticipated high need of services, Back@Home-CV will utilize a prioritization methodology through coordinated entry to ensure that all housing assistance is distributed based on level of need and population vulnerability.

#### Procurement of Rehousing Agencies for Statewide Coverage

Back@Home-Florence utilized four Rehousing Agencies to provide program coverage and consistency across the 28 disaster-declared counties. Rehousing Agencies are non-profits or units of local government that work directly with individuals and families displaced by the storm to find housing and provide necessary case management to regain stability. Scaling statewide will require additional organizations to provide statewide coverage. The NC Department of Health and Human Services (NCDHHS) is the ESG recipient and would put out an RFA to select organizations that would cover regions of the state and serve as Rehousing Agencies. Through the selected Rehousing Agencies, the program would create full statewide coverage for rapid rehousing and homelessness prevention services in a best practice model implemented consistently across geographies.

#### Financial Management

The North Carolina Housing Finance Agency (NCHFA) served as the fiscal agent for Back@Home-Florence and is the proposed fiscal agent for Back@Home. NCHFA created a secure online portal for the Back@Home program where rehousing agencies submit all program requisitions and all required supporting documentation. NCHFA staff review all requisitions and supporting documentation and reimburse rehousing agencies accordingly. NCDHHS will crosswalk the current Back@Home-Florence portal with the eligibility and documentation needs for ESG-CV and work with NCHFA to make any necessary changes.

## Training and Technical Assistance for Rehousing Agencies

Training and technical assistance on prevention and rapid rehousing best practices including case management, progressive engagement, creation of stability plans, landlord recruitment and engagement, etc. will be provided. Operating Back@Home as a statewide rehousing program provides the ability to create, maintain, and streamline systems, allowing Rehousing Agencies to house individuals and families more quickly. Processes that can be handled at the state level remove some of the burden from Rehousing Agencies (e.g., NC 2-1-1 as “front door to the program” to provide initial eligibility screening; process to coordinate inspections statewide).

## Back@Home Unit Recruitment

A vital part of housing navigation services is locating available, affordable units in the community for eligible households. All units that will be used for the Back@Home program must have:

1. Passed HUD Housing Quality Standards (HQS) inspection
2. Fair Market Rent (FMR) and Rent Reasonableness check (except when granted 6-month FMR waiver applies)
3. Debarment check

Back@Home has an efficient approach managed through NCHFA and Socialserve to quickly assess these criteria and arrange all inspections. Units are often inspected with a rent reasonableness and debarment check within 24 hours to ensure individuals and families can quickly move into permanent housing.

## Intake and Data Collection

2-1-1 will do an initial intake screening and place households on the “by-name list” for Back@Home Rehousing Agencies to serve. This will be coordinated with each CoC’s coordinated entry system. Referrals from 2-1-1 and client data will be stored in the Homeless Management Information System (“HMIS”). Rehousing Agencies must utilize the HMIS to input client data within 10 days of data collection. Domestic Violence (DV) programs are prohibited from entering data into HMIS and should collect the same data through a comparable system designated by NCDHHS.

Basic information on each client is also stored in Smartsheet, which serves as the “by-name list” for the program. Smartsheet tracks the program’s caseload, households’ progress toward housing, and new referrals and enrollments. Smartsheet is used to report real-time information on households and program outcomes.

The two-part data system from Back@Home-Florence tracks a central “by-name list” of all households housed or in the process of being housed by the program and allows for live, actionable data. The program runs weekly reports on households housed (broken down by county and demographics), average days to house a household, and outcome data like positive and negative exits from the program. Back@Home-Florence had great success with an over 90% positive exit rate, meaning that over 90% of households successfully maintained permanent housing at program exit.

## Coordination with Continuums of Care and Current ESG Subrecipients

NCDHHS leadership charged the North Carolina Interagency Council on Coordinating Homeless Programs (ICCHP), a governor-appointed council, with creating a plan for a COVID-19 response for people experiencing and at risk of homelessness. The group creating the response includes representation from North Carolina CoCs and homeless provider agencies. The group is and will continue to consult and



solicit feedback from North Carolina’s 12 CoCs and homeless provider agencies on the Back@Home-CV design and implementation plan.

