

**Governing Board Meeting:** Thursday, May 26, 2022

In-Person Option: 3205 Freedom Drive, Entrance D, Suite 2000

Zoom: <https://zoom.us/j/92847713203?pwd=WTluSW9UdUYwdS9keDFqcGNXRy9Udz09>

Board Members			
Anna London, Chair	Deronda Metz, Vice Chair	Trish Hobson, Secretary	Kathryn Firmin-Sellers
Sonia Jenkins	Brian Kovaleski	Karen Pelletier	Warren Wooten
James Searcy	Hope Marshall	Kaedon Grinnell	James Lee
Kenny Robinson	Jane Shutt	Timica Melvin	Elizabeth Trotman
Lucy Crain	Tiffany Price	Tchernavia Montgomery	Kim Ciepcielinski

**Agenda**

Time	Item	Facilitator
2:00pm-2:05pm	Welcome, attendance Welcome new Board member: Kim	Anna London (welcome) Branden Lewis (attendance)
	Moment of remembrance for victims of racially motivated shooting in Buffalo	Anna London
2:05pm-2:10pm	Public Comment: General Remarks	Branden Lewis
2:10pm	<b>VOTE:</b> <b>Motion: Approve meeting minutes</b> (April 28, 2022) p.3-4	Anna London
2:10pm-2:15pm	Executive Committee Report: Meeting etiquette reminders Fully in person meetings starting in July	Anna London
2:15pm-2:30pm	Agency Spotlight: Foundation for the Carolinas	Elizabeth Trotman Dr. Titiksha Fernandes
2:30pm-2:40pm	Board Member Report: Towns seat <b>Motion: Establish CoC Unsheltered Homelessness Workgroup</b>	Jane Shutt James Lee
2:40pm-2:55pm	Committee Report: Coordinated Entry Oversight Committee	Tameka Gunn, Vice Chair
2:55pm-3:10pm	Committee Report: Ranking Committee <b>Motion: Approve Reallocation Policy</b> (pgs. 6-8)	Jamie Green, Vice Chair
3:10pm-3:15pm	A Home for All Framework Implementation	Courtney LaCaria
3:15pm-3:35pm	System Performance Measure Progress Update & context for setting funding priorities (pgs. 9-10)	Kim Sanders Courtney LaCaria
3:35pm-3:45pm	CoC Board Strategic Plan <b>Motion: Adopt 2022 strategic plan</b> (pgs. 11-15)	Anna London
3:45pm-3:50pm	Collaborative Applicant Staff Updates: 1. FY 2021 Scoring Summary debrief 2. Refresher training with CoC, ESG recipients (pgs. 16-24)	Branden Lewis Erin Nixon
3:50pm-4:00pm	Agency Updates Request for June meeting agenda items	All

**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.

CHARLOTTE-MECKLENBURG CONTINUUM OF CARE

4:00pm	Adjourn	Anna London
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Next CoC Governing Board meeting: Thursday, June 23, 2022; 2pm-4pm  
Next CoC Full Membership meeting: Wednesday, July 13, 2022; 2:00pm-3:30pm

**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.

**CoC Governing Board  
Meeting Minutes  
April 28, 2022**

The meeting of the CoC Governing Board was held on April 28, 2022, as a hybrid in-person/virtual meeting. The in-person portion was held at the Valarie Woodard Center; Virtual was held via Zoom. Anna London, Board Chair called the meeting to order at 2:02pm.

**Board Members Present:** Anna London, Karen Pelletier, Trish Hobson, James Searcy, James Lee, Kenny Robinson, Timica Melvin, Tiffany Price, Elizabeth Trotman, Kaedon Grinnell, Hope Marshall, Lucy Crain, Sonia Jenkins, Warren Wooten

**Board Members Absent:** Jane Shutt, Deronda Metz, Brian Kovaleski, Kathryn Firmin-Sellers, Tchernavia Montgomery,

**CoC Staff Present:** Branden Lewis, Erin Nixon

**Guests Present:** Kim Sanders (Meck County CSS), Mary Ann Priester (Meck County CSS), Nicole DeWitt (SocialServe), Valarie Townsend (Lived Experience Committee and Grand Awakening, LLC), Angela Dreher (Supportive Housing Communities) , Vickie Craighead-Davis (Friendship Community Development Corp), Michele Richardson (Oxford house INC), Madeline Thomas (Mecklenburg County Shelter Plus Care), LeDayne McLeese Polaski (Meck Min)

**Welcome (Anna London), Attendance (Branden Lewis):** Quorum present; Members of the public introduced themselves in the chat with name and organization.

**Public Comment: General Remarks (Branden Lewis):** Valarie Townsend asked, “Why do we have a prioritization policy? Why don’t we house people on first-come, first-serve basis?” Erin said that the Coordinated Entry Oversight Committee is looking at the prioritization policy and that they would answer this question at the next committee meeting on Tuesday, May 3.

**Vote:** Approve meeting minutes from March 24, 2022, meeting (Motion: Karen Pelletier, Second: James Searcy) – meeting minutes were approved.

**Board Member Report – Faith Based Seat (Lucy Crain and LeDayne McLeese Polaski):** LeDayne informed the board of the many ways MeckMin brings people of different faiths together to understand the needs of our community. Several of the organizations involved with MeckMin are volunteering in different ways across the homeless services system, including building affordable housing. LeDayne encouraged the board to attend MeckMin’s monthly luncheon to network with the faith community. Anna London mentioned a couple other ideas

1. A community wide book study
2. Outreach, talking points, speaker’s bureau

**Lived Experience Committee (James Lee and James Searcy):** James and James outlined several initiatives that the Lived Experience Committee is working on:

1. Working with people falling through the cracks. Many are in camps and are not accessing services.
2. Working to support Jane Shutt in her outreach efforts
3. Working with Brian Kovalski to talk to property owners

The committee wants to ensure that the CoC board and other decision makers are acting upon recommendations from members of the Lived Experience Committee.

