

2021 Charlotte-Mecklenburg CoC Strategic Focus Action Plan

CoC Governing Board Approved: March 25, 2021

CoC Board has direct control

CoC Board can support/influence

CoC Board can advocate

Strategy/Tasks	Action Items	Complete by:	Performance Milestones	Responsible Committee/Entity	Board member champion
Affordable Housing Crisis					
1. Reduce housing barriers	1.1 Identify housing barriers	5/31/21	<p>1.1a: Seek input from persons with lived experience on existing barriers</p> <p>1.1b: Seek input from housing service providers about barriers created by paperwork/documentation required by funders</p> <p>1.1c: Advocate for funding for more administrative support to programs</p> <p>1.1d: Seek input from Housing CLT</p> <p>1.1e: Seek input from Inlivan & landlords re: screening criteria they use and why they use it</p>	<p>Socialserve (1.1d, 1.1e)</p> <p>Inlivan (1.1e)</p> <p>Lived Experience Committee (1.1a)</p> <p>Housing service providers (1.1b)</p> <p>Landlords (1.1e)</p> <p>Chronic homelessness workgroup (1.1b)</p> <p>Youth homelessness workgroup (1.1b)</p> <p>Persons with Criminal History workgroup (1.1a, 1.1b, 1.1e)</p> <p>Veteran homelessness workgroup (1.1b)</p>	<p>LEC: Alesha Eaves, Maya Marshall, Deanna McCool (1.1a)</p> <p>Pamela Malatestinic (1.1b)</p> <p>Hope Marshall, Deanna McCool (1.1b)</p> <p>Timica Melvin: (1.1e)</p> <p>CA Staff : (1.1b)</p> <p>GAP: 1.1c, 1.1d</p>
	1.2 Ensure programs are not screening out participants based on housing barriers	5/31/21	<p>1.2a: Analyze program criteria submitted by programs for 2.2 under Racial Equity goal</p> <p>1.2b: Add statement in written standards that programs cannot screen out based on housing barriers</p>	<p>Housing service providers (1.2a, 1.2b)</p> <p>Funders (City, County, NCDHHS-ESG, consult HUD requirements) (1.2b)</p>	CA Staff: (1.2a, 1.2b)
	1.3 Prevent evictions and returns to homelessness	5/31/21	1.3a: Establish standard reasons for termination across programs in the written standards	<p>Housing service providers (1.3a)</p> <p>Charlotte Center for Legal Advocacy (1.3b)</p>	<p>CA Staff: (1.3a, 1.3b)</p> <p>Lashieka Hardin (1.3b)</p>

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			1.3b: Partner with Charlotte Center for Legal Advocacy to offer training to housing programs on eviction process	<ul style="list-style-type: none"> DATA: Returns to homelessness 	
	1.4 Continue to fund system navigators	7/31/22	<p>1.4a: Assess impact of 3 NCDHHS ESG-funded navigators</p> <p>1.4b: Advocate for additional funding to continue positions as of July 1, 2021.</p>	<p>CEOC (1.4a) Mecklenburg County CSS (1.4a) Roof Above (1.4a)</p> <ul style="list-style-type: none"> DATA: Length of time to housing; Length of time homeless 	Trish Hobson, Hope Marshall, Sonia Jenkins, Stacy Lowry, Stephen McQueen (1.4a) GAP: 1.4b
2. Recruit and support participation of landlords	2.1 Identify strategies to engage property providers	5/31/21	<p>2.1a: Partner with Housing CLT to solicit feedback from landlords re: landlord engagement strategies</p> <p>2.1b: Analyze effectiveness of landlord financial incentives and remediation fund</p> <p>2.1c: If effective, advocate for more funding to expand landlord incentives</p> <p>2.1d: Explore possibility of private funding for master leasing for hard-to-house populations</p> <p>2.1e: Support Socialserve in holding quarterly landlord forums & analyze effectiveness of forums (how many landlords sign on as a result?)</p>	<p>Socialserve (2.1a, 2.1b) Landlords (2.1a, 2.1b) Private funders (2.1c)</p>	<p>Dennis LaCaria (2.1a) Dennis LaCaria, Stephen McQueen, Deronda Metz (2.1e)</p> <p>GAP: 2.1b, 2.1c, 2.1d</p>
	2.2 Collaborate with County and City to issue a call for landlords who are willing to accept subsidy	4/30/21	2.2a: Kathryn write Op-Ed and include Mayor & BOCC Chair	<ul style="list-style-type: none"> CoC Governing Board City County 	Kathryn Firmin-Sellers, Gerard Littlejohn, Lashieka Hardin, CA Staff (2.2a)
	2.3 Promote Housing CLT as main landlord system	8/31/21	2.3a: Prioritize projects for funding that use Housing CLT/Socialserve for housing search & subsidy administration	<p>Socialserve (2.3b) Ranking Committee (2.3a)</p>	Warren Wooten (2.3a) Dennis LaCaria (2.b)