**Housing Stability Programs Activities and ESG-CV Funding**

		Back@Home
2-1-1 Triage and Referral		✓
Housing Stabilization Case Management		✓*
Flexible Financial Assistance	Rental Assistance	Up to 24 months*
	Rental Arrears	Up to 6 months*
	Utility Assistance	✓*
	Utility Arrears	Up to 6 months*
	Application Fees	✓
	Deposits (Rent, Utility)	✓*
	Barrier Busters	✓
	Moving Costs	✓*
	Household goods	✓
Housing Navigation	Housing Navigation	✓*
	Housing Search	✓*
	Liaison/negotiation with rental properties	✓*
	Move-In Fees	✓
	Upfit + Repairs	✓

\* ESG eligible

This chart outlines the key activities and types of assistance that would make up the Back@Home-CV programs. Which activities and assistance are eligible under ESG are delineated above, but other sources of funding would also be used to support these programs to serve more households, provide additional flexibility, and fill gaps where ESG-CV cannot be used.

Please advise of any concerns with this approach to using ESG-CV funds to create a statewide rehousing system.

Thank you,

*Erika Ferguson*

Erika Ferguson  
 Director of Healthy Opportunities  
 NC Department of Health and Human Services



# **North Carolina Interagency Council for Coordinating Homeless Program (ICCHP)**

**COVID-19 Response and Recovery  
CoC Meeting: CoC Discussion**

**June 8, 2020**

# Welcome

- Erika Ferguson  
Director of Healthy Opportunities  
NC Dept of Health and Human Services  
[erika.ferguson@dhhs.nc.gov](mailto:erika.ferguson@dhhs.nc.gov)
- Denise Neunaber  
Executive Director  
North Carolina Coalition to End Homelessness  
[denise@ncceh.org](mailto:denise@ncceh.org)

# Goal

- Develop a COVID-19 response and recovery plan related to those who are experiencing homelessness or housing insecurity. The team will develop an actionable, comprehensive plan to ensure homelessness, due to or exacerbated by COVID-19, is prevented, or if it can't be prevented, it is rare, brief, and one-time only.
- Define needed activity, create a plan to operationalize, identify budget needs.

# Permanent Housing

- Goal to quickly move individuals experiencing homelessness into permanent housing to prevent the spread of COVID-19 among the state's homeless population and the broader community.
- To accomplish, North Carolina will need added:
  - Capacity
  - Support
  - Efficiencies
  - Access
  - Collective Impact

# Collective Impact

- *“Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.”*
- Collective impact initiatives involve a centralized infrastructure or backbone support, a dedicated staff, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants.

# Back@Home Model

## Capacity & Support

- **Access to training and technical assistance resources:** Training and TA from nationally recognized experts in RRH implementation, landlord recruitment, progressive engagement, etc.
- **Ongoing field support and case conferencing:** Regular coaching calls to support implementation and provide feedback loop on how to shape program design.

# Back@Home Model

## Efficiency

- **Flexible Approach:** Back@Home serves any subpopulation: youth, chronically homeless, high need/high barrier, etc. to fill gaps
- **Streamlined requisition requests:** Online HFA Portal for electronic submission.
- **Unit inspection and documentation process:** Access to a system process that completes debarment, FMR/rent reasonableness checks, and HQS inspections (coordinated within 48 hours) on behalf of the Rehousing Agency.
- **HMIS and Coordinated Entry Flexibility:** Workflows that are integrated with CoC HMIS (NC HMIS and HMIS@NCCEH) and CE workflows.
  - Referral workflow that meets HUD CE HMIS standards required by October 1, 2020.
  - Data entry in either HMIS implementation (NC HMIS or HMIS@NCCEH)
  - Support Coordinated Entry Modifications to meet anticipated COVID-19 need
    - High volume, call center telephonic CE access point through 2-1-1 that can help meet increased volume
      - Connection with diversion and other resources HHs need in crisis to prevent needing to access homeless system
      - Flexibility for different community workflows to ensure prioritization meets community needs