**A Home for All Framework Implementation (Karen Pelletier):** Karen shared progress on implementation of the framework. We are in an interim period while the enduring structure is put in place. The implementation committee is at work getting many of the initiatives started.

**CoC Board Strategic Plan (Anna London):** Anna reminded everyone that a workgroup has been working to align our strategic plan with “A Home for All”. Erin shared a draft of the plan. She will send a copy to the board and asked that they review prior to the next board meeting.

**Collaborative Applicant Staff Updates (Branden Lewis, Erin Nixon):**

1. Shared Housing – Over 100 people attended the trainings. The leadership team continues to meet.
2. Preparing for NOFO Process – We will be asked to set funding priorities at the next board meeting. The ranking committee is working on reallocation policy. We are also revisiting the YHDP application

**Agency Updates (All):**

1. **Erin Nixon:** Congratulations to Karen Pelletier for being honored as a “40 over 40” honoree
2. **Trish Hobson:** The Relatives On Ramp Resource Center will move to a new location on May 17 at 2219 Freedom Drive
3. **James Lee:** Suggests the board help with the YAB
4. **Nicole DeWitt:** SocialServe is rebranding. The new name is Housing Collaborative. They will also be implementing new software – Housing Accelerator.
5. **Kenny Robinson:** Freedom Fight Missionaries partnered with Dream Key Partners on an ARPA funding.

**Motion to Adjourn the Meeting:** Motion: Karen Pelletier

Meeting adjourned at 3:23pm.



## Charlotte-Mecklenburg Continuum of Care

### Reallocation Policy

Item	Edit made	Rationale for edit
2b. Definition of Chronic Underperformance	Added to the definition of chronic underperformance to include when a renewal project does not consistently meet performance benchmarks in the monitoring process	HUD wants communities to be evaluating projects on their overall performance.
4. Projects subject to reallocation	Added that projects that no longer meet HUD or local priorities are subject to reallocation	To ensure projects align with HUD & local needs and priorities to make the most efficient use of funding.
6. Special Reallocation Amount Rules	Added this section to determine how to treat reallocated projects in subsequent grant years.	To avoid projects being penalized twice before having a chance to improve performance.

#### 1. Purpose and Background

The Charlotte-Mecklenburg Continuum of Care (CoC) manages the performance of all CoC projects in the community and reallocates financial resources to improve the CoC's capacity to end homelessness. The CoC encourages new and existing providers to apply for new projects each fiscal year in accordance with identified community priorities, strategies, and resource gaps. Chronic underspending or underperformance by a project risks recapture of those funds by the federal Department of Housing and Urban Development, making those funds unavailable to the community for use in ending homelessness. Therefore, the CoC has developed this policy to provide rules that govern the process for reallocation.

#### 2. Definitions

- a. Chronic Underspending. Chronic underspending occurs when a renewal project that has not already been reallocated fails to expend 90% or more of its grant funds during each of its three most recently closed out grant years prior to the measurement date OR fails to expend 90% or more of its grant funds during each of its first two completed grant years.
- b. Chronic Underperformance. Chronic underperformance occurs when a renewal project fails to serve 90% or more of the projected number of households during each of its three most recently completed grant years prior to the measurement date OR fails to serve 85% or more of the projected number of households during each of its first two completed grant years, per its APR. **Chronic Underperformance can also occur when a renewal project does not consistently meet performance benchmarks in the monitoring process.**
- c. CoC funding priorities. HUD & local funding priorities identified in the NOFO and by local community data & gaps analyses.
- d. Measurement Date. The measurement date will be the earlier of June 1 of each year or the release date of the Notice of Funding Opportunity (NOFO).

- e. Collaborative Applicant (CA). The CA is the organization designated by the CoC to submit the required CoC application for all projects selected for funding, and to apply for CoC planning funds.
- f. Recipient. A recipient is an organizational member of the CoC that receives HUD CoC funding for a project directly from HUD.
- g. Ranking Committee. A CoC Committee responsible for developing fair and transparent processes and recommending the ranking for projects eligible for funding under the CoC Program and Emergency Solutions Grant Program.

### 3. Effective Date

This policy is effective as of May 26, 2022

### 4. Projects Subject to Reallocation

There is no guarantee of on-going CoC funding for any project because HUD wants communities to continually evaluate how best to deploy resources in order to end homelessness. The annual Notice Of Funding Opportunity is a competitive process, and the CoC Ranking Committee has tools and processes in place to ensure an equitable and transparent review of applications, in accord with community needs and priorities. Renewal projects that are determined to have chronic underspending or underperformance as defined in Section 2. above will be subject to reallocation. **Renewal projects that do not align with HUD and/or local funding priorities are subject to reallocation.** The Collaborative Applicant will notify all projects with chronic underspending and/or underperformance and/or no longer meeting HUD and/or local funding priorities of its intent to reallocate, within 14 business days of the request date. The first year of a new project will not be included in any calculations related to underspending or underperformance.

### 5. Reallocation Amount

If there is chronic underspending, the reallocation amount may be the **greater** of the average underspending for the two most recently completed grant years, or ten percent of the annual project funding. When evaluating consolidated projects for reallocation, the average underspending will include the underspending for the projects that have been consolidated.

If there is chronic underperformance as defined in Section 2. above, but there is no underspending, the Collaborative Applicant, together with the Ranking Committee, may recommend a reallocation amount. History of grant consolidation will be considered when determining a reallocation amount.

