

Governing Board Meeting: Thursday, June 23, 2022

In-Person Option: The Relatives On Ramp Resource Center: 2219 Freedom Drive
 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	Trish Hobson (welcome) Branden Lewis (attendance)
2:05pm-2:10pm	Public Comment: General Remarks	Branden Lewis
2:10pm	VOTE Motion: Approve meeting minutes (May 26, 2022)	Trish Hobson
2:10pm-2:15pm	Executive Committee Report Out: Agenda Items VOTE Motion: Adopt 2022-2023 Strategic Plan	Trish Hobson
2:15pm-2:30pm	Agency Spotlight: The Relatives	Trish Hobson
2:30pm-2:40pm	A Home for All Framework Implementation	Courtney LaCaria
2:40pm-3:00pm	NCDHHS ESG & CoC Funding Priorities CE Data Planning grant project ideas VOTE Motion: Approve funding priorities for NCDHHS ESG & CoC	Erin Nixon
3:00pm-3:10pm	Collaborative Applicant Staff Updates: 1. Submission of YHDP application 2. FY 2021 Scoring Summary debrief	Branden Lewis Erin Nixon
3:10pm-3:30pm	Agency Updates Request for July meeting agenda items	All
3:30pm	Adjourn	Trish Hobson
3:30pm-4:00pm	Tour On Ramp	

Next CoC Governing Board meeting: Thursday, July 28, 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
May 26, 2022**

The meeting of the CoC Governing Board was held on May 26, 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, Tiffany Price, Elizabeth Trotman, Kaedon Grinnell, Lucy Crain, Jane Shutt, Deronda Metz, Brian Kovalski, Kathryn Firmin-Sellers, Tchernavia Montgomery, Kim Ciepielinski

Board Members Absent: Sonia Jenkins, Warren Wooten, Hope Marshall, Timica Melvin

CoC Staff Present: Branden Lewis, Erin Nixon

Guests Present: Crystal Long (Duke Energy), Kim Sanders (Meck County CSS), A.W Burgess (Family Mankind), Tameka Gunn (Community Link), Titiksha Fernandes (FFTC), Teresa Porter (Catholic Charities), Kenya Dawson (Meck County), Janice Hinton (Hope House Foundation), Megan Coffey (Meck County), Angela Dreher (Supportive Housing Communities), Madeline Thomas (Mecklenburg County Shelter Plus Care), Courtney LaCaria (Meck County)

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): Crystal Long expressed concern about investor landlords and rising rents.

Vote: Approve meeting minutes from April 28, 2022, meeting (Motion: Kathryn Firmin-Sellers, Second: Deronda Metz) – meeting minutes were approved.

Executive Committee Report (Anna London): Anna reminded everyone of meeting etiquette. Please stay engaged by asking questions and providing feedback whether you are in the meeting or attending virtually. Also, please keep comments short and concise so that everyone has a chance to share. We plan to transition to in person board meetings in July.

Agency Spotlight: Foundation For The Carolinas (Elizabeth Trotman, Dr. Titiksha Fernandes): Elizabeth and Titiksha gave an overview of FFTC, A Way Home, and MeckHome including data, outcomes, and partners.

Board Member Report – Towns Seat (Jane Shutt and James Lee): Jane and James want to establish the CoC Unsheltered Workgroup to bring together people who are doing street outreach.

CoC Committee/Workgroup Report Out: Coordinated Entry Oversight Committee (Tameka Gunn): Tameka gave an overview of the work of the committee to redesign Coordinated Entry. We plan to revisit how people access shelter by using the CE Hotline. The committee is also looking at rebranding, website, and messaging. Erin mentioned that the CEOC would like to establish a By-Name Case Conferencing Workgroup to manage case conferencing across all populations.

Vote: Approve the Unsheltered Workgroup and By-Name Case Conferencing Workgroup (Motion: Kathryn Firmin-Sellers, Second: Deronda Metz). Motion was approved.

Committee Report: Ranking Committee (Jamie Green): Jamie presented the reallocation policy.

Vote: Approve the reallocation policy. (Motion: Karen Pelletier, Second: Trish Hobson). Motion was approved.

A Home for All Framework Implementation (Courtney LaCaria): Courtney shared progress on implementation of the framework. We are in an interim period while the enduring structure is put in place. She showed us examples of work that is already being done within the nine recommendations in the framework. She encouraged board members to sign up to be an ambassador.

System Performance Measure Progress Update & Context for Setting Funding Priorities (Kim Sanders, Courtney LaCaria): Kim shared the past 7 months of data from the system performance measure dashboard. Courtney shared the Housing Data Snapshot and focused on chronic homelessness.

CoC Board Strategic Plan (Anna London): Due to time constraints, this vote will be tabled to next meeting.

Collaborative Applicant Staff Updates (Branden Lewis, Erin Nixon): No updates

Agency Updates (All):

1. **Karen Pelletier:** Kenya Dawson has been promoted to Senior Social Service Manager. She is now responsible for all of the County's housing programs.
2. **Tchernavia Montgomery:** Care Ring has served 38 homeless patients thanks to ESG funding and Kenny Robinson's referrals.
3. **James Lee:** Recommends the documentary, [Without Shelter](#).
4. **Kenny Robinson:** Freedom Fighting Missionaries lost a young client to murder. Kenny highlighted The Relatives as a partner working with the young man. The family included The Relatives in the obituary.
5. **Anna London:** Attended the grand opening of The Relatives On Ramp Resource Center and encouraged others to take a tour.
6. **Kathryn Firmin-Sellers:** The EFSP round for state set aside funding will not be a competitive grants process. The local board will make those decisions.