# Back@Home – Coordinated Entry

- **Access and screening:**
  - 2-1-1 will screen for eligibility and placed on a list for enrollment for anyone who calls
  - Back@Home rehousing agency and CE process will collaborate and share data to ensure no duplication of efforts.
  - CoC CE process can also refer directly to Back@Home for people who don't call 2-1-1.
- **Options for collaboration and customization:**
  - CE can work with Back@Home to prioritize specific system needs like clearing a non-congregate shelter, decompressing congregate shelter, or addressing unsheltered homelessness.
  - Increase use of 2-1-1 for CE more generally to take pressure off of current access points.

# Back@Home Model

## Collective Impact

- **Statewide goals and strategy:** Can work together to meet goals (e.g., CT goal to house 1,000 HHs in 3 months). Regional or county goals can vary (e.g., focus on moving people out of non-congregate shelters or unsheltered population).
- **Data:** Process, financial, and outcome data pulled across agencies and state to show collective impact on housing response. Rapid cycle evaluation to allow for program to be nimble and fill gaps and summative evaluation.

# State Plan Opt-Out

- CoCs that do not want to be part of state plan to use Back@Home model and infrastructure to meet permanent housing goals may opt-out.
- Opt out should be discussed in community process through CoC Governance Board
  - Hold virtual public meeting, minimum 48-hour notice
  - NCDHHS will designate someone to attend meeting to answer questions and provide any additional information
  - Governance Board Vote
  - Submit meeting minutes and vote to DHHS to opt out

# Back@Home vs Opt-Out

Activity	Back@Home Rehousing Agency	RRH + HP ESG-CV Back@Home opt-out
Best Practice Coaching and Support from Back@Home	✓*	
Reimbursements Submitted Through NC HFA Portal	✓	✓***
Unit Inspection and Documentation Workflow + Support	✓*	
Data and Reporting Requirements	✓	✓***
Access to Additional Non-ESG Funding	✓	
Telephonic Access via 2-1-1 for Intake and Diversion	✓**	

\*These backbone support activities can be used by Back@Home Rehousing Agencies for households housed by other funds

\*\*This activity benefits the system, do not have to be Back@Home clients to use

\*\*\*Under development

	STATE PLAN INCLUDING BACK@HOME	OPT OUT OF BACK@HOME
<p><b>CoC Determination of Funding Priorities</b></p>	<p>CoC determines how ESG-CV funding will be used among:</p> <ul style="list-style-type: none"> <li>• Street Outreach</li> <li>• Shelter</li> <li>• Permanent Housing (RRH + HP) <i>*at least 60% of funds unless community submits justification to invest less</i></li> <li>• HMIS</li> </ul>	<p>Same</p>
<p><b>Application Process</b> (ESG Office is preparing streamlined applications)</p>	<ul style="list-style-type: none"> <li>• CoC submits regional application</li> <li>• Agencies submit project applications for street outreach and shelter activities</li> <li>• Agencies apply to DHHS to become Back@Home Rehousing Agency with CoC letter of support</li> </ul>	<ul style="list-style-type: none"> <li>• CoC submits a regional application</li> <li>• Agencies submit project applications for street outreach, shelter activities, permanent housing</li> </ul>

# For Discussion: Project Applications

What works best for CoCs for a streamlined application process while ensuring local input on funding?