If the calculated reallocation amount is less than \$7,500, then no reallocation will be made

### 6. Special Reallocation Amount Rules:

- a. **A project that has had its grant amount reduced by the CoC's reallocation policy ("Reallocated Project") will not be subject to reallocation the subsequent year. The following year, the project would be subject to reallocation if there is chronic underspending in the 2 most recently closed out grants. The reallocation amount may**

be the **greater** of the average underspending for the two most recently completed grant years, or ten percent of the annual project funding.

- b. A reallocated project is not eligible to apply for expansion funds until the completion of its first reallocated grant year.

#### **7. Voluntary Reallocation**

Renewal projects that cannot effectively expend all of their funding may choose to relinquish some or all of their funding for the purpose of creating new projects in the community as long as they meet these criteria:

- a. They have operated for a minimum of 12 months, and
- b. They commit to identify placement for any household that would be displaced as a result of the reallocation.

Interest in a voluntary reallocation should be communicated by the Renewal Project to the Collaborative Applicant as soon as possible to allow the community to plan for new project applications.

#### **8. Waiver Request**

A renewal project may request a one-year waiver of the reallocation within 5 business days from the receipt of the reallocation notice under the following circumstances:

- a. The recipient has not been granted a waiver within the last two years, and
- b. The project recipient has a detailed plan in place to fully expend the funds for the current grant year and the drawdown activity for the current grant year can clearly demonstrate that the grant will be more than 90% expended. AND/OR
- c. The project recipient has a detailed plan in place to address chronic underperformance as defined above.

The waiver request should be made to the Collaborative Applicant, and should include at a minimum a detailed corrective spending plan and projections of future drawdown activity. The CA, together with the Ranking Committee, will review the waiver request and make a decision within 5 business days of the waiver request.

#### **9. Conflicts of Interest**

No member of the Ranking Committee who is associated with a project impacted by this policy may participate in deliberations or vote on any reallocation decision.

#### **10. How Funds are Reallocated**

If a project has its grant amount reduced as a result of this Policy, the project budget must be adjusted by the recipient prior to the submission of the NOFO application.

The reallocated funds are included in the NOFO funding amount available for new or existing projects.

The Notice for Letters of Intent, Notice of Project Process Competition, New Project Application Scorecard and Renewal Project Application Scorecard are posted annually by the Collaborative Applicant at: [www.charmeckcoc.org](http://www.charmeckcoc.org)



## 2022 System Performance Measure Benchmarks

- Annual Count and (Point in Time count) PIT: benchmark to remain at a **5% reduction** in annual count and PIT count (from previous submission)

Measure	10/1/20 to 9/30/21 (baseline)	5/1/21 to 4/30/22
Annual Count (ES,SH,TH)	4827	5467
PIT Count	1947	1761

- Length of Time homeless (LOTH): reduce benchmark to a **3% reduction** in both average and median LOTH (previous benchmark was 5%)

Measure: ES/SH	10/1/20 to 9/30/21	5/1/21 to 4/30/22
Average	126 days	103 days
Median	90 days	59 days

Measure: ES/SH/TH	10/1/20 to 9/30/21	5/1/21 to 4/30/22
Average	174 days	149 days
Median	101 days	72 days

- Returns from Permanent Housing: raise benchmark to a **3% reduction** in returns to homelessness from PH (previous benchmark was 2%)

Measure	10/1/20 to 9/30/21	5/1/21 to 4/30/22
Returns from PH (2 year data)	25%	20%

- Employment and Income Growth for CoC Funded projects: **2% increase** in employment income, a **3% increase** in non-employment income, and Total increase of **2%**.

Measure - Stayers	10/1/20 to 9/30/21 (baseline)	5/1/21 to 4/30/22
Employment Income Increase	6%	7%
Non-employment income increase	44%	38%
Total Increase	46%	40%

Measure - Leavers	10/1/20 to 9/30/21 (baseline)	5/1/21 to 4/30/22
Employment Income	7%	9%
Non-employment income	27%	32%
Total	32%	40%

- Successful Exits to Permanent Housing: **5%** percentage point overall increase as well as for ES, TH, and RRH project types. The SO goal is to maintain 50% positive exits.

Intervention	10/1/20 to 9/30/21	5/1/21 to 4/30/22
ES, SH, TH, and RRH who exited	37%	32%
Street Outreach	62%	67%

- Successful Exits & Retention of Permanent Housing: **95%** or higher

Retention (7b.2)	10/1/20 to 9/30/21	5/1/21 to 4/30/22
PSH and OPH	97%	96%

- First Time Homeless: this measure had been on a gradual decline prior to Covid; the DAC has agreed to keep this goal at a **5% reduction** in the number of people homeless for the first time

Measure	10/1/20 to 9/30/21	5/1/21 to 4/30/22
ES/SH/TH	3013	3317
ES/SH/TH/PH	3416	3642

According to Stella Insights, if the CoC focuses resources on the following populations, it would have the greatest impact on our system's overall length of time homeless:

1. Adults only over 25, non-veterans
2. All households with children & youth: shelter only is 51 could be interpreted as target resources to households in the shelter
3. Adults only 18-24

