

HOME4GOOD

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE (COC)
BOARD MEETING

28 MAY 2020

WHY

A FRAMEWORK IS NECESSARY

The problems of housing instability and homelessness pre-date the global pandemic caused by COVID-19 and will likely worsen as a result of the negative, public health and economic effects. Local, state and federal funding has been allocated to help communities during and after the pandemic. However, it is critical that communities develop comprehensive response plans so that they can adequately address the immediate and long-term impacts.



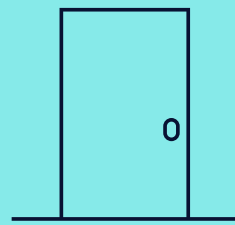
FRAMEWORK GUIDING PRINCIPLES

COMPREHENSIVE
COLLABORATIVE
DYNAMIC
NIMBLE
SUSTAINABLE



FRAMEWORK IMPACT AREAS

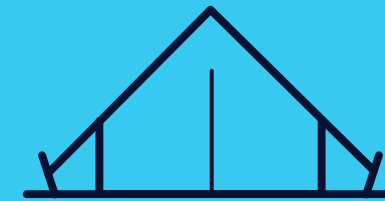
CHARLOTTE-MECKLENBURG CONTINUUM OF CARE



COORDINATED
ENTRY



PREVENTION



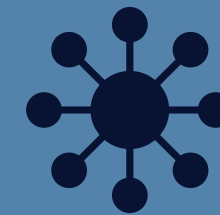
UNSHELTERED
HOMELESSNESS



SHELTERED
HOMELESSNESS



PERMANENT
HOUSING



STRENGTHENING
SYSTEMS

FRAMEWORK PHASES

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE

1

IMMEDIATE ACTIONS

These actions should be already underway

2

SHORT-TERM ACTIONS

These actions should be underway or begun now

3

MEDIUM-TERM ACTIONS

These actions should be underway or begun no later than in the next 30 days

4

LONGER-TERM ACTIONS

These actions should be begun no later than in the next 30 to 60 days

FRAMEWORK PHASE GOALS

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE



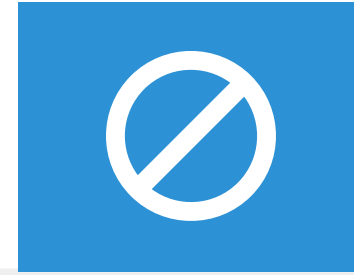
PHASE 1

Promote Public Health
by taking Emergency
Protective Measures to
Flatten the Curve



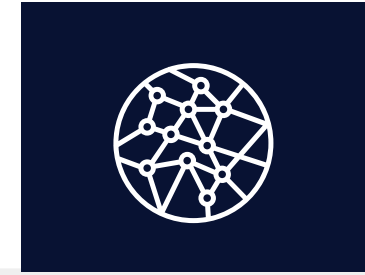
PHASE 2

Promote Public Health
and Economic Recovery
Response by Ensuring
Effective and Equitable
Re-housing Efforts



PHASE 3

Economic Recovery
Response by Preventing
and/or Reducing
New Entries into
Homelessness



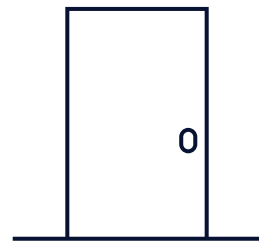
PHASE 4

Economic Recovery
Response and Public
Health Preparedness by
Strengthening Systems to
Advance Racial Equity
and Prepare for
Future Crises

PHASE 1

**A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG**

PRIMARY GOAL: Promote Public Health by taking Emergency Protective Measures to Flatten the Curve



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

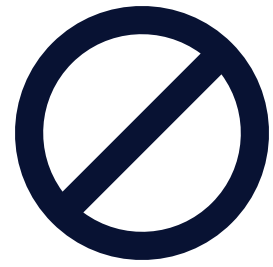
COORDINATED ENTRY

ACTION PRIORITIES

- Continued phone assessments with a possible staff increase to address the growing number of callers seeking a CE assessment.
- Implement phased assessments to assist people with immediate needs and manage higher volume of calls and inquiries.
- Implement Temporary Housing Prioritization Policy to ensure those most vulnerable and those at the highest risk for COVID-19 are prioritized for available housing resources.
- The HMIS System Coordinator will use HMIS data to develop a priority list for matching.
- On a weekly basis, housing providers will submit a list of available housing slots.
- The CE supervisor will lead a weekly case conferencing meeting to match clients on the priority list to available resources.
- Providers will leverage available waivers to bypass regulatory requirements to house people quickly (i.e. disability documentation, FMR, etc.) and waive any internal agency requirements to accessing housing units and document the changes being made.
- On a monthly basis the Coordinated Entry Oversight Committee (CEOC) will solicit stakeholder feedback via open meeting and review the Temporary Housing Prioritization Policy for effectiveness in ensuring that the goal of housing the community's most vulnerable individuals and families is being met.
- On a monthly basis CEOC will review disaggregated data to ensure people of color are assessed and housed at a rate that is proportionate to their makeup of homeless households in Charlotte-Mecklenburg. This committee will make adjustments to the CE temporary prioritization policy as needed to ensure it is racially equitable.

STRATEGIC USE OF FUNDING

- No additional funding need for this phase.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

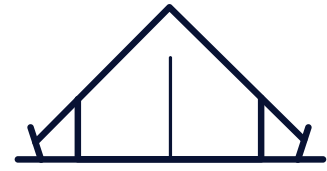
PREVENTION

ACTION PRIORITIES

- Implement jurisdiction-wide moratoria on evictions.
- Identify and support people in Permanent Supportive Housing (PSH), Rapid Re-housing (RRH), and Other Permanent Housing (OPH) who may be at greatest risk of losing their housing.
- Identify and support people who consider hotels/motels their primary place of residence (for example, paying week to week) who may be unable to continue to stay in their rooms.
- Link prevention activities to employment-related activities.