Option A	Option B
<p>Project Applications are submitted to the CoC for Scoring/Review</p> <p>CoC selects agencies and recommends funding for each project</p> <p>NCDHHS reviews project applications for new subrecipients only for threshold criteria</p> <p>NCDHHS awards funding based on CoC recommendation and NCDHHS threshold review</p>	<p>Project Applications are submitted to DHHS scored/reviewed by NCDHHS</p> <p>CoC recommends funding amounts per activity, not per agency</p> <p>CoC submits list of agencies that have CoC support (instead of multiple letters)</p> <p>NCDHHS awards funding based on project application score and CoC funding priority</p>

**Continuum of Care (CoC) Program  
Competition Debriefing  
Fiscal Year (FY)  
2019**

**CoC: NC-505–Charlotte/Mecklenburg County CoC**

This document summarizes the scores that your Continuum of Care (CoC) received during the Fiscal Year (FY) 2019 CoC Program Competition and includes:

- 1. High Priority CoC Application Questions;**
- 2. CoC Scoring Summary**—on the four sections of the application; and
- 3. Overall Scores for all CoCs**—including highest and lowest scores.

The scores are organized in the same manner as the CoC application. HUD included a FY 2019 CoC Application NOFA Cross Reference in the [Detailed Instructions of the FY 2019 CoC Application](#) which indicated how the CoC application questions relate to the NOFA for the FY 2019 CoC Program Competition.

<b>1. High Priority CoC Application Questions</b>			
CoC Application Question	NOFA Section	Maximum Score Available	CoC Score Received
<b>1E. Continuum of Care (CoC) Project Review, Ranking, and Selection</b>			
<p><i>This question assessed whether a CoC used objective criteria and past performance to review and rank projects. To receive full points, CoCs would have had to use performance-based criteria to at least partially evaluate and rank projects. Examples of performance criteria include reducing the length of time people experienced homelessness, and the degree to which people exited programs for permanent housing destinations.</i></p> <p><b>1E-2.</b> Project Ranking and Selection. Applicants must indicate whether the CoC used the following to rank and select project applications for the FY 2019 CoC Program Competition: (1) used objective criteria to review and rank projects for funding; (2) included one factor related to improving system performance; and (3) included a specific method for evaluating projects submitted by victim service providers that utilized data generated from a comparable database, and evaluated these projects on the degree they improve safety for the population served; and (4) attach evidence that supports the process selected.</p>	VII.B.1.a	18	17

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<p><b>1E-3.</b> Severity of Needs and Vulnerabilities. Applicants must describe: (1) the specific severity of needs and vulnerabilities the CoC considered when reviewing and ranking projects; and (2) how the CoC takes severity of needs and vulnerabilities into account when reviewing and ranking projects.</p>	<p>VII.B.1.b</p>	<p>4</p>	<p>3</p>
<b>2A. Homeless Management Information System (HMIS) Bed Coverage</b>			
<p><b>2A-2.</b> Bed Coverage Rate. Using 2019 HIC and HMIS data, applicants must report by project type: (1) total number of beds in 2019 HIC; (2) total beds dedicated for DV in the 2019 HIC; and (3) total number of 2019 HIC beds in HMIS.</p>	<p>VII.B.3.b</p>	<p>6</p>	<p>3</p>
<b>3A. Continuum of Care (CoC) System Performance</b>			
<p><b>3A-1.</b> First Time Homeless as Reported in HDX. (3A-1) Applicants must: report the number of first time homeless as reported in HDX.</p>	<p>VII.B.2.b</p>	<p>3</p>	<p>3</p>
<p>(3A-1a) Applicants must: (1) describe the process the CoC developed to identify risk factors the CoC uses to identify persons becoming homeless for the first time; (2) describe the CoC’s strategy to address individuals and families at risk of becoming homeless; and (3) provide the name of the organization or position title that is responsible for overseeing the CoC’s strategy to reduce the number of individuals and families experiencing homelessness for the first time.</p>			
<p><b>3A-2.</b> Length-of-Time Homeless as Reported in HDX. (3A-2) Applicants must: provide the average length of time individuals and persons in families remained homeless as reported in HDX.</p>	<p>VII.B.2.c</p>	<p>14</p>	<p>8</p>
<p>(3A-2a) Applicants must: (1) describe the CoC’s strategy to reduce the length-of-time individuals and persons in families remain homeless; (2) describe how the 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 the CoC’s strategy to reduce the length of time individuals and families remain homeless.</p>			
<p><b>3A-3.</b> Successful Permanent Housing Placement and Retention as Reported in HDX. (3A-3) Applicants must: (1) report the percentage of individuals and persons in families in emergency shelter, safe havens, transitional housing, and rapid rehousing that exit to permanent housing destinations as reported in HDX; and</p>	<p>VII.B.2.d</p>	<p>11</p>	<p>11</p>