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			2.3b: Maintain centralized database of affordable properties		
	2.4 Recruit landlords, developers and property managers to join the CoC	Ongoing	2.4a: Targeted outreach 2.4b: Speak at landlord forums	Membership/Nominating Committee (2.4a, 2.4b)	Gerard Littlejohn, Stacy Lowry, Hope Marshall (2.4 & 2.4b)
3. Hotel/motel strategy (purchase motels for affordable housing)	3.1 Look to other communities for example program models	4/30/21	3.1a: Use Roof Above's example of purchasing motel 3.1b: Explore best practices in other communities	Roof Above, HEAL Charlotte, Dream Key Partners, Westside CLT (3.1a)	Stephen McQueen, Dennis LaCaria (3.1a) CA Staff (3.1b)
	3.2 Develop funding strategy to purchase and upfit hotels to be permanent housing	5/31/21	3.2a: Conduct analysis of funding that allows purchase, maintenance and operation of properties 3.2b: Advocate for public & private funding for the purchase of hotels to operate permanent housing. Funding should include operations, maintenance, and services 3.2c: Identify populations to be served (PSH? AMI?, etc) 3.2d: Identify organization(s) with capacity to purchase, upfit and administer programs at the sites	City County Collaborative Applicant Housing providers (3.2c) Roof Above HEAL Charlotte Westside CLT	CA Staff: 3.2a GAP: 3.2b, 3.2c, 3.2d
	3.3 Identify hotels/motels available for purchase	6/30/21	3.3a: Partner with HEAL Charlotte who is raising funds for hotel purchase in East Charlotte 3.3b: Partner with Roof Above	<ul style="list-style-type: none"> HEAL Charlotte Roof Above 	GAP: 3.3a, 3.3b
4. Advocate for investment in affordable housing at the State level	4.1 Identify Board members with capacity/ability to advocate	7/2/21-NC legislative session: 1/13/21-7/2/21	4.1a: Submit letters of support to organizations who are advocating/lobbying 4.2b: Collaborate to support County & City housing & homelessness-related legislative agendas	<ul style="list-style-type: none"> CoC Board Habitat for Humanity NCCEH HSN Advocacy Re-entry Housing Alliance Charlotte Center for Legal Advocacy 	GAP: 4.1a, 4.2b

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				<ul style="list-style-type: none"> FFTC NC Housing Coalition NCCEH 	
5. Advocate for the City of Charlotte to establish affordable housing set aside requirement	5.1 Identify Board members with capacity to advocate	5/31/21	<p>5.1a: Collaborate with HSN Advocacy Committee</p> <p>5.1b: Support City of Charlotte's 2040 Comprehensive Plan</p>	<ul style="list-style-type: none"> HSN Advocacy Committee CoC Board 	GAP: 5.1a, 5.1b
Unsheltered Homelessness/Encampments					
1. Make existing crisis housing (emergency shelter & transitional housing more accessible	1.1 Identify existing barriers for those who are trying to access crisis housing	5/31/21	1.1a: Seek input from unsheltered population about concerns about entering shelter (PIT survey question)	<p>Persons with Lived Experience Committee (1.1a)</p> <ul style="list-style-type: none"> Roof Above Salvation Army Safe Alliance McKinsey/CCCP Focus groups of participants and providers Families Workgroup 	Alesha Eaves, Maya Marshall, Deanna McCool (1.1a)
	1.2 Explore continued use of non-congregate shelters	6/30/21	<p>1.2a: Quantify funding need</p> <p>1.2b: Identify sites that can support non-congregate shelters long-term</p>	<ul style="list-style-type: none"> Roof Above Salvation Army Mecklenburg County Collaborative Applicant staff 	Deronda Metz (1.2a, 1.2b)
	1.3 Expand diversion efforts and funding	8/31/21	<p>1.3a: Analyze current use & effectiveness of diversion funds</p> <p>1.3b: Advocate for private funding to expand diversion</p>	<ul style="list-style-type: none"> Roof Above Salvation Army Mecklenburg County CoC Board 	CA staff (1.3a) GAP: 1.3b
	1.4 Implement Countywide Street Outreach strategy to ensure everyone who is unsheltered has access to crisis housing if desired	5/31/21	<p>1.4a: Agree on common elements of Street Outreach program & include in written standards</p> <p>1.4b: Engage & partner with grassroots organizations</p>	<ul style="list-style-type: none"> Roof Above Ada Jenkins Center Membership/Nomination Committee <p>Collaborative Applicant Staff (1.4a)</p>	CA staff (1.4a)
	1.5 Develop policy to direct funding to	12/31/21	1.5a: Draft policy based on research	Collaborative Applicant Staff, EIC (1.5a)	Alesha Eaves, Maya Marshall, Deanna McCool (1.5a, 1.5b)