STRATEGIC USE OF FUNDING

- **ESG and ESG-CV**
- **SSVF** (Veterans)
- **TANF** can provide financial assistance to prevent loss of housing.
- **Philanthropic Funding**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

UNSHELTERED HOMELESSNESS

ACTION PRIORITIES

- Implement non-congregate shelter for people living in encampments and follow CDC guidance not to clear encampments unless alternatives that meet CDC guidance are available.
- Implement robust outreach, screening, and testing protocols to assess needs of people who are unsheltered, including people in encampments AND on their own, and use information gathered to identify and prioritize people with greatest risks.
- Implement approaches to referring and safely transporting people to appropriate and safe shelter and/or housing.
- Provide hygiene resources (handwashing stations, outreach, showers, laundry) for people in unsheltered locations.
- Equip staff and clients with protective supplies (masks, etc.) and train staff to support people who remain unsheltered to implement safer social distancing, sanitation, hygiene, and harm reduction practices.
- Ensure people who are currently unsheltered have access to appropriate health care options.
- Ensure people who are currently unsheltered are not charged with quality of life crimes (public trespassing, etc.) by coordinating with CMPD.
- Engage people with lived expertise of homelessness to ensure plans for this population are adequate and implementable.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B: Emergency Protective Measures** for hygiene resources for unsheltered persons and expand outreach. These activities should be included in the Public Health Order and FEMA application.
- **ESG or ESG-CV** for outreach and other services for people in unsheltered locations.
- **CDBG or CDBG-CV** for essential services for people in unsheltered locations.
- **Federal Coronavirus Relief Fund** funding provided to State and local jurisdictions.
- **Local jurisdictions or service providers** should contact their local Office of Emergency Management to receive PPE through FEMA channels and other sources.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

SHELTERED HOMELESSNESS

ACTION PRIORITIES

- Implement screening and testing protocols to assess needs and to identify and prioritize people with greatest risks.
- Implement approaches to referring and safely transporting people to appropriate and safe alternative shelter options and/or housing.
- Stand up new non-congregate settings to provide isolation/quarantine units; respite beds; alternate care settings; and temporary shelter options, consistent with CDC guidance.
- Use data gathered through screening and testing strategies to inform planning and identify needs for additional non-congregate settings.
- Ensure people staying within existing and new shelter options have access to appropriate health care options and trauma-informed services.
- Ensure that all existing and new shelter options are low-barrier; culturally appropriate; non-discriminatory; and readily accessible to people in marginalized communities.
- De-concentrate existing shelters by relocating people to non-congregate settings, equip staff and clients with protective supplies (masks, etc.), and train staff and clients on social distancing, sanitation, and hygiene practices, including adjusting meal services.
- Identify shelters that are likely to close because they are seasonal (winter-only) or due to lack of staff; lack of funding; inability to implement proper procedures, etc., and create alternate plans to extend operations and/or to safely relocate all people currently staying in such facilities.
- Engage people with lived expertise for input and decision-making.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B** for non-congregate shelter and congregate shelter.
- **ESG, ESG-CV, CDBG, CDBG-CV** for shelter operations and services.
- **Federal Coronavirus Relief Fund**
- **HHS/CDC COVID-19** funds for public health activities.
- **CSBG COVID/CARES**
- **Runaway and Homeless Youth** programs are eligible for CARES Act/RHY supplemental funds (\$25M).
- **Family Violence Prevention and Services CARES Act funding** (\$45M).
- **Temporary Assistance for Needy Families (TANF)** for temporary shelter placements.
- **State and local** discretionary funds.
- Fill gaps with **philanthropic** dollars.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

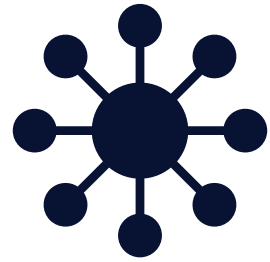
PERMANENT HOUSING

ACTION PRIORITIES

- Continue to house as many people as possible through existing resources and through a range of options, including: Rapid Re-housing (RRH), Permanent Supportive Housing (PSH), family reconnection, shared housing, etc.
- Link individuals and families exiting to housing with needed services, including employment services and opportunities as appropriate.

STRATEGIC USE OF FUNDING

- **CoC Program** (RRH and PSH)
- **ESG and ESG-CV** (RRH)
- **HOME TBRA**
- **HOPWA** for people living with HIV/AIDS
- **Public Housing Authorities** (Public Housing and Housing Choice Vouchers)
- **HUD-VASH** (Veterans)
- **SSVF** (Veterans)
- **TANF** can support rapid re-housing interventions and links to employment.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

STRENGTHENING SYSTEMS

ACTION PRIORITIES

- Integrate homelessness response within community public health response through partnerships among Public Health Department; Emergency Management Departments; health care partners; housing agencies; public and/or private COVID-19-related taskforces; and Continuum of Care.
- Integrate all relevant data into HMIS, including data on the use of overflow congregate and non-congregate shelter for future planning purposes.
- Engage people with lived expertise of homelessness and peers into all elements of planning and implementation.
- Document and assess the impact of COVID-19 on disproportionately impacted communities, especially communities of color, and create planning structures and partnerships to develop strategies to eliminate such disparities.

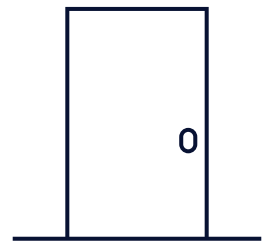
STRATEGIC USE OF FUNDING

- **CoC Planning Grant** funds to integrate homelessness and public health responses.
- **CoC HMIS, ESG and ESG-CV** for data collection and analysis.
- **Philanthropic dollars** for racial justice and equity analysis.