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<p>(2) report the percentage of individuals and persons in families in permanent housing projects, other than rapid re-housing, that retain their permanent housing or exit to permanent housing destinations as reported in HDX.</p> <p>(3A-3a) Applicants must: (1) describe the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid re-housing exit to permanent housing destinations; and (2) provide the organizations name or position title responsible for overseeing the CoC’s strategy to increase the rate at which individuals and persons in families in emergency shelter, safe havens, transitional housing and rapid re-housing exit to permanent housing destinations; (3) describe the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid re-housing, retain their permanent housing or exit to permanent housing destinations; and (4) provide the organizations name or position title responsible for overseeing the CoC’s strategy to increase the rate at which individuals and persons in families in permanent housing projects, other than rapid re-housing, retain their permanent housing or exit to permanent housing destinations.</p>		
<p><b>3A-4.</b> Returns to Homelessness as Reported in HDX. (3A-4) Applicants must: (1) report the percentage of individuals and persons in families returning to homelessness over a 6-month period as reported in HDX.</p> <p>(2) report the percentage of individuals and persons in families returning to homelessness over a 12-month period as reported in HDX.</p> <p>(3A-4a) Applicants must: (1) describe the strategy the CoC has implemented to identify individuals and persons in families who return to homelessness; (2) describe the 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 the CoC’s strategy to reduce the rate individuals and persons in families returns to homelessness.</p>	VII.B.2.e	4
<p><b>3A-5.</b> Job and Income Growth. (3A-5) Applicants must: (1) report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid re-housing, and permanent supportive housing projects that increase their employment income from entry to exit as reported in HDX.</p>	VII.B.2.f; VII.B.2.g; VII.B.6.n; VII.B.6.o	15 11

<p>(2) report the percentage of individuals and persons in families in CoC Program-funded Safe Haven, transitional housing, rapid re-housing, and permanent supportive housing projects that increase their non-employment cash income from entry to exit as reported in HDX.</p> <p>(3A-5a) Applicants must: (1) describe the CoC’s strategy to increase employment income;</p> <p>(2) describe the CoC’s strategy to increase access to employment; (3) describe how the CoC works with mainstream employment organizations to help individuals and families increase their cash income; and (4) provide the organizations name or position title that is responsible for overseeing the CoC’s strategy to increase job and income growth from employment.</p> <p>(3A-5b) Applicants must: (1) describe the CoC’s strategy to increase non-employment cash income; (2) describe the CoC’s strategy to increase access to non-employment cash sources; and (3) provide the organizations name or position title that is responsible for overseeing the CoC’s strategy to increase non-employment cash.</p> <p>(3A-5c) Applicants must describe how the CoC: (1) promoted partnerships and access to employment opportunities with private employers and private employment organizations, such as holding job fairs, outreach to employers, and partnering with staffing agencies; and (2) is working with public and private organizations to provide meaningful, education and training, on-the-job training, internship, and employment opportunities for residents of permanent supportive housing that further their recovery and well-being.</p> <p>(3A-5d.) Applicants must indicate all the steps the CoC has taken to promote employment, volunteerism, and community service among people experiencing homelessness in the CoC’s geographic area.</p>		
<p><b>3A-6.</b> System Performance Measures Data Submission in HDX. Applicants must enter the date the CoCs submitted it’s FY 2018 System Performance Measures data in HDX.</p>	VII.B.2.h	6
<b>3B. Continuum of Care (CoC) Performance and Strategic Planning Objectives</b>		
<p><b>3B-1a.</b> Applicants must: (1) describe how the CoC currently rehouses every household of families with children within 30 days of becoming homeless that addresses both housing and service needs; (2) describe how the CoC addresses both housing and service needs to ensure</p>	VII.B.5.b.2	1