## 2022-2023 Charlotte-Mecklenburg CoC Strategic Focus Action Plan

CoC Governing Board Approved: May 26, 2022

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

*Items in green are language directly from the Home for All framework*

Strategy	Objectives	Action Items	Report out progress at CoC Board meeting	Responsible Committee/Entity	Board member champion
<b>Goal 1: System Performance Measure: Reduction in the 1<sup>st</sup> Time Homeless (Rare)</b>					
<p><b>1. Create an effective intake &amp; triage system that allows for seamless connections for individuals</b></p>	<p><b>A.</b> Evaluate the ability of NC 211 &amp; Coordinated Entry (CE) to conduct person-centered prevention assistance intake &amp; triage.</p> <p><b>B.</b> Design Coordinated Entry system to achieve goals of community</p> <p><b>C.</b> Create an effective intake &amp; triage system that allows for seamless connections for individuals</p> <p><b>D.</b> Improve coordination with existing partners: align other intake and triage systems with prevention assistance intake and triage systems; expand and strengthen coordinated entry system to receive referrals from qualified, non-traditional partners, including grassroots organizations</p> <p><b>E.</b> Ensure adequate communication to the community about the entry point for the homeless services system.</p> <p><b>F.</b> Improve information flow for (1) people experiencing homelessness (2) outreach volunteers &amp; community members</p>	<p>1A: Identify what we want the CE system to do (community need) and decide what role 211 has in meeting that need and how it needs to change to meet the need.</p> <p>1B: Redesign CE system so it aligns with: HUD requirements, community need and recommendations from UNCC Urban Institute CE evaluation study. Community need will be determined and evaluated ongoing through a feedback loop between clients, providers and the Coordinated Entry Oversight Committee.</p> <p>1E/1F: Develop a comprehensive communication plan and campaign that informs the community what CE IS and what it IS NOT</p>	<p>June 2022</p> <p>September 2022</p>	<p>Coordinated Entry Oversight Committee</p>	<p>Hope Marshall James Lee James Searcy Trish Hobson</p>
<p><b>2. Create a prevention-focused, intensive, case management model</b></p>	<p><b>A.</b> Fully utilize available diversion funding by piloting diversion case management strategies using CE system navigation</p> <p><b>B.</b> Research homeless prevention case management best practices &amp; incorporate findings into CoC written standards</p> <p><b>C.</b> Assess opportunities to partner with complementary data systems to improve care coordination &amp; create a shorter-term solution to more effective case management</p> <p><b>D.</b> Work toward aligning case management model with findings of predictive model</p>	<p>2A: Pilot diversion case management strategies using CE system navigation</p> <p>2C: Utilize results of HMIS software &amp; HMIS Lead monitoring to determine if HMIS software (WellSky) &amp; HMIS Lead (MCAH) meet the needs of clients, agencies &amp; the community and look to transition to a new software and/or Lead with guidance from HUD TA</p>	<p>July 2022</p> <p>December 2022 (vote to not renew contract with MCAH for FY24)</p>	<p>Diversion Workgroup</p>	<p>Karen Pelletier</p> <p>DAC Board member</p>
<p><b>3. Increase support for teens &amp; young adults exiting foster care</b></p>	<p><b>A.</b> Collaborate with Youth and Family Services (YFS) on the distribution of Foster Youth Independence (FYI) vouchers</p>	<p>2A: Partner with YFS to utilize the Coordinated Entry process to issue FYI vouchers</p>	<p>June 2022 (approve submission of</p>	<p>Homeless Youth Workgroup</p>	<p>Trish Hobson</p>

Strategy	Objectives	Action Items	Report out progress at CoC Board meeting	Responsible Committee/Entity	Board member champion
	<ul style="list-style-type: none"> <li>B. Augment the CoC sub-committee for homeless students with broad task forces</li> <li>C. Apply for Youth Homeless Demonstration Project (YHDP) through HUD</li> </ul>		YHDP application)		
<b>4. Increase housing opportunities for justice involved adults</b>	<ul style="list-style-type: none"> <li>A. Consider directing a portion of CoC &amp; NCDHHS ESG funding to projects that serve justice-involved adults</li> <li>B. Continue Persons with Criminal Histories workgroup, which is a workgroup that addresses barriers to existing housing programs for justice-involved adults</li> </ul>	2B: Continue targeting Emergency Housing Vouchers (EHV) to persons with criminal history	July 2022 (EHV Update)	Persons with Criminal Histories Workgroup	James Searcy Kenny Robinson Timica Melvin
<b>Goal 2: System Performance Measure: Reduction in the Length of Time Homeless (Brief)</b>					
<b>1. Increase Life Navigators/single point of contact for navigation across sector supports</b>	<ul style="list-style-type: none"> <li>A. Continue to connect clients to CE system navigators at entry into the homeless services system.</li> <li>B. Ensure multiple systems are represented in CoC membership (healthcare, mental health providers, substance use providers, education, etc)</li> </ul>	1A: incorporate CE system navigation into CE Redesign	June 2022  September 2022	Coordinated Entry Oversight Committee  Membership/Nominating Committee	Hope Marshall Deronda Metz
<b>2. Expand on existing housing resource center so it can serve as a robust, concerted gatekeeper and convener for both demand (individuals seeking affordable housing) and supply (housing providers)</b>	<ul style="list-style-type: none"> <li>A. Engage technical assistance to develop CoC-wide landlord engagement strategy</li> <li>B. Recruit landlords, developers, and property managers to join the CoC</li> <li>C. Identify &amp; evaluate landlord engagement strategies for Housing Collaborative (formerly Housing CLT) to test</li> <li>D. Implement shared housing as a CoC wide best practice</li> <li>E. Direct new/reallocated CoC-PSH funding to Leasing (master leasing)</li> <li>F. Identify program-specific housing barriers &amp; test strategies to overcome the barriers</li> </ul>	<p>1C: If held, participate in City of Charlotte's Affordable Housing Summit</p> <p>1F: Seek input from housing service providers about barriers created by paperwork/ documentation required by funders</p> <p>1F: Seek input from Inlivan &amp; landlords re: screening criteria they use and why they use it</p>	July 2022	Landlord Engagement Workgroup	Brian Kovaleski James Lee Timica Melvin
<b>3. Reduce length of time homeless for unsheltered population</b>	<ul style="list-style-type: none"> <li>A. CoC convene Street Outreach workgroup</li> <li>B. Implement Countywide Street Outreach strategy to ensure everyone who is unsheltered is engaged</li> <li>C. Expand outreach teams, specifically with mental health &amp; substance use focus</li> <li>D. Make existing crisis housing (emergency shelter &amp; transitional housing (TH)) more accessible</li> <li>E. Identify family-friendly shelter options (ex. safe parking, sanctioned encampment)</li> </ul>	<p>3C: Target NCDHHS ESG Street Outreach funding to agencies whose strategies align with written standards</p> <p>3D: Understand barriers to access; connect eligible clients to TH at CE</p> <p>3D: Direct NCDHHS ESG Emergency Shelter funding to low-barrier shelters</p>	June 2022 (funding priority vote)  August 2022	Street Outreach teams (AJC, RA, PATH)  Homeless Families Workgroup	Karen Pelletier Deronda Metz Lucy Crain Jane Shutt