PHASE 2

**A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG**

PRIMARY GOAL: Promote Public Health and Economic Recovery Response by Ensuring Effective and Equitable Re-housing Efforts



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

COORDINATED ENTRY

ACTION PRIORITIES

- CEOC will assess if additional policy recommendations are needed.
- Document how current prioritization standards will change, which projects will be impacted (e.g. Diversion, Emergency Shelter, Permanent Supportive Housing, Rapid Rehousing, etc.); eligibility criteria; priority populations; and the applicable time period of changes.

STRATEGIC USE OF FUNDING

- No additional funding need for this phase.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

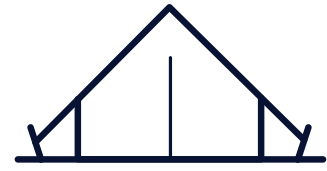
PREVENTION

ACTION PRIORITIES

- Scale up efforts to prevent loss of housing among people who are living in Permanent Supportive Housing or being served by Rapid Re-housing programs.
- Continue to support people who consider hotels/motels their primary place of residence (for example, paying week to week) who may be unable to continue to stay in their rooms.
- Monitor and evaluate adjustments needed regarding jurisdiction-wide moratoria on evictions. Proactively work with landlords.
- Continue to link prevention activities to employment-related activities.

STRATEGIC USE OF FUNDING

- **ESG and ESG-CV**
- **SSVF** (Veterans)
- **TANF** can provide financial assistance to prevent loss of housing.
- **Philanthropic Funding**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

UNSHELTERED HOMELESSNESS

ACTION PRIORITIES

- Ensure full reach of, and monitor initiatives to, screen, test, and safely shelter or house people who are unsheltered, and support people who remain unsheltered to implement safer social distancing, sanitation, hygiene, and harm reduction practices. Ensure all assistance is trauma-informed.
- Engage people with lived expertise and grass roots organizations, faith-based institutions, etc., to reach out to people experiencing homelessness, especially in areas where shelter is scarce and unsheltered people may be staying in less visible locations.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B:** Emergency Protective Measures for hygiene resources for unsheltered persons and expand outreach. This terminates at the end of the public health crisis.
- **ESG or ESG-CV** for outreach and other services for people in unsheltered locations.
- **CDBG or CDBG-CV** for essential services for people in unsheltered locations.
- **Federal Coronavirus Relief Fund** provided to State and local jurisdictions.
- **Philanthropic Funding** to engage people with lived expertise.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

SHELTERED HOMELESSNESS

ACTION PRIORITIES

- Scale up additional non-congregate shelter options for people who are high-risk, people who are symptomatic, people who need to be relocated to deconcentrate shelters, and people in unsheltered locations, as needed.
- Ensure that adequate screening and testing are in place in homeless shelters and ensure safety of people staying in congregate and non-congregate shelter settings; monitor and adjust as needed.
- Implement protocols to ensure that no one is purposefully exited from any of new sheltering facilities into unsafe congregate shelters or unsheltered homelessness and provide individual units for those who exit quarantine or isolation shelters and cannot return to their original location.
- Assess diversion practices in homelessness services system; consider tailoring support for households whose support networks have fewer resources.
- Assess whether equitable access to new and existing shelter facilities is being provided to people of color and examine data to determine if there are other disparities to be addressed, such as by race, ethnicity, disability, gender status, family composition, etc.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B** for non-congregate shelter and congregate shelter. Authorization is usually provided in 30-day increments.
- **ESG, ESG-CV, CDBG, CDBG-CV** for shelter operations and services.
- **Federal Coronavirus Relief Fund** funding provided to State and local jurisdictions.
- **HHS/CDC COVID-19 funds** through state and local jurisdictions for public health activities.
- **CSBG COVID/CARES**
- **Runaway and Homeless Youth** programs for CARES Act/RHY supplemental funds (\$25M)
- **Family Violence Prevention and Services CARES Act** funding (\$45M).
- **State and local discretionary funds.**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

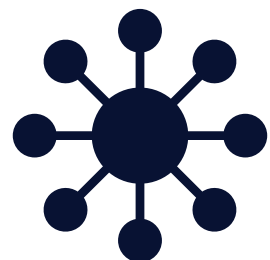
PERMANENT HOUSING

ACTION PRIORITIES

- Use data to project need for different housing interventions (Permanent Supportive Housing, Rapid Re-housing, affordable rental housing subsidies, etc.); inform equity-based decisions; and begin to identify resources that can support long-term interventions at scale needed.
- Stand up new housing tracking and lease-up protocols, if needed, to closely track unit availability and minimize time to lease up.
- Begin to scale new investments into permanent housing options, including re-housing people from congregate or unsheltered locations, modifying coordinated entry policies and protocols as necessary.
- Scale landlord engagement activities to ensure that people are housed quickly, and that tenant-based rental assistance can be mobilized efficiently.
- Monitor data to ensure that exits to housing are equitable and that returns to homelessness are not racially or otherwise disproportionate.
- Ensure people in housing are linked to appropriate services, including health care and employment services.