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<p>families with children successfully maintain their housing once assistance ends; and (3) provide the organizations name or position title responsible for overseeing the CoC's strategy to rapidly re-house families with children within 30 days of them becoming homeless.</p>			
<b>4A. Continuum of Care (CoC) Accessing Mainstream Benefits and Additional Policies</b>			
<p><b>4A-2.</b> Lowering Barriers to Entry Data: Applicants must report: (1) total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition; and (2) total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe-Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in FY 2019 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.</p>	VII.B.6.g	7	7
<p><b>4A-3.</b> Street Outreach. Applicants must: (1) describe the CoC's street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged; (2) state whether the CoC's Street Outreach covers 100 percent of the CoC's geographic area; (3) describe how often the CoC conducts street outreach; and (4) describe how the CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.</p>	VII.B.6.h	3	3
<p><b>4A-4.</b> RRH Beds as Reported in the HIC. Applicants must report the total number of rapid re-housing beds available to serve all household types as reported in the Housing Inventory Count (HIC) for 2018 and 2019.</p>	VII.B.6.j	10	0

2. CoC Scoring Summary (from FY 2019 CoC NOFA)			
Scoring Category	Sections in the CoC Application	Maximum Score (Points)	Your CoC Score (Points)
1. Project Capacity, Review, and Ranking	1E	29	26.5
2. System Performance	2B, 3A, PIT	60	45
3. Homeless Management Information System	2A	9	6
4. Point-in-Time Count	2B	6	6
5. Performance and Strategic Planning	2B, 3B, PIT	40	22.5
6. CoC Coordination and Engagement	1B, 1C, 1D, 3A, 3B, 4A	56	36.5
<b>Total CoC Application Score*</b>		<b>200</b>	<b>142.5</b>

\*The total does not include bonus scores.

3. Overall Scores for all CoCs	
Highest Score for any CoC	186.5
Lowest Score for any CoC	37.25
Median Score for all CoCs	150.5
Weighted Mean Score** for all CoCs	157

\*\*The weighted mean score is the mean CoC score weighted by Annual Renewal Demand. CoCs that scored higher than the weighted mean score were more likely to gain funding relative to their Annual Renewal Demand, while CoCs that scored lower than the weighted mean were more likely to lose money relative to their Annual Renewal Demand.



	Law enforcement agency												
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**Elected Position Terms:** (Staggered 1 or 2 year limits)

- Amy Anderson: July 1, 2020 – June 30, 2021
- Giovanna Collins: July 1, 2020-June 30, 2022
- Gregory Denlea: July 1, 2020-June 30, 2021
- Krystal Long: July 1, 2020-June 30, 2022
- Stephen McQueen: July 1, 2020- June 30, 2021
- Lisa Raymaker: July 1, 2020- June 30, 2022
- Khalil Salim: July 1, 2020-June 30, 2021
- Gabrielle Valentine: July 1, 2020-June 30, 2022
- Thais Yeon: July 1, 2020-June 30, 2021

**Ex-Officio Position Terms:** (Unlimited term limit and length; designated by organization)

- Term begins July 1, 2020

Membership/ Nominating Committee		Patrick Hayes	Erin Nixon	Stacy Lowry	James Lee	Duane Butler	Hannah- Marie Warfle	Vacant	Vacant
<b>Ex-Officio</b>	CoC Governing Board Member	X		X					
	CoC Collaborative Applicant Staff		X						
<b>Elected</b>	Person with lived experience				X				
	Single Adults					X			
	Unaccompanied Children & Youth					X			
	Families						X		
	Chronic Homelessness			X		X	X		
	LGBTQ								
	Veterans	X							
	Prevention	X							
	Diversion						X		
	Street Outreach					X			
	Emergency Shelter						X		
	Transitional Housing								
	Residential / Institutional Care								
	Permanent Housing			X			X		
	Business Community					X			
Faith-Based Organization active in ending homelessness						X			
Advocacy Groups active in ending homelessness						X	X		