Motion to Adjourn the Meeting: Motion: Kathryn Firmin-Sellers

Meeting adjourned at 3:56pm.

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
Goal 1: System Performance Measure: Reduction in the 1st Time Homeless (Rare)					
<p>1. Create an effective intake & triage system that allows for seamless connections for individuals</p>	<p>A. Evaluate the ability of NC 211 & Coordinated Entry (CE) to conduct person-centered prevention assistance intake & triage.</p> <p>B. Design Coordinated Entry system to achieve goals of community</p> <p>C. Create an effective intake & triage system that allows for seamless connections for individuals</p> <p>D. 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>E. Ensure adequate communication to the community about the entry point for the homeless services system.</p> <p>F. Improve information flow for (1) people experiencing homelessness (2) outreach volunteers & 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>2. Create a prevention-focused, intensive, case management model</p>	<p>A. Fully utilize available diversion funding by piloting diversion case management strategies using CE system navigation</p> <p>B. Research homeless prevention case management best practices & incorporate findings into CoC written standards</p> <p>C. Assess opportunities to partner with complementary data systems to improve care coordination & create a shorter-term solution to more effective case management</p> <p>D. 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 & HMIS Lead monitoring to determine if HMIS software (WellSky) & HMIS Lead (MCAH) meet the needs of clients, agencies & 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>3. Increase support for teens & young adults exiting foster care</p>	<p>A. 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"> B. Augment the CoC sub-committee for homeless students with broad task forces C. Apply for Youth Homeless Demonstration Project (YHDP) through HUD 		YHDP application)		
4. Increase housing opportunities for justice involved adults	<ul style="list-style-type: none"> A. Consider directing a portion of CoC & NCDHHS ESG funding to projects that serve justice-involved adults B. Continue Persons with Criminal Histories workgroup, which is a workgroup that addresses barriers to existing housing programs for justice-involved adults 	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
Goal 2: System Performance Measure: Reduction in the Length of Time Homeless (Brief)					
1. Increase Life Navigators/single point of contact for navigation across sector supports	<ul style="list-style-type: none"> A. Continue to connect clients to CE system navigators at entry into the homeless services system. B. Ensure multiple systems are represented in CoC membership (healthcare, mental health providers, substance use providers, education, etc) 	1A: incorporate CE system navigation into CE Redesign	June 2022 September 2022	Coordinated Entry Oversight Committee Membership/Nominating Committee	Hope Marshall Deronda Metz
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)	<ul style="list-style-type: none"> A. Engage technical assistance to develop CoC-wide landlord engagement strategy B. Recruit landlords, developers, and property managers to join the CoC C. Identify & evaluate landlord engagement strategies for Housing Collaborative (formerly Housing CLT) to test D. Implement shared housing as a CoC wide best practice E. Direct new/reallocated CoC-PSH funding to Leasing (master leasing) F. Identify program-specific housing barriers & test strategies to overcome the barriers 	<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 & landlords re: screening criteria they use and why they use it</p>	July 2022	Landlord Engagement Workgroup	Brian Kovaleski James Lee Timica Melvin
3. Reduce length of time homeless for unsheltered population	<ul style="list-style-type: none"> A. CoC convene Street Outreach workgroup B. Implement Countywide Street Outreach strategy to ensure everyone who is unsheltered is engaged C. Expand outreach teams, specifically with mental health & substance use focus D. Make existing crisis housing (emergency shelter & transitional housing (TH)) more accessible E. Identify family-friendly shelter options (ex. safe parking, sanctioned encampment) 	<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			
4. Expand and create new subsidies	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
Goal 3: System Performance Measure: Reduction in Total Number Homeless (Non-recurring)					
1. Continue efforts to end homelessness for all populations (HUD goal)	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
2. Coordinate efforts to end & prevent youth homelessness	A. Integrate Youth Action Board into the leadership & governance of the CoC B. Augment the CoC sub-committee for homeless students with broad task forces C. Integrate youth-specific street outreach into the CoC 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
3. Increase support for teens & young adults exiting foster care	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
Goal 4: System Performance Measure: Reduction in Returns to Homelessness (Non-recurring)					
1. Strengthen Community Based Healthcare including	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				
Goal 5: System Performance Measure: Increase in Exits to Permanent Housing (Brief)					
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
Goal 6: System Performance Measure: Increase in Employment & Income (Non-recurring)					
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
Goal 7: Disparities Eliminated					
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
2. Utilize data to identify and address racial inequities and monitor progress towards racial equity objectives.	<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 & Inclusion Committee</p>	<p>Kathryn Firmin-Sellers</p> <p>James Lee</p> <p>James Searcy</p>
3. Develop more culturally responsive services.	<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 & 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 & identify gaps in resources and access to resource</p>	October 2022	<p>Equity & Inclusion Committee</p> <p>Coordinated Entry Oversight Committee</p> <p>Lived Experience Committee</p>	<p>Kathryn Firmin-Sellers</p> <p>Hope Marshall</p>
4. Support legislative agendas and advocacy efforts	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 & 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

Why it Matters: Setting Funding Priorities

The CoC Board is responsible for setting the funding priorities for 2 sources of funding: HUD CoC Program (CoC) and North Carolina Department of Health & Human Services-HUD-Emergency Solutions Grant (NCDHHS ESG) funding. Both funding sources require that each CoC set its own funding priorities and run its own project review & ranking process. The CoC, through the collaborative applicant (Meck Co CSS), is responsible for submitting 1 communitywide application for each funding source which includes the projects ranked for funding. NCDHHS ESG application period is July-October. CoC varies.