Strategy	Objectives	Action Items	Report out progress at CoC Board meeting	Responsible Committee/Entity	Board member champion
	F. Conduct communitywide training on street outreach for grassroots organizations and other entities who are interested in providing street outreach	3E: Partner with faith community to expand shelter options for families			
<b>4. Expand and create new subsidies</b>	A. Direct CoC & NCDHHS ESG funding to new PSH & RRH subsidies B. Develop & Implement CoC Moving On Strategy C. Continue to connect resources serving Veterans to coordinated entry D. Continue to connect domestic violence survivors to housing resources and utilize DV Bonus funding made available through HUD	4B: Quantify the number of PSH households who want to move on. 4B: Continue to target a portion of EHV's to households moving on from PSH 4B: Work with INLIVIAN to streamline the entry of persons in PSH to income-based properties 4D. Implement targeting process for DV housing resources at CE	June 2022 (funding priority decision)  September 2022	Ranking committee  Chronic Workgroup  Veterans Workgroup	Karen Pelletier Kaedon Grinnell Warren Wooten Tiffany Price Timica Melvin Elizabeth Trotman
<b>Goal 3: System Performance Measure: Reduction in Total Number Homeless (Non-recurring)</b>					
<b>1. Continue efforts to end homelessness for all populations (HUD goal)</b>	A. Continue work of CoC Committees & workgroups B. Advocate for funding to fill gaps identified by committees & workgroups C. Submit HUD CoC NOFO application	1A: Committees/workgroups report out progress at Board meetings including gaps identified  1A: Continue CE match process and case conferencing in various populations	Ongoing	All  Collaborative Applicant	All
<b>2. Coordinate efforts to end &amp; prevent youth homelessness</b>	A. Integrate Youth Action Board into the leadership & governance of the CoC B. <b>Augment the CoC sub-committee for homeless students with broad task forces</b> C. <b>Integrate youth-specific street outreach into the CoC</b> D. Ensure there are low-barrier shelter options available that can meet the unique needs of youth E. Apply for Youth Homeless Demonstration Program (YHDP) through HUD	1A: Continue youth-specific PIT		Homeless Youth Workgroup  Unsheltered homeless workgroup	Trish Hobson
<b>3. Increase support for teens &amp; young adults exiting foster care</b>	A. Collaborate with Youth and Family Services (YFS) on the distribution of Foster Youth Independence (FYI) vouchers B. Explore youth-specific housing options including shared housing, host homes, transitional housing, etc C. Ensure youth have access to education, employment and income opportunities and mainstream benefits	2A: Partner with YFS to utilize the Coordinated Entry process to issue FYI vouchers	June 2022 (approve submission of YHDP application)	Homeless Youth Workgroup	Trish Hobson
<b>Goal 4: System Performance Measure: Reduction in Returns to Homelessness (Non-recurring)</b>					
<b>1. Strengthen Community Based Healthcare including</b>	A. Support implementation of mobile healthcare initiatives that serve populations who are currently or formerly experiencing	1A: Connect clients with mobile healthcare at Coordinated Entry	October 2022	Coordinated Entry Oversight Committee	Tchernavia Montgomery Hope Marshall