**Elected Position Terms:** (Staggered 1- or 2-year limits)

- Stacy Lowry: July 1, 2020 – June 30, 2022
- Duane Butler: July 1, 2020-June 30, 2021
- James Lee: July 1, 2020-June 30, 2022
- Hannah-Marie Warfle: July 1, 2020-June 30, 2021

- Vacant: July 1, 2020- June 30, 2022
- Vacant: July 1, 2020- June 30, 2021

**Ex-Officio Position Terms:** (Unlimited term limit and length; designated by organization)

- Term begins July 1, 2020



## CoC Committee Updates

6.25.2020

### Coordinated Entry Oversight Committee (CEOC):

- The Coordinated Entry Oversight Committee has largely been focused on the COVID prioritization tool and an evaluation matrix for that tool. Using the HUD framework as a model, the committee created a tool for our community, which prioritizes people who have the highest risk for death or severe health impact from Covid-19. At the last meeting, we approved an evaluation tool.
- The Committee has been looking at how coordinated assessments are being tracked, given that in-person assessments aren't happening right now. The 211 data indicates there have been in-person assessments, but those are really assessments done by phone. We've looked closely at how/when in-person assessments can begin.
- We set some goals for the year. 1. A task force was created to map CE's services, to understand all of the organizations we work with. Once the mapping is complete, we plan to develop an MOU with those organizations so that roles can be well-defined. 2. The structure and composition of CEOC has changed over the past two years. We believe policy and procedure need to be reviewed and revised. 3. Ensure we are receiving data that helps to inform decisions.
- We received an interim report on the CE evaluation performed by UNCC ISC.

### Data Advisory Committee (DAC):

### Equity & Inclusion Committee:

- First meeting held in May. Request for member applications sent. 15 applications received. Slate selected during meeting on June 19, 2020. Slate needs approval by Board.

### Membership/Nominating Committee:

- First meeting in May. Request for member applications sent. 5 applications received. Recommended slate

### Ranking Committee:

- Planning group met in June to develop governance and structure document. Due to announcement of forthcoming funding, the committee needs to be seated quickly. The Board voted to approve the governance and structure and the application period is open. Once the slate for the MNC is approved by the Board, they will meet to review applications for the ranking committee. There will need to be another vote via email to approve the recommended slate.

Lived Experience Committee:

- Planning to hold its first meeting in July at Community Matters Cafe.

## CoC Workgroup Updates

As of 6/25/2020

### Chronically Homeless Workgroup:

- The focus the last 2 months has been on ways to improve case conferencing for people on chronic by-name list and in better understanding the inflow.
- Any advocacy related to housing and/or case management resources, particularly for those with low scores (11 and below) is always appreciated.

### Training Workgroup:

- First meeting was held in March.
- Discussion with HSN leadership regarding avoiding duplication of efforts with the HSN Training Committee. With new leadership for HSN, they are planning to focus on planning trainings in the community. This seems to fit better with their mission. The plan is for HSN to take leadership of the training efforts in the community with support from and collaboration with the CoC membership and Board. We will pause meetings of the CoC training group, but will not recommend that it be dissolved until there is a 6-12 month plan for trainings. Rashida Hudson (Mecklenburg County CSS) and CoC Training Workgroup lead has offered to provide support to the HSN training group as needed to develop the plan and Branden Lewis will be the contact for collaboration with the CoC.

### Veterans Workgroup:

### Homeless Families Workgroup:

- First meeting will be held in July.

### Homeless Youth Workgroup:

- First meeting will be held in July.

### Persons with Criminal Histories Workgroup:

- First meeting will be held in July.