Activities Funded by Funding Type:

Funding Type	Street Outreach	Emergency Shelter	Homelessness Prevention	Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	HMIS	CE
NCDHHS ESG								
CoC								
City ESG								

Key:

	Activity currently funded
	Activity eligible, but not currently funded
	Activity not eligible

NCDHHS ESG Funding-2021

January 1, 2021-December 31, 2021

Activity	Awarded	Spent	% Spent
Crisis Response			
Street Outreach	\$72,000.00	\$71,442.00	99%
Emergency Shelter	\$140,721	\$140,720	99%
Housing Stability			
Rapid Rehousing	\$290,758	\$265,937	91.5%
Homelessness Prevention	\$0		
Total	\$503,479	\$478,099	94.9%

HUD CoC-FY21

Most recently awarded—grant/project dates vary

Activity	Awarded	% of overall awarded
Permanent Supportive Housing	\$3,641,506 (\$1,013,903 in master leasing)	60.5%
Rapid Rehousing	\$1,980,852 (\$1,224,664 for survivors of DV, \$203,346 for youth & \$290,072 families)	33%
Coordinated Entry	\$63,000	1.05%
HMIS	\$163,000	2.7%
Planning	\$162,063	2.69%
Total	\$6,010,421	

FY22 City ESG

Activity	Amount Awarded	Amount Remaining
Rapid Rehousing	\$193,485.00	\$69,484.70
Emergency Shelter	\$159,780.00	\$95,659.34
HMIS	\$8,875.00	\$3,700.00
Prevention	\$141,929.00	\$141,929.00
Street Outreach	\$5,000.00	\$5,000.00
Administration	\$500.00	\$500.00
Total	\$509,569.00	\$316,273.04

FY23 City ESG

Activity	Amount Awarded	Amount Remaining
Rapid Rehousing	\$259,199.00	\$259,199.00
Emergency Shelter	\$232,500.00	\$232,500.00
HMIS	\$8,700.00	\$8,700.00
Total	\$500,399.00	\$500,399.00

City HOME-TBRA:

Activity	Amount Awarded	Amount Remaining
FY22 TBRA	\$430,000	\$295,126.74
FY23 TBRA	\$430,000	\$430,000

City HOME-ARP funding coming online (See attached)

Mecklenburg County ARPA funding coming online (See attached)

Funding Priority Recommendations:

NCDHHS ESG Recommendation: Motion: Approve 50% (Crisis Response)/50% (Housing Stability) split with street outreach as priority for available Crisis Response funding

CoC Funding Priority Recommendation: Motion: **Approve CoC funding priorities***:

(1): PSH

(2): CE

(3): RRH

**Subject to change based on changes in HUD's priorities outlined in NOFO when released*

American Rescue Plan Act

Funding Recommendations – Round One



Summary Table

Page	Applicant	Application	Amount
Affordable Housing and Homelessness			
P. 1	Freedom Fighting Missionaries Inc	The Morningside Project	\$750,000
P. 1	Habitat for Humanity of the Charlotte Region	Land Acquisition	1,000,000
P. 2	Pineville Neighbors Place	Better at Home	300,000
P. 2	Roof Above, Inc.	Increasing and Improving Emergency Shelter for Men	1,275,000
P. 3	Smithville Community Coalition	Smithville Revitalization Plan	3,000,000
P. 3	Socialserve	HousingCLT Expansion	992,000
P. 4	The Relatives, Inc.	Additional RAMP Staff	719,448
Affordable Housing and Homelessness Total			\$8,036,448
Behavioral Health and Health Equity			
P. 6	Camino Community Development Corporation, Inc.	Camino Contigo: Addressing Behavioral Health Impacts of COVID-19 on Latinos	\$2,511,360
P. 6	Care Ring	Expansion of Nurse- Family Partnership	3,366,798
P. 7	Charlotte Rescue Mission	Miracle at Cedar Street Campaign	3,000,000
P. 7	Grace Mar Training and Employment LLC	Empowering Fathers Initiative	900,000
P. 8	Loaves & Fishes	Food For All	2,979,540
P. 8	Mental Health America of Central Carolinas	Counseling Center	1,275,000
P. 9	Pat's Place Child Advocacy Center	Improving Access to Evidence-Based Trauma Treatment for Children	957,224
P. 9	Project 658	Hope Community Clinic at Project 658	3,157,000
P. 10	Promise Resource Network	Peer-Run Crisis Prevention, Diversion and Response	4,856,292
P. 10	Right Moves for Youth	School Based Health Programs	350,000
P. 11	Teen Health Connection	Behavioral Health Services Expansion	310,625
P. 11	The Center For Community Transitions	Behavioral Health for Incarcerated Women	773,367
P. 12	University City Foundation	UCITY Family Zone: A place-based approach to health equity	990,770
P. 12	Vision To Learn	Helping CMS Students Recover Lost Learning Time Through Better Vision To Learn	1,517,136
Behavioral Health and Health Equity Total			\$26,945,112
Childcare and Early Childhood Development			
P. 14	Charlotte Bilingual Preschool	Charlotte Bilingual Preschool	\$300,000
P. 14	Charlotte Community Services Association	Charlotte CSA Childcare Licensing Assistance	393,725
P. 15	CORE Programs, Inc (By INLIVIAN)	Parent Child Plus by INLIVIAN	510,000
P. 15	ourBRIDGE	Afterschool Programming	665,000
P. 16	Smart Start of Mecklenburg County	Home Visiting: Equitable Evaluation, Growth, and Expansion of Services in Mecklenburg County	342,500
P. 16	The Summer Camp Fund	The Summer Camp Fund	791,000
Childcare and Early Childhood Development Total			\$3,002,225
Parks, Environment, and Infrastructure			
P. 18	Cherry Community Organization	Replace existing lead pipes	\$250,000
P. 18	Mecklenburg County Land Use and Environmental Services Agency	Historic Stewart Creek Enhancement Project - Phase III	3,582,500
P. 19	Mecklenburg County Park and Recreation Department	Archdale Park	4,000,000
P. 19	Mecklenburg County Park and Recreation Department	Druid Hills Park	1,000,000
P. 20	Mecklenburg County Park and Recreation Department	LC Coleman Park	2,000,000
P. 20	Mecklenburg County Park and Recreation Department	Monroe Road Park	2,500,000
P. 21	Mecklenburg County Park and Recreation Department	Wi-Fi for Existing Neighborhood Parks	350,000
P. 21	Mecklenburg County Park and Recreation Department	Wi-Fi for Recreation Centers	960,000
Parks, Environment, and Infrastructure Total			\$14,642,500
Workforce and Economic Development			
P. 23	Angels & Sparrows Community Table & Resource Center	Angels and Sparrows Pathway Tutoring and Education	\$854,906
P. 23	ASPIRE Community Capital	Business Development Services	275,000
P. 24	Charlotte Mecklenburg Black Chamber of Commerce	Healthcare Workforce Development	600,000
P. 24	City Startup Labs, Inc.	REEP 3.0	962,800
P. 25	International House	ESL and Citizenship Preparation	677,538
P. 25	Muller Craft & Trade Academy	Craft & Trade Academy PACE Program	1,575,600
P. 26	National Center on Institutions and Alternatives	NCIA's Herbert J. Hoelter Vocational Training Center	750,000
P. 26	Power Up USA	STEAM Training	250,000
P. 27	Mecklenburg County Sheriff's Office	Jail Wi-Fi	800,000
Workforce and Economic Development Total			\$6,645,844
Grand Total			\$59,372,129

AFFORDABLE HOUSING
&
HOMELESSNESS

Freedom Fighting Missionaries The Morningside Project

Funding Amount

\$750,000

Program Summary

Funding is requested to the Morningside Project, which will offer stable housing, identification support, employment assistance and healthcare access to 42 justice-involved individuals. The program is currently underway and participants entering the program are provided with emergency and temporary housing support, followed by three phases:

- Phase One starts with the basic needs program which provides identifications, free healthcare, transportation assistance, smart phone, two weeks of computer and internet training.
- Phase Two includes employment readiness, interviewing skills training, workplace etiquette and attire training. Clients enter employment placements with second chance employers at a rate of \$15.00 per hour. Education and industry specific training will also be provided.
- Phase Three proposes permanent housing solutions.

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Cultivate partnerships to increase inventory of affordable housing and/or affordable housing subsidies
- Expand access to sustainable, affordable housing opportunities and funding streams
- Offer shelters and transitional housing to individuals experiencing homelessness

Habitat for Humanity of the Charlotte Region Land Acquisition

Funding Amount

\$1,000,000

Program Summary

The request is for funding to purchase land to build 16 new affordable homes. Land will be purchased at approximately \$62,500 per lot (typically \$28K) in the first two years of the grant cycle, with development, construction, and title transfer to the low- to moderate-income buyer occurring prior to 2027.

Note: Increase in lot purchase is due to lot locations that improve access to highly rated schools, higher surrounding property values, lower violent crime rates, and access to other amenities.

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Cultivate partnerships to increase inventory of affordable housing and/or affordable housing subsidies
- Offer housing navigation assistance to facilitate moves to neighborhoods with high economic opportunity
- Offer workforce housing

Pineville Neighbors Place Better at Home

Funding Amount

\$300,000

Program Summary

Funding will support transitioning individuals living in extended stay hotels into more stable housing by providing financial support to cover application fees, deposits and first month's rent. Funding will also prevent evictions for those in stable housing by covering up to 2 months of past due rent. Supportive services are also offered: budget counseling, parenting classes, and general life skills.