Strategy	Objectives	Action Items	Report out progress at CoC Board meeting	Responsible Committee/Entity	Board member champion
Mobile Medical, Dental/Podiatry	homelessness to target areas with high prevalence of unsheltered populations				
<b>Goal 5: System Performance Measure: Increase in Exits to Permanent Housing (Brief)</b>					
1. Expand Scope of services provided in RRH & PSH beyond just housing	A. Research support service best practices for RRH & PSH B. Link families experiencing homelessness to family supports & education resources	1A: Provide trainings on RRH & PSH best practices & incorporate updates into CoC written standards 1B: Partner with CMS to ensure homeless families have access to education resources	October 2022	Training Workgroup Families Workgroup	Sonia Jenkins Deronda Metz Karen Pelletier Kaedon Grinnell Jane Shutt
<b>Goal 6: System Performance Measure: Increase in Employment &amp; Income (Non-recurring)</b>					
1. Increase awareness of supportive employment model	A. Provide training on model	1A: Work with Promise Resource Network to provide the training to CoC full membership	November 2022	Training Workgroup	
2. Increase connections to SOAR & employment income	A. Ensure programs connect participants to mainstream resources B. Connect clients to mainstream resources at Coordinated Entry C. Convene workgroup to continue exploring connections to income at Coordinated Entry D. Advocate for creation of CoC-specific seat on the Workforce Board	3A: Include in project monitoring process 3A: Ensure workforce development providers & employers are members of the CoC	November 2022	Coordinated Entry Oversight Committee Collaborative Applicant	Anna London Hope Marshall
<b>Goal 7: Disparities Eliminated</b>					
1. Develop a more anti-racist and inclusive CoC culture	A. Center racial justice and equity in all action steps (eg. All elements of planning, decision-making, staffing and implementation) B. Shift existing culture to ensure CoC members develop a shared understanding of and commitment to racial equity principles and practices. C. Develop inclusive decision-making processes so that power is more equitably distributed across race and ethnicity, and power is shared with partners with lived expertise and frontline staff. D. Increase representation of BIPOC and people with lived experience across the CoC leadership and Board level. E. Increase participation of grassroots and minority-led organizations in CoC funding and activities	1D: Repeat survey of Board & committee/workgroup leadership to examine populations represented in CoC leadership 1B: Offer trainings to agencies to ensure they have strategies to advance racial equity within agencies 1E. Incentivize, through CoC project scorecard, agencies that partner with grassroots organizations that have not previously received CoC or NCDHHS ESG funding 1E. Provide training on CoC funding processes & eligible activities	October 2022	Executive Committee Equity & Inclusion Committee Membership/Nominating Committee Lived Experience Committee Training Workgroup Ranking Committee	Anna London Kathryn Firmin-Sellers Kaedon Grinnell Deronda Metz James Lee James Searcy

Strategy	Objectives	Action Items	Report out progress at CoC Board meeting	Responsible Committee/Entity	Board member champion
<b>2. Utilize data to identify and address racial inequities and monitor progress towards racial equity objectives.</b>	<p>A. Collect qualitative data on a regular and consistent basis to better understand the experiences of those utilizing the homeless services system. Embed this data in system planning processes in formalized ways.</p> <p>B. Share data across systems (healthcare, mental healthcare, criminal justice, education, etc) to develop targeted strategies for high uses of multiple systems.</p>	2A: All committees & workgroups continue to examine data by race & ethnicity to identify & address existing disparities	<p>Ongoing</p> <p>SPM report outs: September 2022 December 2022 March 2023</p>	<p>Data Advisory Committee</p> <p>Lived Experience Committee</p> <p>Equity &amp; Inclusion Committee</p>	<p>Kathryn Firmin-Sellers</p> <p>James Lee</p> <p>James Searcy</p>
<b>3. Develop more culturally responsive services.</b>	<p>A. Integrate racial equity throughout the CoC's governing documents (Written Standards, Governance Charter).</p> <p>B. Improve the experiences of people utilizing the homeless services system.</p> <p>C. Create lower barrier access to programs.</p>	<p>3C: Examine &amp; monitor program eligibility criteria to ensure programs do not screen out participants based on housing barriers</p> <p>3C: Complete homeless services system map of resources &amp; identify gaps in resources and access to resource</p>	October 2022	<p>Equity &amp; Inclusion Committee</p> <p>Coordinated Entry Oversight Committee</p> <p>Lived Experience Committee</p>	<p>Kathryn Firmin-Sellers</p> <p>Hope Marshall</p>
<b>4. Support legislative agendas and advocacy efforts</b>	A. Stay abreast of HSN advocacy efforts, City, County, State & Federal legislative agendas as they relate to homelessness & affordable housing	<p>4A: CoC Board sign on to letters of support</p> <p>4A: CoC Board remain knowledgeable of and be the go-to entity for homelessness &amp; housing efforts across the community</p> <p>4A: Invite representatives of advocacy agencies to speak at Board meeting</p>	November 2022 (Homeless Awareness Month)	<p>Executive Committee</p> <p>Training Workgroup</p>	Anna London

**Acronyms:**

CE=Coordinated Entry  
 HUD=U.S. Department of Housing & Urban Development  
 HMIS=Homeless Management Information System  
 CoC=continuum of Care  
 TA=Technical Assistance  
 YHDP=Youth Homelessness Demonstration Project  
 YFS=Youth & Family Services  
 FYI=Foster Youth Independence  
 RRH=Rapid Rehousing  
 PSH=Permanent Supportive Housing  
 CMS=Charlotte-Mecklenburg Schools  
 BIPOC=Black, Indigenous, Persons of Color

NCDHHS ESG=North Carolina Department of Health & Human Services Emergency Solutions Grant  
 SPM=System Performance Measure  
 HSN=Homeless Services Network  
 TH=Transitional Housing  
 EHV=Emergency Housing Vouchers  
 DV=Domestic Violence  
 SOAR=Social Security Income (SSI)/Social Security Disability Income (SSDI) Outreach, Access and Recovery  
 AJC=Ada Jenkins Center  
 RA=Roof Above  
 PATH=Projects for Assistance in Transition from Homelessness

DAC=Data Advisory Committee  
 MCAH=Michigan Coalition to End Homelessness  
 PIT=Point in Time

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

This document summarizes the scores HUD awarded to the Continuum of Care (CoC) Application your CoC submitted during the Fiscal Year (FY) 2021 CoC Program Competition and is divided into three sections:

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

We organized sections 1 and 2 like the CoC Application. We included FY 2021 CoC Program Notice of Funding Opportunity (NOFO) references in the CoC Application so that you could reference the question to the NOFO, where applicable.