STRATEGIC USE OF FUNDING

- **CoC Planning and HMIS** for developing equity-based decision structures.
- **CoC Program** (RRH and PSH)
- **ESG and ESG-CV** (RRH)
- **HUD/SNAPS Technical Assistance** to stand up emergency housing tracking and lease-up protocols.
- **CDBG-CV** for essential services.
- **HOME TBRA**
- **HOPWA** for people living with HIV/AIDS
- **Public Housing Authorities** (Public Housing and Housing Choice Vouchers)
- **HUD-VASH** (Veterans)
- **SSVF** (Veterans)
- **CSBG COVID/CARES**
- **TANF** for rapid re-housing interventions and links to employment.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

STRENGTHENING SYSTEMS

ACTION PRIORITIES

- Implement equity-based decision-making in order to promote equitable outcomes for highly impacted communities.
- Monitor and assess data to ensure that tests are being administered equitably, and to ensure that screening and referral processes are yielding appropriate outcomes across race, ethnicity, gender status, sexual orientation, and disability status.
- Create planning structures and partnerships that can assess racially-based health disparities and develop remediation strategies.
- Establish links to employment services and jobs, and use data to ensure that employment, income, and access to benefits outcomes are equitable.

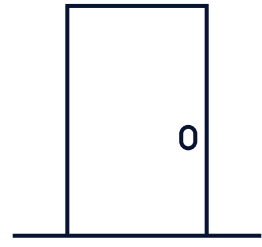
STRATEGIC USE OF FUNDING

- **Philanthropic funds** for development of equity-based decision-making and planning tools and coordination with mainstream systems.
- **CoC Planning Grant** funds can be used for planning to address racial disparities.
- **CoC HMIS, ESG and ESG-CV** to monitor and assess data collected through HMIS.

PHASE 3

**A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG**

PRIMARY GOAL: Economic Recovery Response by
Preventing and/or Reducing New Entries into Homelessness



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

COORDINATED ENTRY

ACTION PRIORITIES

- CEOC will assess if additional policy recommendations are needed.

STRATEGIC USE OF FUNDING

- No additional funding need for this phase.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

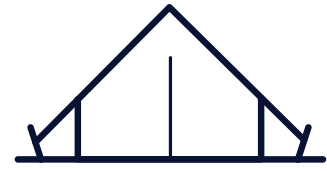
PREVENTION

ACTION PRIORITIES

- Implement system-wide prevention strategies, including direct legal and financial assistance across the homelessness assistance system.
- Implement expanded homelessness and eviction prevention services, through flexible models of financial assistance and other services, with focus on those with lowest incomes (0% - 30% Area Median Income (AMI)) and greatest risks of loss of housing, including households who consider their primary residence hotels/motels (for example, paying week to week).
- Ensure prevention funding is being provided to community-based organizations and/or non-traditional partners best able to reach into highly-impacted communities.
- Identify and engage partner systems (TANF, Unemployment, Child Welfare, Justice) to strengthen prevention assistance.

STRATEGIC USE OF FUNDING

- **ESG and ESG-CV**
- **SSVF** (Veterans)
- **TANF** can provide financial assistance to prevent loss of housing.
- **Philanthropic Funding**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

UNSHELTERED HOMELESSNESS

ACTION PRIORITIES

- Explore possible solutions for any individuals who remain homeless in unsheltered locations.
- Establish regular support for any individuals who prefer to remain unsheltered including help to achieve safe social distancing, sanitation, hygiene, and harm reduction practices, and provide access to healthy food, health and behavioral health services, clean and weather-appropriate clothing and bedding, etc.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B:** Category B-is usually provided in 30-day increments.
- **ESG or ESG-CV** for outreach and other services for people in unsheltered locations.
- **CDBG or CDBG-CV** for essential services for people in unsheltered locations.
- **Federal Coronavirus Relief Fund** provided to State and local jurisdictions.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

SHELTERED HOMELESSNESS

ACTION PRIORITIES

- Further scale up additional non-congregate shelter options for individuals who are high-risk; symptomatic; need to quarantine; need to be relocated to deconcentrate shelters; and for all individuals in unsheltered locations until all need is met.
- Continue to monitor the screening and testing of individuals staying in congregate and non-congregate shelter settings to ensure safety, and adjust as needed.
- Monitor effectiveness of protocols to ensure that no one is purposefully exited from any of new sheltering facilities into unsheltered homelessness, and adjust as needed.
- Expand housing-focused case management services and housing subsidy resources within shelters to support people to exit to housing.
- Initiate planning for new or sustained non-congregate shelter capacity to replace congregate shelters.

STRATEGIC USE OF FUNDING

- **FEMA Public Assistance: Category B** for non-congregate shelter and congregate shelter. Authorization is usually provided in 30-day increments.
- **ESG, ESG-CV, CDBG, CDBG-CV** for shelter operations and services.
- **Federal Coronavirus Relief Fund** funding provided to State and local jurisdictions.
- **HHS/CDC COVID-19 funds** through state and local jurisdictions for public health activities.
- **CSBG COVID/CARES**
- **Runaway and Homeless Youth** programs for CARES Act/RHY supplemental funds (\$25M)
- **Family Violence Prevention and Services CARES Act** funding (\$45M).
- **State and local discretionary funds.**
- **TANF**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

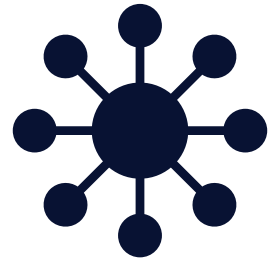
PERMANENT HOUSING

ACTION PRIORITIES

- Create a plan to ensure that all individuals in non-congregate emergency shelter settings exit to permanent housing.
- Develop agreements and protocols for housing high need and unsheltered populations at full scale needed, including identifying and securing funding commitments.
- Mobilize scaled-up investments into permanent housing options.
- Work with partners including public housing authorities, health systems, state housing finance agencies and others to access short- and long-term rental subsidies for housing, including Permanent Supportive Housing as appropriate.
- Use data to update projections for housing need and to examine equity impact.
- Ensure that everyone who is housed is linked to health care; that their home does not present health risks (mold, lack of insulation, etc.); that children have a pediatrician, and that they can access health care facilities.
- Sustain system-wide landlord engagement strategies to ensure that tenant-based rental subsidies can be utilized quickly and efficiently.