Strategy/Tasks	Action Items	Complete by:	Performance Milestones	Responsible Committee/Entity	Board member champion
	low-barrier shelters		<p>1.5b: Present policy to CoC Board to approve</p> <p>1.5c: Use policy when making funding decisions</p>	Persons with Lived Experience Committee (1.5a, 1.5b) CoC Board & Ranking Committee (1.5c)	CA staff, Kathryn Firmin-Sellers, Stephen McQueen, Anthony Ryback (1.5a) Warren Wooten (1.5c)
2. Create more family-friendly options for unsheltered families	2.1 Explore continued use of non-congregate shelter	6/30/21	<p>2.1a: Quantify funding need</p> <p>2.1b: Identify sites that can support non-congregate shelters long-term</p> <p>2.1c: Look to other communities as examples of family sheltering strategies</p> <p>2.1d: Explore Safe Parking program as possible option for unsheltered families</p>	<ul style="list-style-type: none"> Salvation Army Safe Alliance Charlotte Family Housing Families Workgroup (2.1a, 2.1c, 2.1d) CoC Board DSS YFS/CPS CMPD CA Staff (2.1c)	Deronda Metz (2.1a, 2.1b, 2.1c, 2.1d) Deanna McCool (2.1a, 2.1c, 2.1d) CA staff (2.1c)
	2.2 Identify the current family-friendly options that are available for unsheltered families	5/31/21	2.2a: Seek input from shelter & transitional housing providers about ability to serve families	Families Workgroup, CA staff (2.2a)	Deronda Metz, Deanna McCool, CA Staff (2.2a)
	2.3 Identify the need: how many unsheltered families	4/30/21	<p>2.3a: Agree on common definition(s) of family</p> <p>2.3b: Use data to determine number of unsheltered families in the community</p>	Families Workgroup, CA staff (2.3a, 2.3b)	Deronda Metz, Deanna McCool, CA Staff (2.3a, 2.3b)
	2.4 Partner with faith community for possible locations to shelter families	12/31/21	2.4a: Support shelter providers as they seek to partner with faith communities	<ul style="list-style-type: none"> Roof Above Salvation Army Safe Alliance CoC Board-faith-based seat (2.4a) <ul style="list-style-type: none"> Families Workgroup 	Victor Nicholson (2.4a)
3. Expand private housing options	3.1 Identify what existing private housing options are available	6/30/21	3.1a: Maintain centralized database of available affordable properties	<ul style="list-style-type: none"> Socialserve McKinsey/CCCP 	Dennis LaCaria (3.1a)
	3.2 Expand shared housing options in programs	8/31/21	3.2a: Examine effectiveness of shared housing	<ul style="list-style-type: none"> Housing providers Funders (City, County, NCDHHS-ESG, consult HUD requirements) 	GAP: 3.2a CA Staff (3.2b)