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Provide homelessness prevention services
- Support disproportionately impacted populations through rental subsidies and/or critical home repairs

COVID-19 Recovery and Renewal Task Force Strategies

- Provide aid and assistance for affordable housing, support for renters, homeowners, landlords, and people experiencing homelessness in our community

Roof Above Increasing and Improving Emergency Shelter for Men

Funding Amount

\$1,275,000

Program Summary

Funding is requested to increase operations at the Giles Center, a low-barrier overnight shelter for men (which is scheduled to close in June due to expiration of ESG-CV Funds).

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Offer housing navigation assistance to facilitate moves to neighborhoods with high economic opportunity
- Offer shelters and transitional housing to individuals experiencing homelessness

COVID-19 Recovery and Renewal Task Force Strategies

- Provide aid and assistance for affordable housing, support for renters, homeowners, landlords, and people experiencing homelessness in our community

Smithville Community Coalition Revitalization Plan

Funding Amount

\$3,000,000

Program Summary

Request is for funding to prevent displacement and gentrification of the Smithville community in Cornelius. Funding is intended to support the purchase of land.

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Invest in projects that align to the EPA Drinking Water and Clean Water State Revolving Funds requirements
- Offer workforce housing
- Support disproportionately impacted populations through rental subsidies and/or critical home repairs

Socialserve Housing CLT Expansion

Funding Amount

\$992,000

Program Summary

Funding is requested to expand the Housing CLT program, which provides housing placement, financial assistance, and landlord relationship management services for local homeless services agencies. The funding will support:

- 3 full-time Socialserve staff to operate a landlord support hotline to support housing retention and recruit new landlord partners
- Operate an online housing placement and landlord relationship management tool

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Offer housing navigation assistance to facilitate moves to neighborhoods with high economic opportunity
- Provide homelessness prevention services

COVID-19 Recovery and Renewal Task Force Strategies

- Provide aid and assistance for affordable housing, support for renters, homeowners, landlords, and people experiencing homelessness in our community

The Relatives RAMP Staff

Funding Amount

\$719,448

Program Summary

The Relatives is requesting funding to add three new staff positions to the existing RAMP Program (drop-in resource center for young adults) to address the increased demand for housing and homeless prevention services:

- 2 Transition Specialists at On Ramp who will provide case management services to disconnected young adults, helping them achieve their housing and employment goals and achieve stability
- 1 Housing Case Manager who will assist homeless young adults secure stable housing and provide them with wrap around supports for up to 12 months, to ensure they can remain stably housed on their own.

Goal

Reduce and prevent homelessness and housing instability.

COVID-19 Strategic Recovery Plan Strategies

- Expand access to sustainable, affordable housing opportunities and funding streams
- Offer housing navigation assistance to facilitate moves to neighborhoods with high economic opportunity
- Provide homelessness prevention services
- Support disproportionately impacted populations through rental subsidies and/or critical home repairs

Recommendations

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Recommendations Summary

Agency	Project Type	Funding Amount
United Way	Rental Assistance, Supportive Services	\$4,898,984
Roof Above	Rental Assistance, Supportive Services	\$1,065,480
Hope House Foundation	Rental Assistance, Supportive Services	\$443,560
DreamKey Partners	Rental Assistance, Supportive Services	\$297,000
Socialserve	Supportive Services	\$1,350,360
The Relatives	Supportive Service	\$323,400
Salvation Army	Rental Assistance	\$1,188,000
Total Recommended Funding [equals available funding shown on slide 3]:		\$9,566,784

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United Way

PROJECT SUMMARY

Recommended Funding	\$4,898,984
Project Type	Rental Assistance and Supportive Services
Description	<ul style="list-style-type: none">• Creates a pathway to continue support of former hotel and North End Encampment residents• Proposed as a collaborative project with local agency partners engaged in a range of supportive services

Roof Above

PROJECT SUMMARY

Recommended Funding	\$1,065,480
Project Type	Rental Assistance and Supportive Services
Description	<ul style="list-style-type: none">• Will provide services for 30 seniors/individuals with disabilities• Program targets “long stayers” in homeless system• Creates a bridge to a permanent housing solution

Hope House Foundation

PROJECT SUMMARY

Recommended Funding	\$443,560
Project Type	Rental Assistance and Supportive Services
Description	<ul style="list-style-type: none"> • Provide supportive services to women and their children in North Mecklenburg • Services include childcare, mental health and case management to support women returning to self sufficiency

DreamKey Partners

PROJECT SUMMARY

Recommended Funding	\$297,000
Project Type	Rental Assistance and Supportive Services
Description	<ul style="list-style-type: none"> • Partnership between Freedom Fighting Missionaries and DreamKey Partners • Provide financial education, one-on-one counseling and rental assistance for 30 households [per year] who are justice-involved or formerly incarcerated

Socialserve

PROJECT SUMMARY

Recommended Funding	\$1,350,360
Project Type	Supportive Services
Description	<ul style="list-style-type: none">• Funding continues Housing Navigator program• Housing Navigators assist with housing applications and support tenant/ landlord relationships• Navigators work to remove financial barriers to housing (i.e., eviction debt, application fees, security deposits)

The Relatives

PROJECT SUMMARY

Recommended Funding	\$323,400
Project Type	Supportive Services
Description	<ul style="list-style-type: none">• Provides outreach workers to identify and assist homeless youth up to 24 years old• Youth will receive services through The Relatives day shelter and other existing programming