STRATEGIC USE OF FUNDING

- **CoC Planning and HMIS** for developing exit strategies for temporary non-congregate and congregate facilities.
- **CoC Coordinated Entry** funds to conduct housing placement.
- **CoC Program** (RRH and PSH)
- **ESG and ESG-CV** (RRH)
- **HUD/SNAPS Technical Assistance** to stand up emergency housing tracking and lease-up protocols.
- **CDBG-CV** for employment activities and other essential services.
- **HOME TBRA**
- **HOPWA** for people living with HIV/AIDS
- **Public Housing Authorities** (Public Housing and Housing Choice Vouchers)
- **HUD-VASH** (Veterans)
- **SSVF** (Veterans)
- **CSBG COVID/CARES**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

STRENGTHENING SYSTEMS

ACTION PRIORITIES

- Assess impact of cessation of eviction moratoria; rent forbearance; unemployment compensation; and other temporarily enacted policies and/or assistance on housing instability and homelessness.
- Continue to monitor data on households receiving assistance; households exiting homelessness; and households returning to homelessness to ensure that there is equity in access and prioritization of resources.
- Assess impact of equity-based decision-making and make mid-course corrections to program design as necessary.

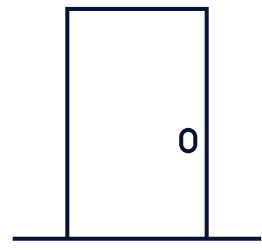
STRATEGIC USE OF FUNDING

- **Philanthropic funds** for strategic planning.
- **CoC Planning Grant** funds can be used for planning to address racial disparities.
- **CoC HMIS, ESG and ESG-CV** to monitor and assess data collected through HMIS.

PHASE 4

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

PRIMARY GOAL: Economic Recovery Response and Public Health Preparedness by Strengthening Systems to Advance Racial Equity and Prepare for Future Crises



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

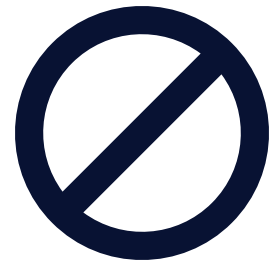
COORDINATED ENTRY

ACTION PRIORITIES

- CEOC will assess if additional policy recommendations are needed.

STRATEGIC USE OF FUNDING

- No additional funding need for this phase.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

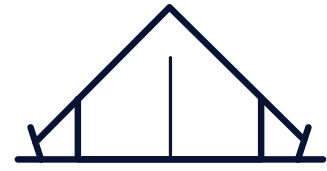
PREVENTION

ACTION PRIORITIES

- Monitor and scale up system-wide prevention strategies, including direct legal and financial assistance across the homelessness assistance system.
- After meeting all the prevention needs of individuals with the lowest incomes (0-30% Area Median Income (AMI)) including households who consider their primary residence hotels/motels (for example, paying week to week, consider scaling efforts to prevent evictions due to economic crisis for higher-income populations (30-80% AMI).
- Monitor prevention funding to ensure it is being provided to community-based organizations and/or non-traditional partners best able to reach into highly-impacted communities.
- Monitor, strengthen and expand partner systems (TANF, Unemployment, Child Welfare, Justice) to strengthen prevention assistance.
- Support previously sheltered and unsheltered people who have moved to permanent housing to maintain health and housing stability, including regular check-ins and provision of necessary services and supports.

STRATEGIC USE OF FUNDING

- **ESG and ESG-CV**
- **SSVF** (Veterans)
- **TANF** can provide financial assistance to prevent loss of housing.
- **Philanthropic Funding**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

UNSHELTERED HOMELESSNESS

ACTION PRIORITIES

- Continue to monitor support for individuals who prefer to remain unsheltered including help to achieve safe social distancing, sanitation, hygiene, and harm reduction practices, and provide access to healthy food, health and behavioral health services, clean and weather-appropriate clothing and bedding, etc.

STRATEGIC USE OF FUNDING

- **ESG or ESG-CV** for outreach and other services for people in unsheltered locations.
- **CDBG or CDBG-CV** for essential services for people in unsheltered locations.
- **Federal Coronavirus Relief Fund** provided to State and local jurisdictions.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

SHELTERED HOMELESSNESS

ACTION PRIORITIES

- Further scale up additional non-congregate shelter options for individuals who are high-risk; symptomatic; need to quarantine; need to be relocated to deconcentrate shelters; and for all individuals in unsheltered locations until all need is met.
- Continue to monitor the screening and testing of individuals staying in congregate and non-congregate shelter settings to ensure safety, and adjust as needed.
- Initiate planning to eliminate congregate shelters in favor of shelters with private rooms and bathrooms to address general and long-term public health issues, trauma, etc. Such shelters should be low-barrier and housing-focused.
- Begin to implement activities for closing non-congregate shelters if no longer needed in public health response or for long-term supply of shelter.

STRATEGIC USE OF FUNDING

- **ESG, ESG-CV, CDBG, CDBG-CV** for shelter operations and services.
- **Federal Coronavirus Relief Fund** funding provided to State and local jurisdictions.
- **Philanthropic funding** for long-term strategic planning on emergency shelter configuration.



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

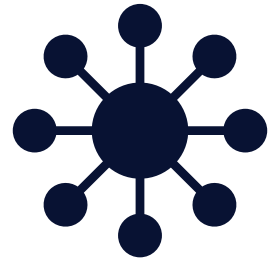
PERMANENT HOUSING

ACTION PRIORITIES

- Continue to mobilize scaled-up investments into permanent housing options, including Permanent Supportive Housing as needed, to exit people from unsheltered homelessness and from shelters, including from new non-congregate sheltering options created.
- Implement multi-sector efforts to project and meet current and future needs for housing at all affordability levels.
- Connect people exiting homelessness with employment, health care, and other services.
- Sustain system-wide landlord engagement strategies to ensure that tenant-based rental subsidies can be utilized quickly and efficiently.