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			3.2b: Examine program eligibility criteria to determine which programs can offer shared housing		
	3.3 Expand SRO housing	2022	3.3a: Explore purchase of hotels to be used for permanent housing	<ul style="list-style-type: none"> Roof Above CoC Board Mecklenburg County City of Charlotte 	Dennis LaCaria (3.3a)
	3.4 Implement Moving On strategies	12/31/21	<p>3.4a: Quantify the number of PSH units that turn over each year</p> <p>3.4b: Identify how many PSH participants are eligible to Move On</p> <p>3.4c: Partner with Inlivian to offer preference for vouchers/units at their properties for those who are Moving On</p>	<ul style="list-style-type: none"> PSH providers Inlivian 	Timica Melvin (3.4c) Stephen McQueen (3.4a, 3.4b)
	3.5 Ensure programs connect participants to mainstream resources	6/30/21	<p>3.5a: Include in program monitoring tool that programs connect clients to income, benefits, employment, etc to support</p> <p>3.5b: Ensure multiple systems are represented in CoC membership (healthcare, mental health providers, substance use services, education, etc)</p>	<ul style="list-style-type: none"> CoC Board Housing providers CoC Ranking Committee (3.5a) CoC Membership/Nominating Committee (3.5b)	CA Staff, Warren Wooten (3.5a) Gerard Littlejohn, Stacy Lowry, Hope Marshall (3.5b)
Race Equity					
1. Undertake a more detailed and focused analysis of race equity	1.1 Adopt Race Equity analysis plan	5/1/21	<p>1.1a: Review analysis models from NAEH, USICH, HUD, others</p> <p>1.1b: Collect best practice race equity analysis models from peer communities</p> <p>1.1c: Identify data collection methods and sources (HMIS, consumer surveys, Census AFS)</p>	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee Data Advisory Committee 	EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen (1.1a, 1.1b) DAC: Maya Marshall, Anna London (1.1c) C4 Innovations CA Staff (1.1b)
	1.2 Share preliminary results	10/1/21	Report will include the following minimum components:	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee 	EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen

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	and findings with CoC Board		<ul style="list-style-type: none"> Race equity analysis by general population, poverty population, CoC participant population SPM with cross tabs by race for each component 	<ul style="list-style-type: none"> Data Advisory Committee 	DAC: Maya Marshall, Anna London C4 Innovations CA Staff
	1.3 Solicit feedback from CoC stakeholders	11/1/21	Results shared and input collected from the following: <ul style="list-style-type: none"> Homeless assistance providers Persons with lived experience of homelessness Public system partners (child welfare, criminal justice, PHA, education/public schools, others) 	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee Data Advisory Committee Housing services providers Lived Experience Committee 	EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen, DAC: Maya Marshall, Anna London LEC: Maya Marshall, Alesha Eaves, Deanna McCool C4 Innovations CA Staff
	1.4 Release final analysis results with recommendations	3/31/22	1.4a: Final report received and adopted by CoC Board 1.4b: Follow-up action items tied to Evaluate Upstream, 2025 Charlotte-Mecklenburg Homelessness Strategy	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee Data Advisory Committee 	EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen (1.4a) C4 Innovations/CA Staff (1.4a) GAP: 1.4b
2. Eliminate program screening criteria that disproportionately impact people of color	2.1 Identify CoC program eligibility criteria that may contribute to racial disparities	5/31/21	2.1a: Conduct analysis on disparate racial impacts of various screening and eligibility criteria (e.g. criminal record, past eviction, untreated behavioral health conditions, others...) 2.1b: Scan NAEH, HUD, NLIHC, USICH and other sources for guidance on low-barrier CoC projects	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee Data Advisory Committee 	C4 Innovations: 2.1a DAC: Maya Marshall, Anna London(2.1a) EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen (2.1b)
	2.2 Conduct inventory of all eligibility criteria for each CoC project	5/31/21	2.2a: Request copies of all written eligibility and program enrollment screening criteria and practices including reasons these particular screening criteria are used including what specific funders require	<ul style="list-style-type: none"> C4 Innovations Equity & Inclusion Committee Data Advisory Committee 	C4 Innovations: 2.2a, 2.2b, 2.2c