**1. High Priority CoC Application Questions**

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
<b>1C. Coordination and Engagement—Coordination with Federal, State, Local, Private, and Other Organizations</b>			
<b>1C-9.</b> Housing First—Lowering Barriers to Entry. <b>1C-9a.</b> Housing First—Project Evaluation.	VII.B.1.i.	10	10
<b>1C-10.</b> Street Outreach—Scope. Describe in the field below: <ol style="list-style-type: none"> <li>1. your CoC’s street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged;</li> <li>2. whether your CoC’s Street Outreach covers 100 percent of the CoC’s geographic area;</li> <li>3. how often your CoC conducts street outreach; and</li> </ol>	VII.B.1.j.	3	3



**Continuum of Care Program  
Competition Debriefing**

**FY 2021**

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
4. how your CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.			
<b>1C-12.</b> Rapid Rehousing–RRH Beds as Reported in the Housing Inventory Count (HIC). Enter the total number of RRH beds available to serve all populations as reported in the HIC–only enter bed data for projects that have an inventory type of “Current.”	VII.B.1.1.	10	10
<b>1C-15.</b> Promoting Racial Equity in Homelessness–Assessing Racial Disparities. <b>1C-15a.</b> Racial Disparities Assessment Results. <b>1C-15b.</b> Strategies to Address Racial Disparities. <b>1C-15c.</b> Promoting Racial Equity in Homelessness Beyond Areas Identified in Racial Disparity Assessment.	VII.B.1.o.	7	7
<b>1D. Addressing COVID-19 in the CoC’s Geographic Area</b>			
These questions assessed how CoCs addressed challenges resulting from the outbreak of COVID-19 affecting individuals and families experiencing homelessness. <b>1D-1.</b> Safety Protocols Implemented to Address Immediate Needs of People Experiencing Unsheltered, Congregate Emergency Shelter, Transitional Housing Homelessness. <b>1D-2.</b> Improving Readiness for Future Public Health Emergencies. <b>1D-3.</b> CoC Coordination to Distribute ESG Cares Act (ESG-CV) Funds. <b>1D-4.</b> CoC Coordination with Mainstream Health. <b>1D-5.</b> Communicating Information to Homeless Service Providers. <b>1D-6.</b> Identifying Eligible Persons Experiencing Homelessness for COVID-19 Vaccination. <b>1D-7.</b> Addressing Possible Increases in Domestic Violence. <b>1D-8.</b> Adjusting Centralized or Coordinated Entry System.	VII.B.1.e., VII.B.1.n., VII.B.1.q.	21.5	21.5

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
<b>1E. Project Review, Ranking, and Selection</b>			
<p><b>1E-2. and 1E-2a. Project Review and Ranking Process Your CoC Used in Its Local Competition.</b></p> <p>These questions assessed whether your CoC used objective criteria and past performance to review and rank projects based on required attachments.</p> <ol style="list-style-type: none"> <li>1. At least 33 percent of the total points were based on objective criteria for the project application (e.g., cost effectiveness, timely draws, utilization rate, match, leverage), performance data, type of population served (e.g., DV, youth, Veterans, chronic homelessness), or type of housing proposed (e.g., PSH, RRH).</li> <li>2. At least 20 percent of the total points were based on system performance criteria for the project application (e.g., exits to permanent housing destinations, retention of permanent housing, length of time homeless, returns to homelessness).</li> <li>3. Used data from a comparable database to score projects submitted by victim service providers.</li> <li>4. Used objective criteria to evaluate how projects submitted by victim service providers improved safety for the population they serve.</li> <li>5. Used a specific method for evaluating projects based on the CoC’s analysis of rapid returns to permanent housing.</li> <li>6. Specific severity of needs and vulnerabilities your CoC considered when ranking and selecting projects; and</li> </ol>	<p>VII.B.2.a., 2.b., 2.c., 2.d.</p>	<p>22</p>	<p>21</p>

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
7. considerations your CoC gave to projects that provide housing and services to the hardest to serve populations that could result in lower performance levels but are projects your CoC needs in its geographic area.			
<b>2A. Homeless Management Information System (HMIS) Bed Coverage</b>			
<b>2A-5.</b> Bed Coverage Rate–Using HIC, HMIS Data. <b>2A-5b.</b> Bed Coverage Rate in Comparable Databases.	VII.B.3.c.	6	6
<b>2A-6.</b> Longitudinal System Analysis (LSA) Submission in HDX 2.0.  Did your CoC submit LSA data to HUD in HDX 2.0 by January 15, 2021, 8 p.m. EST?	VII.B.3.d.	2	2
<b>2C. System Performance</b>			
<b>2C-1.</b> Reduction in the Number of First Time Homeless. We scored this question based on data your CoC submitted in HDX and your narrative response.  Describe in the field below: <ol style="list-style-type: none"> <li>1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time;</li> <li>2. how your CoC addresses individuals and families at risk of becoming homeless; and</li> <li>3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the number of individuals and families</li> </ol>	VII.B.5.b.	3	2.5

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
<p>experiencing homelessness for the first time or to end homelessness for individuals and families.</p>			
<p><b>2C-2. Length of Time Homeless.</b> We scored this question based on data your CoC submitted in HDX and your narrative response.</p> <p>Describe in the field below:</p> <ol style="list-style-type: none"> <li>1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless;</li> <li>2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and</li> <li>3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless.</li> </ol>	VII.B.5.c.	6	5
<p><b>2C-3. Exits to Permanent Housing Destinations/Retention of Permanent Housing.</b> We scored this question based on data your CoC submitted in HDX and your narrative response.</p> <p>Describe in the field below how your CoC will increase the rate that individuals and persons in families residing in:</p> <ol style="list-style-type: none"> <li>1. <b>emergency shelter, safe havens, transitional housing, and rapid rehousing</b> exit to permanent housing destinations; and</li> </ol>	VII.B.5.d.	5	4.5