STRATEGIC USE OF FUNDING

- **CoC Coordinated Entry** funds to conduct housing placement.
- **CoC Program** (RRH and PSH)
- **ESG and ESG-CV** (RRH)
- **CDBG-CV** for employment activities and other essential services.
- **HOME TBRA**
- **Housing Trust Fund**
- **HOPWA** for people living with HIV/AIDS
- **Public Housing Authorities** (Public Housing and Housing Choice Vouchers)
- **HUD-VASH** (Veterans)
- **SSVF** (Veterans)
- **CSBG COVID/CARES**
- **State and local discretionary funding**



ACTION PRIORITIES & STRATEGIC USE OF FUNDING

STRENGTHENING SYSTEMS

ACTION PRIORITIES

- Strengthen coordination and partnerships between state and local public health systems and homelessness services and housing systems to both reduce homelessness and to strengthen future public health responses.
- Document strengths and weaknesses of response for people experiencing homelessness within COVID-19 emergency response and develop actionable plans that can be implemented quickly in future crises.
- Use data to quantify and then publicly communicate the inequitable health and economic impacts of COVID-19 on communities of color and marginalized communities, and develop strategies to limit such disparate impacts in the areas of health, financial well-being, and housing within future public health crises.

STRATEGIC USE OF FUNDING

- **Philanthropic funds** for strategic planning.
- **CoC Planning Grant** funds for developing partnerships with public health and other mainstream systems.
- **CoC, ESG and ESG-CV** to monitor and assess data collected through HMIS.

TABLE OF FUNDING SOURCES BY IMPACT AREA

Funding Source	Coordinated Entry	Prevention	Unsheltered Homelessness	Sheltered Homelessness	Permanent Housing	Strengthening Systems
CDBG			✓	✓		
CDBG-CV			✓	✓	✓	
CoC Program (Coordinated Entry)					✓	
CoC Program (HMIS)					✓	✓
CoC Program (Planning Grant)					✓	✓
CoC Program (RRH and PSH)					✓	
Coronavirus Relief Fund			✓	✓		
CSBG COVID / CARES				✓	✓	

TABLE OF FUNDING SOURCES BY IMPACT AREA, CONT.

Funding Source	Coordinated Entry	Prevention	Unsheltered Homelessness	Sheltered Homelessness	Permanent Housing	Strengthening Systems
ESG		✓	✓	✓	✓	✓
ESG-CV		✓	✓	✓	✓	✓
Family Violence Prevention and Services CARES Act				✓		
FEMA Public Assistance			✓	✓		
HHS / CDC COVID-19				✓		
HOME / TBRA					✓	
HOPWA					✓	
Housing Trust Fund					✓	

TABLE OF FUNDING SOURCES BY IMPACT AREA, CONT.

Funding Source	Coordinated Entry	Prevention	Unsheltered Homelessness	Sheltered Homelessness	Permanent Housing	Strengthening Systems
HUD (SNAPS Technical Assistance)					✓	
HUD (VASH)					✓	
Philanthropic Funding		✓	✓	✓		✓
Public Housing Authorities (Public Housing or Housing Choice Vouchers)					✓	
RHY CARES Act (Supplemental Funds)				✓		
State and local discretionary funds				✓	✓	
SSVF (Veterans)		✓			✓	
TANF		✓		✓	✓	

TABLE OF FUNDING SOURCES BY PHASE

Funding Source	Phase 1	Phase 2	Phase 3	Phase 4
CDBG				
CDBG-CV				
CoC Program (Coordinated Entry)				
CoC Program (HMIS)				
CoC Program (Planning Grant)				
CoC Program (RRH and PSH)				
Coronavirus Relief Fund				
CSBG COVID / CARES				

TABLE OF FUNDING SOURCES BY PHASE

Funding Source	Phase 1	Phase 2	Phase 3	Phase 4
CDBG				
CDBG-CV				
CoC Program (Coordinated Entry)				
CoC Program (HMIS)				
CoC Program (Planning Grant)				
CoC Program (RRH and PSH)				
Coronavirus Relief Fund				
CSBG COVID / CARES				

TABLE OF FUNDING SOURCES BY PHASE, CONT.

Funding Source	Phase 1	Phase 2	Phase 3	Phase 4
ESG				
ESG-CV				
Family Violence Prevention and Services CARES Act				
FEMA Public Assistance				
HHS / CDC COVID-19				
HOME / TBRA				
HOPWA				
Housing Trust Fund				

TABLE OF FUNDING SOURCES BY PHASE, CONT.

Funding Source	Phase 1	Phase 2	Phase 3	Phase 4
HUD (SNAPS Technical Assistance)		✓	✓	
HUD (VASH)	✓	✓	✓	✓
Philanthropic Funding	✓	✓	✓	✓
Public Housing Authorities (Public Housing or Housing Choice Vouchers)	✓	✓	✓	✓
RHY CARES Act (Supplemental Funds)	✓	✓	✓	
State and local discretionary funds	✓	✓	✓	✓
SSVF (Veterans)	✓	✓	✓	✓
TANF	✓	✓	✓	✓

NEXT STEPS

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE

NEXT STEPS

1

ADOPT TEMPORARY HOUSING PRIORITIZATION POLICY

Coordinated Entry Oversight Committee has approved this temporary prioritization policy and as a next step, is recommending it for approval by the Continuum of Care Board. The policy is included in the CoC Board Packet.