Salvation Army

PROJECT SUMMARY

Recommended Funding	\$1,188,000
Project Type	Rental Assistance
Description	<ul style="list-style-type: none">• Provides rental assistance to 60 households comprised of women and families• Reduces congregate and non-congregate shelter utilization

Key Takeaways

◀ Alignment with City of Charlotte priority areas

- Housing Charlotte Framework [with focus on households 30% AMI and below]
- 2025 Charlotte-Mecklenburg Housing & Homelessness Strategy
- Recommendations of Source of Income Ad Hoc Advisory Committee

◀ Focus on compelling community needs – intensified by the pandemic – to address and prevent homelessness

- Opportunity to positively impact nearly 3,000 individuals

◀ Provides capacity for community partners with proven track records

FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP) Applicant Debriefing

Applicant: Charlotte/Mecklenburg County CoC

Applicant Score: 82.33

	All Applications	Rural Applications
Highest Score	97	88.17
Lowest Score	48.17	54.33
Median Score	83.67	83.6

This document summarizes the score your Continuum of Care (CoC) received in the Youth Homelessness Demonstration Program (YHDP) application by providing:

1. the CoC's score for each section of the application; and
2. a summary of the common reasons HUD deducted points in each section of the application.

The chart below indicates the maximum points available for each Rating Factor and the actual score your CoC received.

Rating Factor	Maximum Available Score	Median Score (All Applications)	Median Score (Rural Applications)	Your CoC
Leadership Capacity	15	14	14.5	10.83
Community Need	20	17.7	14.5	16.00
Collaboration	20	18	18.33	18.67
Youth Collaboration	25	20	21	19.50
Data and Evaluation Capacity	20	15.5	14.33	17.33
Total	100			82.33
Rural Bonus for FY2020 funds	10			0

Competition Summary:

- On May 27, 2021, HUD published the YHDP Notice of Funding Opportunity (NOFO) [FY 2019 and FY2020] which allocated \$142 million to help Continuums of Care (CoCs) develop and implement Coordinated Community Plans and fund projects to end youth homelessness in their communities.
- HUD scored 97 of the 111 applications submitted. Applications HUD did not score were not submitted by the Collaborative Applicant, as required in section III.A. of the NOFO, or were duplicate application submissions.
- The NOFO required complete answers to all questions and Section IV.B.1. of the NOFO listed all required attachments. HUD deducted points for applications that did not completely answer all questions.
- The lowest score for a selected non-rural community was 91.83 and the lowest score for a selected rural community was 82.83.

**FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP)
Applicant Debriefing**

On September 15, 2021, HUD announced the selection of the following 33 communities for funding:

Selected Communities: FY2019 funds

CoC Number	Recipient	Award Amount	Rural
WI-500	Wisconsin Balance of State Continuum of Care, Inc.	\$7.7 million	Yes
PA-601	The PA Department of Community and Economic Development	\$3.8 million	Yes
SD-500	South Dakota Housing Development Authority	\$3.0 million	Yes
WV-500	Greater Wheeling Coalition for the Homeless, Inc.	\$1.2 million	Yes
VA-521	Commonwealth of Virginia	\$1.6 million	Yes
TN-500	Chattanooga Regional Homeless Coalition, Inc.	\$2.3 million	Yes
CA-506	Coalition of Homeless Services Providers	\$5.7 million	Yes
NY-510	Human Services Coalition	\$2.0 million	Yes
OR-500	Lane County, Oregon	\$3.6 million	No
MA-516	Department of Housing and Community Development	\$6.1 million	No
MI-501	Homeless Action Network of Detroit	\$5.7 million	No
WA-502	City of Spokane	\$2.8 million	No
NE-502	City of Lincoln, Nebraska	\$2.2 million	No
TN-501	Community Alliance for the Homeless	\$3.8 million	No
RI-500	Rhode Island Housing and Mortgage Finance Corporation	\$3.6 million	No
OK-502	City of Oklahoma City	\$3.0 million	No
CA-600	Los Angeles Homeless Services Authority	\$15.0 million	No

**FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP)
Applicant Debriefing**

Selected Communities: FY2020 funds

CoC Number	Recipient	Award Amount	Rural
NY-601	County of Dutchess	\$1.4 million	No
NH-501	FIT/NHNH, Inc	\$1.2 million	No
MN-500	Hennepin County	\$3.5 million	No
GA-500	Atlanta Continuum of Care/Partners for HOME	\$2.3 million	No
NY-600	The City of New York	\$15.0 million	No
OR-504	ORS 190 Entity, Mid-Willamette Valley Homeless Alliance	\$3.8 million	No
OH-505	Montgomery County Board of County Commissioners	\$1.8 million	No
TX-700	Coalition for the Homeless of Houston/Harris County	\$10.4 million	No
WI-503	City of Madison	\$2.5 million	No
CA-500	County of Santa Clara by/through Office of Supportive Housing	\$10.5 million	No
TX-601	Tarrant County Homeless Coalition	\$4.2 million	No
CA-502	Alameda County	\$6.7 million	No
NH-500	State of New Hampshire DHHS	\$2.2 million	Yes
ND-500	North Dakota Housing Finance Agency	\$2.0 million	Yes
FL-602	GULF COAST PARTNERSHIP, INC.	\$1.1 million	No
WV-508	West Virginia Coalition to End Homelessness, Inc.	\$2.6 million	Yes

Below is an overview of the NOFO rating factors and HUD’s scoring and funding decision making processes, which includes a brief analysis of the questions most frequently associated with a loss of points. In general, the specific questions noted below were emphasized because, on average, applicants lost at least one-half point within the scoring criteria. See [Section V.A.1. of the NOFO](#) for specific information on scoring criteria and to review the questions identified in the tables below.

**FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP)
Applicant Debriefing**

Rating Factor I: Leadership Capacity–15 points (10.83)

HUD awarded up to 15 points if responses demonstrate they have the necessary leadership in place to effectively manage the development of a Coordinate Community Plan (CCP) to prevent and end youth homelessness. In general, most applicants received full points on most questions in this section. Common questions where HUD deducted points were:

Question 1.3	<p>Describe the CoC's current written plan or strategy to prevent and end youth homelessness. If a part of a plan to prevent and end all forms of homelessness, to get maximum points under this criterion, there must be a dedicated section or set of youth-specific strategies and objectives.</p> <p>Applications did not include clear or current specific plans to prevent and end youth homelessness in their community</p>
Question 1.4	<p>Describe how the CoC prioritizes authentic youth collaboration through the Youth Action Board or through youth participation in committee meetings or planning and feedback events.</p> <p>Applicants lost points because they did not clearly show how it prioritized youth collaboration, the role that young people have in the process or the response or did not state exactly how youth are prepared and supported to participate effectively.</p>
Rating Factor 1: Youth Review Perspective	<p><u>General Applicant Strengths:</u></p> <ul style="list-style-type: none"> • Applicants engaged youth participation. • Youth input is in an advisory capacity. • Youth participation appears to be relevant to the work being done. • Broad collaboration across government, youth, and community stakeholders • Provided very detailed and concise summaries of the community's challenges to end youth homelessness with corresponding strategies to address each. <p><u>General Applicant Weaknesses:</u></p> <ul style="list-style-type: none"> • Applicants provides youth little decision-making power. • YAB is not being prepared to be an equitable partner. • Most YABs are newly formed leading responses to appear disingenuous.

Rating Factor 2: Community Need - 20 Points (16.00)

HUD awarded 20 points to applicants that demonstrated high need in the community based on the number and needs of the community's youth experiencing homelessness. Common questions where HUD deducted points were:

FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP) Applicant Debriefing

Question 2	Describe the most recent youth homelessness needs assessment conducted by the CoC. Almost all applicants indicated that they conducted a needs assessment in the community. However, the most common reason why applicants lost points in this section is because they did not adequately describe how youth were involved in designing or executing the needs assessment, the scope of the assessment, or provide a description of disparities.
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Rating Factor 3: Collaboration - 20 Points (18.67)

HUD awarded up to 20 points to applicants that demonstrated strong current community-wide partnerships that are working to prevent and end youth homelessness. Common questions where HUD deducted points were:

Question 3.2	How does the CoC work with each of the following institutions to ensure that participants in the programs are not released into homelessness? (Child welfare (foster care), Justice system (juvenile and adult), Institutions of mental and physical health.) Responses clearly described the level of youth actively developing in collaboration. Applicant demonstrated a robust network of partnerships with other agencies, particularly within the adult and juvenile justice systems. In other cases, responses mentioned that they do not currently have discharge strategies in place for adult and juvenile justice or physical health institutions and applicants only provided vague overviews of each discharge strategy with no in depth descriptions or strategies.
Rating Factor 3: Youth Review Perspective	General Applicant Strengths: <ul style="list-style-type: none"> Applicant examples were provided on how the CoC works with each institution to make homelessness rare brief and non-recurring General Applicant Weaknesses: <ul style="list-style-type: none"> Some applicants did not provide an in-depth descriptions of each institution and how the CoC works with each of the institutions to ensure that participants in the programs are not released into homelessness.

Rating Factor 4: Youth Collaboration – 25 Points: (19.50)

HUD awarded up to 25 points to applicants that demonstrated how Youth voice is a crucial component to addressing and ending youth homelessness. In order to be successful, responses to this section should clearly be written by Youth Action Board (YAB) members and applicants must have considered how youth with lived experience will be integrated into system and program design and implementation. Common questions where HUD deducted points were:

Question 3 and	3. Is the membership of the YAB reflective of the population of youth and young adults
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FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP)