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
<b>2. permanent housing projects</b> retain their permanent housing or exit to permanent housing destinations.			
<p><b>2C-4. Returns to Homelessness.</b> We scored this question based on data your CoC submitted in HDX and your narrative response.</p> <p>Describe in the field below:</p> <ol style="list-style-type: none"> <li>1. how your CoC identifies individuals and families who return to homelessness;</li> <li>2. your CoC’s strategy to reduce the rate of additional returns to homelessness; and</li> <li>3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness.</li> </ol>	VII.B.5.e.	4	2
<p><b>2C-5. Increasing Employment Cash Income.</b> We scored this question based on data your CoC submitted in HDX and your narrative response.</p> <p><b>2C-5a. Increasing Employment Cash Income–Workforce Development–Education–Training.</b></p> <p><b>2C-5b. Increasing Non-employment Cash Income.</b></p>	VII.B.5.f.	4	3.75

**2. CoC Scoring Summary (from FY 2021 CoC NOFO)**

Scoring Category	Maximum Score (Points)	Your CoC Score (Points)
<b>1B. and 1C.</b> CoC Coordination and Engagement	74.5	73.5
<b>1D.</b> Addressing COVID-19 in the CoC’s Geographic Area	21.5	21.5
<b>1E.</b> Project Capacity, Review, and Ranking	30	29
<b>2A.</b> Homeless Management Information System	11	10
<b>2B.</b> Point-in-Time Count	3	3
<b>2C.</b> System Performance	23	17.75
<b>3A.</b> Coordination with Housing and Healthcare Bonus Points	10	5
<b>Total CoC Application Score*</b>	<b>173</b>	<b>159.75</b>

\*The total does not include bonus scores.

**3. Overall Scores for all CoCs**

Highest Score for any CoC	168.25
Lowest Score for any CoC	60.25
Median Score for all CoCs	143
Weighted Mean Score** for all CoCs	155.5

\*\*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.

**Continuum of Care (CoC) Program  
Competition Debriefing–DV Bonus Scores**

**Fiscal Year (FY) 2021**

**CoC: NC-505 - Charlotte/Mecklenburg County CoC**  
**Applicant: Mecklenburg County**  
**Project: Domestic Violence SSO-CE**

Below is your DV Bonus project application score for the FY 2021 Continuum of Care (CoC) Program Competition. To receive DV Bonus funding, your application needed a score of at least **84.4**, which is the lowest score of any new DV Bonus project we funded. If your DV Bonus application did not score high enough for us to conditionally award DV Bonus funding to your proposed project, we could have still conditionally awarded funding based on (1) where your CoC ranked your project, and (2) if your project met project eligibility requirements.

<b>SSO for Coordinated Entry Projects</b>				
<b>NOFA Language</b>	<b>NOFA Section</b>	<b>Application Question Number</b>	<b>Maximum Points Available</b>	<b>Your DV Bonus Score</b>
<b>CoC Score.</b> Up to 50 points in direct proportion to the score received on the CoC Application.	II.B.11.(e)(2)(a)	Not Applicable	50	42.49
<b>Need for the Project.</b> Up to 50 points based on the extent to which the CoC demonstrates the need for a coordinated entry system that better meets the needs of survivors of domestic violence, dating violence, or stalking, and how the project will fill this need.	II.B.11.(e)(1)(b)	4A-3, 4A-3a	50	30
<b>Total:</b>				<b>72.49</b>

Below is a summary of all DV Bonus application scores.

<b>Overall Scores for all DV Bonus Applications</b>	
Highest Score for any CoC	94.05
Lowest Score for any CoC	33.91
Median Score for all CoCs	77.4

**Continuum of Care (CoC) Program  
Competition Debriefing – DV Bonus Scores**

**Fiscal Year (FY)  
2021**

**CoC: NC-505 - Charlotte/Mecklenburg County CoC**  
**Applicant: Socialserve**  
**Project: Home SafeCLT**

Below is your DV Bonus project application score for the FY 2021 Continuum of Care (CoC) Program Competition. To receive DV Bonus funding, your application needed a score of at least **84.4**, which is the lowest score of any new DV Bonus project we funded. If your DV Bonus application did not score high enough for us to conditionally award DV Bonus funding to your proposed project, we could have still conditionally awarded funding based on (1) where your CoC ranked your project, and (2) if your project met project eligibility requirements.

<b>RRH or Joint TH-RRH Projects</b>				
<b>NOFA Language</b>	<b>NOFA Section</b>	<b>Application Question Number</b>	<b>Maximum Points Available</b>	<b>Your DV Bonus Score</b>
<b>CoC Score.</b> Up to 25 points in direct proportion to the score received on the CoC Application.	II.B.11.(e)(1)(a)	Not Applicable	50	42.49
<b>Need for the Project.</b> Up to 25 points based on the extent the CoC quantifies the need for the project in its portfolio, the extent of the need, and how the project will fill that gap.	II.B.11.(e)(1)(b)	4A-2, 4A-2a	25	25
<b>Quality of the Project Applicant.</b> Up to 50 points based on the previous performance of the applicant in serving survivors of domestic violence, dating violence, or stalking, and their ability to house survivors and meet safety outcomes. Additionally, to be eligible to receive a PH-RRH or Joint TH and PH-RRH project, the CoC must demonstrate that the applicant will use trauma-informed, victim-centered approaches.	II.B.11.(e)(1)(c)	4A-4, 4A-4a, 4A-4b, 4A-4c, 4A-4d, 4A-4e	25	18.5
			<b>Total Score</b>	<b>85.99</b>

Below is a summary of all DV Bonus application scores.

<b>Overall Scores for all DV Bonus Applications</b>	
Highest Score for any CoC	94.05
Lowest Score for any CoC	33.91
Median Score for all CoCs	77.4