ADOPT HOUSING 4 GOOD FRAMEWORK

Adoption of this framework enables the Continuum of Care Board to begin working to address priorities and plan for future phases in partnership with other public and/or private entities in the community.

2

3

MONITOR & REPORT UPDATES FROM HOUSING 4 GOOD FRAMEWORK

Assign a project manager to track activities and outcomes; delegate work in framework to appropriate CoC committees and workgroups; modify and adjust framework as necessary; report updates regularly to CoC Board and community.

PLAN TO SHIFT HOUSING 4 GOOD FRAMEWORK INTO LONG-TERM STRATEGIC PLAN

Concurrent with the implementation of the Housing 4 Good Framework, CoC Board members can begin transitioning framework into long-term strategic plan to address pre-existing conditions of housing instability and homelessness in Charlotte-Mecklenburg.

4

QUESTIONS

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

RESOURCES REFERENCED

A Framework for COVID-19 Homelessness Response: Responding to the Intersecting Crises of Homelessness and COVID-19 (National Alliance to End Homelessness and Center on Budget Policy & Priorities)

Homeless System Response: Changes to Coordinated Entry Prioritization to Support and Respond to COVID-19 (U.S. Department of Housing & Urban Development)

APPENDIX

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

TABLE OF FUNDING SOURCE ACRONYMS



CDBG	Community Development Block Grant	HOME / TBRA	HOME Tenant-Based Rental Assistance
CDBG-CV	Community Development Block Grant - CARES Act	HOPWA	Housing Opportunities for Persons With AIDS
CoC Program (Coordinated Entry)	Continuum of Care: Coordinated Entry	HUD (SNAPS Technical Assistance)	The U.S. Department of Housing & Urban Development's Office of Special Needs Assistance Programs (SNAPS)
CoC Program (HMIS)	Continuum of Care: Homeless Management Information System	HUD (VASH)	The U.S. Department of Housing & Urban Development Veterans Affairs Supportive Housing
CoC Program (Planning Grant)	Continuum of Care: Planning Grant	RHY CARES Act (Supplemental Funds)	Runaway and Homeless Youth Program - CARES Act
CoC Program (RRH and PSH)	Continuum of Care: Rapid Re-housing and Permanent Supportive Housing	SSVF (Veterans)	Supportive Services for Veteran Families
CSBG COVID / CARES	Community Services Block Grant / CARES Act	TANF	Temporary Assistance for Needy Families
ESG	Emergency Solutions Grant		
ESG-CV	Emergency Solutions Grant - CARES Act		
FEMA Public Assistance	Federal Emergency Management Agency		
HHS / CDC COVID-19	Health & Human Services / Centers for Disease Control and Prevention - COVID-19		

A CLOSER LOOK

A PUBLIC HEALTH & ECONOMIC RECOVERY FRAMEWORK TO ADDRESS
HOUSING INSTABILITY & HOMELESSNESS IN CHARLOTTE-MECKLENBURG

FRAMEWORK FOCUS: COORDINATED ENTRY

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENTS

ACCESS

REFERRAL

PRIORITIZATION

**EFFECTIVENESS
EVALUATION**

ASSESSMENT

**RACE EQUITY
EVALUATION**



+ PHASE 1

IMMEDIATE ACTIONS AND SHORT-TERM ACTIONS (WHICH SHOULD BE UNDERWAY OR SHOULD BE BEGUN NOW)

- Shift to phone-based assessment system.
- Evaluate policies and procedures affecting access and interventions for different subpopulations based on vulnerability to public health outbreaks.
- Support efforts to reduce system-wide barriers to housing such as ID and documentation requirements.
- CE should make sure prioritization criteria efficiently and accurately targets new CARES Act and other COVID-19 related resources to families and individuals impacted by or at high risk of being impacted by COVID-19. This is a crucial moment to make these changes as systems like justice and healthcare are rapidly updating their operations in response to the outbreak; both of which could dramatically impact the flow of families and individuals into homelessness.
- Identify processes that can or must be simplified to reduce time and increase staff capacity. This should include identifying recipients who are utilizing available CoC, ESG, and HOPWA waivers.
- Update your assessment process and tools to allow for collecting the minimum required information for prioritization and ensure diversion, housing-focused problem solving, flexible fund resources, and other resources are available and accessible for participants and staff during assessments.
- Implement accompanying changes to expedite the matching and referral process.
- Ensure housing programs receiving CE referrals have the guidance, tools, and logistics to facilitate move-ins while also following local public health orders.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ACCESS

D Definition

The initial engagement point (virtual or site-based, including multiple access sites) for persons experiencing a housing crisis.

P Policy Recommendation

Continued phone assessments with a possible staff increase to address the growing number of callers seeking a CE assessment.

A Action Items

- Encourage all persons housed in social distancing and Q/I hotels to call the CE hotline for a crisis assessment.
- Suggested updated messaging for 2-1-1: *"Initial screening through the Coordinated Entry System Intake Line is available normal business hours on Monday-Friday from 8:00am-5:00pm, excluding holidays and weekends. Program participants have an opportunity to leave a message, and the Coordinated Entry Intake Line staff will first triage calls, and are required to return all calls within 3 business days. High priority calls (e.g. program participants contacting the intake line who are unsheltered) must be returned within 1 business day."*

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ASSESSMENT

D Definition

The process of documenting a participant's housing needs, preferences, and vulnerability.

P Policy Recommendation

Implement phased assessments to assist people with immediate needs and manage higher volume of calls and inquiries.

Crisis Needs/Diversion Assessment:

Screening to defining the nature of the current crisis and ensuring the person's immediate safety. The outcome of a crisis needs assessment could include a referral to an emergency service such as victim service provider, another community resource, or continuing to the next phase of the assessment process.