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			<p>2.2b: Compile results</p> <p>2.2c: Share draft results with CoC projects for verification</p>		
	2.3 Establish CoC policy regarding elimination of screening and eligibility criteria that are demonstrated to perpetuate racial inequities	8/1/21	<p>2.3a: Draft policy based on guidance from national literature analysis and documentation from Char-Meck CoC providers</p> <p>2.3b: Identify sanction or performance improvement plan for CoC providers who are in noncompliance with CoC policy</p>	<ul style="list-style-type: none"> • C4 Innovations • Equity & Inclusion Committee • Data Advisory Committee 	<p>EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen (2.3a, 2.3b)</p> <p>DAC: Maya Marshall, Anna London (2.3b)</p>
3. Promote racial justice in funding decisions.	3.1 Infuse racial justice into all funding priorities	5/1/21	<p>Develop criteria for racial justice funding actions, examples could include:</p> <ul style="list-style-type: none"> • projects that have a defined racial justice component, • projects that have demonstrated progress in reducing disparities, • projects that have grounded program improvement strategies by centering people with lived experience as the drivers of quality improvement innovations 	<ul style="list-style-type: none"> • C4 Innovations • Equity & Inclusion Committee • Data Advisory Committee 	<p>C4 Innovations</p> <p>EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen</p> <p>DAC: Maya Marshall, Anna London</p>
	3.2 Adopt CoC Board policy for prioritizing racial justice in investment and funding decisions	7/1/21	<ul style="list-style-type: none"> • Update CoC NOFA rating and ranking policies and procedures to include a race equity component 	<ul style="list-style-type: none"> • C4 Innovations • Equity & Inclusion Committee • Data Advisory Committee • Ranking Committee 	<p>C4 Innovations</p> <p>EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen</p> <p>DAC: Maya Marshall, Anna London</p> <p>RC: Warren Wooten</p>
4. Use place-based criteria for targeted system investments.	4.1 Identify geographic locations with the highest	7/1/21	<ul style="list-style-type: none"> • Highest concentration of locations below 50% AMI • Lowest rates of home ownership 	<ul style="list-style-type: none"> • C4 Innovations • Equity & Inclusion Committee • Data Advisory Committee 	GAP

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	concentration/prev alence of inequality		<ul style="list-style-type: none"> • Lowest levels of educational attainment • Lowest levels of access to health care • Lowest number of grocery stores, food access 	<ul style="list-style-type: none"> • 2025 Charlotte-Mecklenburg Homelessness Strategy 	
	4.2 Identify CoC program components and service strategies that can be directed and/ or concentrated to specific locations (i.e. programs that are not currently facility based)	5/1/21	<p>Identify level of (amount of) CoC flexibility to direct (or redirect) funding to amplify the following components:</p> <ul style="list-style-type: none"> • Homelessness prevention • Outreach • Rapid Rehousing 	<ul style="list-style-type: none"> • Use Urban Institute’s tool to show where to prioritize emergency rental assistance to keep renters in their homes 	GAP
	4.3 Establish Board policy for directing CoC funding investments to targeted geographic locations (zip codes, neighborhoods)	7/1/21	<ul style="list-style-type: none"> • Draft policy based on research • Present policy to CoC Board 	<ul style="list-style-type: none"> • C4 Innovations • Equity & Inclusion Committee • Data Advisory Committee 	<p>C4 Innovations/CA Staff</p> <p>EIC: Kathryn Firmin-Sellers, Anthony Ryback, Stephen McQueen</p> <p>DAC: Maya Marshall, Anna London</p>
5. Monitor performance of CoC- and NCDHHS ESG-funded projects	5.1 Set performance targets		<p>5.1a: DAC suggest performance targets based on program type</p> <p>5.1b: Complete quarterly monitoring of agencies that receive identified funding</p>	<ul style="list-style-type: none"> • Data Advisory Committee • Housing providers • Lived Experience Committee 	<p>DAC: Maya Marshall, Anna London(5.1a)</p> <p>CA Staff/CoC Board (5.1b)</p> <p>Board Gap (5.1b)</p>
	5.2 Offer TA for low-performing programs & programs unable to demonstrate efficacy		<ul style="list-style-type: none"> • Analyze systemic reasons for under performance 	<ul style="list-style-type: none"> • CoC Board • Housing providers 	CA staff
	5.3 Reallocate funding from low-		<ul style="list-style-type: none"> • Develop reallocation process/policy 	<ul style="list-style-type: none"> • CoC Board 	<p>CoC Board</p> <p>Warren Wooten</p>

Strategy/Tasks	Action Items	Complete by:	Performance Milestones	Responsible Committee/Entity	Board member champion
	performing projects				

*This is a living document that may be updated throughout the year with Board input.