Questions would include:

Do you have a safe place tonight? | Are you in danger or do you need protection from violence? | Do you have safe friends and family to stay with? | Do you need help with mediation to stay where you are? | Can flexible funding assist with this? | COVID Status questions | COVID Vulnerability questions

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ASSESSMENT, CONT.

P Policy Recommendation

Implement phased assessments to assist people with immediate needs and manage higher volume of calls and inquiries.

Housing Needs Assessment:

When it becomes clear that diversion and self-resolution will not occur, move to asking questions that gather the basic information needed to make eligibility, prioritization and referral decisions. (HUD required data; VI-SPDAT/VI-SPDAT-F/TAY-SPDAT).

A Action Items

- Create pilot Crisis Needs/ Diversion Assessment in HMIS.
- Train staff on new tools.
- Determine referral process for Diversion candidates.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: PRIORITIZATION

D Definition

The process of assigning level of need or vulnerability to persons seeking assistance so that housing and services can be allocated to those persons with the greatest need.

P Policy Recommendation

Implement Temporary Housing Prioritization Policy to ensure those most vulnerable and those at the highest risk for COVID-19 are prioritized for available housing resources.

A Action Items

- Adopt attached Temporary Housing Prioritization Policy.
- Communicate Prioritization process to community.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: REFERRAL

D Definition

Matching persons to available community resources, housing and services.

P Policy Recommendation

The HMIS System Coordinator will use HMIS data to develop a priority list for matching.

On a weekly basis, housing providers will submit a list of available housing slots.

The CE supervisor will lead a weekly case conferencing meeting to match clients on the priority list to available resources.

Providers will leverage available waivers to bypass regulatory requirements to house people quickly (i.e. disability documentation, FMR, etc.) and waive any internal agency requirements to accessing housing units and document the changes being made.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: REFERRAL, CONT.

A Action Items

- Create priority list.
- Develop live repository for available housing inventory.
- Initiate case conferencing meetings.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: EFFECTIVENESS EVALUATION

D Definition

Evaluation to ensure the aforementioned CES goals are being met.

P Policy Recommendation

On a monthly basis the Coordinated Entry Oversight Committee (CEOC) will solicit stakeholder feedback via open meeting and review the Temporary Housing Prioritization Policy for effectiveness in ensuring that the goal of housing the community's most vulnerable individuals and families is being met

A Action Items

- Standing CEOC agenda item for effectiveness evaluation conversation.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: RACE EQUITY EVALUATION

D Definition

Evaluation to ensure equity of CES Temporary Housing Prioritization Policy.

P Policy Recommendation

On a monthly basis CEOC will review disaggregated data to ensure people of color are assessed and housed at a rate that is proportionate to their makeup of homeless households in Charlotte-Mecklenburg. This committee will make adjustments to the CE temporary prioritization policy as needed to ensure it is racially equitable.

A Action Items

- Standing CEOC agenda item for equity evaluation conversation.



PHASE 2

MEDIUM-TERM ACTIONS

(WHICH SHOULD BE UNDERWAY OR BEGUN NO LATER THAN IN THE NEXT 60 DAYS)

- Document how current prioritization standards will change, which projects will be impacted (e.g. Diversion, Emergency Shelter, Permanent Supportive Housing, Rapid Rehousing, etc.); eligibility criteria; priority populations; and the applicable time period of changes.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ACCESS

D Definition

The initial engagement point (virtual or site-based, including multiple access sites) for persons experiencing a housing crisis.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ASSESSMENT

D Definition

The process of documenting a participant’s housing needs, preferences, and vulnerability.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: PRIORITIZATION

D Definition

Process of assigning level of need or vulnerability to persons seeking assistance so that housing and services can be allocated to those persons with the greatest need.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: REFERRAL

D Definition

Matching persons to available community resources, housing and services.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: EFFECTIVENESS EVALUATION

D Definition

Evaluation to ensure the aforementioned CES goals are being met.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)
- Standing CEOC agenda item for effectiveness evaluation conversation.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: RACE EQUITY EVALUATION

D Definition

Evaluation to ensure equity of CES Temporary Housing Prioritization Policy.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 Actions
- Implement CE COP Action Plan (See attached)
- Standing CEOC agenda item for equity evaluation conversation.

PHASE 3

LONGER-TERM ACTIONS

(These actions should be begun no later than in the next 30 to 60 days)

- Continue to assess, evaluate and modify, if necessary, changes to Coordinated Entry to adjust access and prioritization protocols.



RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: ASSESSMENT

D Definition

The process of documenting a participant's housing needs, preferences, and vulnerability.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 & 2 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: PRIORITIZATION

D Definition

Process of assigning level of need or vulnerability to persons seeking assistance so that housing and services can be allocated to those persons with the greatest need.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 & 2 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: REFERRAL

D Definition

Matching persons to available community resources, housing and services.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 & 2 Actions
- Implement CE COP Action Plan (See attached)

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: EFFECTIVENESS EVALUATION

D Definition

Evaluation to ensure the aforementioned CES goals are being met.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 & 2 Actions
- Implement CE COP Action Plan (See attached)
- Standing CEOC agenda item for effectiveness evaluation conversation.

RECOMMENDATIONS TO ADDRESS ACTION PRIORITIES

COORDINATED ENTRY COMPONENT: RACE EQUITY EVALUATION

D Definition

Evaluation to ensure equity of CES Temporary Housing Prioritization Policy.

P Policy Recommendation

CEOC will assess if additional policy recommendations are needed.

A Action Items

- Evaluate Phase 1 & 2 Actions
- Implement CE COP Action Plan (See attached)
- Standing CEOC agenda item for equity evaluation conversation.