Applicant Debriefing

<p>3a.</p>	<p>experiencing homelessness in the community?</p> <p>3a. Provide data indicating the prevalence of youth of color, LGBTQ+, and gender non-conforming youth in the general population of youth experiencing homelessness and describe how the YAB works to ensure that its membership is reflective of the population of youth experiencing homelessness in the community.</p> <p>In many applications, responses did not fully expand on a description of the number of over-represented homeless youth in the system and how the community is working to ensure that the YAB becomes or continues to be representative of youth experiencing homelessness in the community</p> <p>In addition, responses included vague examples of how communities use Racial Equity Tools, HMIS, Coordinated Entry or Intake Assessment Tools, synopsis of the youth needs assessment, STELLA and etc.</p>
<p>Question 4.2d</p>	<p>How are youth and young adults with lived experience recruited for membership in the Youth Action Board?</p> <p>Strong applications described recruiting processes that are led by the YAB/youth members by election bases in reflection of the community's demographics and included organization within the CoC. YABS are fully in charge of recruiting youth by referral, public events and word of mouth.</p>
<p>Question 4.2e</p>	<p>Describe the decision-making structure of the YAB.</p> <p>Applicants lost points if the description of a formalized, documented decision-making structure involving multiple members was not apparent and if a description of a decision-making structure that had not been formalized.</p>
<p>Question 4.2f</p>	<p>How is the YAB integrated into CoC-wide work (i.e., beyond issues solely dealing with youth homelessness)?</p> <p>Applicants provided information regarding how youth are integrated into CoC work but failed mention the involvement of youth outside of issues pertaining to youth homelessness.</p>
<p>Question 4.2g</p>	<p>What training and other preparation are YAB members provided on the CoC structure, CoC rules, housing types, and other issues surrounding homelessness?</p> <p>Frequently applicants stated that YABs were not yet created or newly created to fulfill the requirements of the YHDP application. In these instances, trainings on the CoC structure, CoC rules, housing types, and other issues surrounding homelessness were minimal and or not fully integrated.</p> <p>Strong responses described defined training, job readiness, process of YAB leadership, resources on housing types, and community centralized issues, workshops on leadership, CoC 101, dismantling adultism, advocacy as well conference participation.</p>
<p>Question 4.3</p>	<p>Provide data indicating the prevalence of youth of color, LGBTQ+, and gender non-conforming youth in the general population of youth experiencing homelessness and describe how the YAB works to ensure that its membership is reflective of the population of youth experiencing homelessness in the community.</p> <p>Applicants provided comprehensive data on the demographics of the current YAB, acknowledged that it is reflective of youth experiencing homeless in the community and</p>

FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP)

Applicant Debriefing

	described a detailed strategy to address this issue. However, many responses lack data collection as a pertains to the prevalence of youth of color, LGBTQ+, and gender non-conforming youth in the general population of youth experiencing homelessness
Question 4.4	<p>How are youth incentivized to participate in the YAB or other aspects of the youth homelessness system? These may include paid positions, professional development opportunities, access to other resources, etc.</p> <p>Strong applications provide descriptions of how youth are employed by the CoC, the YAB, or another youth organization to make decisions related to preventing and ending youth homelessness in the community AND youth engaged in professional development opportunities, including internships, available to youth in the community interested in preventing and ending homelessness. Many applications were vague or had not determined the incentive structure for the YAB or participating youth.</p>
Question 4.5	<p>From a youth perspective, what are the biggest challenges to integrating youth voice into community decision-making structures?</p> <p>Applicant did not receive full points if response was not clearly be written by a youth or did not include quotes from youth regarding the challenges to integrating youth voice.</p>
Question 4.6	<p>From a youth perspective, what are the biggest challenges/barriers to sustaining a Youth Action Board?</p> <p>Applicants did not receive full points if response was clearly be written by a youth or include quotes from youth regarding the challenges to sustain a Youth Action Board.</p>
Question 4.7	<p>From a youth perspective, identify the biggest areas of risk in the current youth homelessness system (for example, aging out of foster care or transitioning from an institution) and how the community is working to address these risks.</p> <p>Applicants did not receive full points if the response failed to identify the biggest areas of risk in the current youth homelessness system and how the community is working to address these risks.</p>
Question 4.9	<p>4.9 Attach a letter of support for the application from the Youth Action Board (YAB), signed by all members of the YAB. The letter of support must indicate the age range of all YAB members and certify that the YAB meets the requirements outlined in Section I.A.4.k of this NOFO.</p> <p>Applicants lost points if the letters were not attached or if the letter was not signed by at least three members of the YAB.</p>
Rating Factor 4: Youth Review Perspective	<p><u>General Applicant Strengths:</u></p> <ul style="list-style-type: none"> • Youth are compensated at or above-minimum wage rates on an hourly basis. • Professional growth opportunities are also offered in the form of positions within the parent company • Applicants clearly utilize youth voice in all process, strategically access youth funding, find opportunities to tear down corrupt systems and replace it with access to power and redistributing wealth in community centered work. <p><u>General Applicant Weaknesses:</u></p> <ul style="list-style-type: none"> • Applicants' responses divulged that demographic data on homeless youth

FY2019 & FY2020 Youth Homelessness Demonstration Program (YHDP) Applicant Debriefing

	<p>had not been explored.</p> <ul style="list-style-type: none"> • Prevalence rates are not available for youth of color, LGBTQ+ and gender non-conforming youth. • Organizations had not created processes in synch with information on the local youth population of homelessness.
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Rating Factor 5: Data and Evaluation – 20 points (17.3)

HUD awarded up to 20 points to applicants that demonstrated the existence of a functioning Homeless Management Information System (HMIS) that facilitates in the collection of information on homelessness using residential and other homeless services and effective performance measures. The most common reason HUD deducted points in this section was applicants did not fully answer the questions or did not provide sufficient detail. Common questions where HUD deducted points were:

Question 5.3	<p>Describe how the CoC actively recruits new homeless projects to HMIS for youth-dedicated projects.</p> <p>Applicants lost points if they did not have a recruitment strategy.</p>
Question 5.8	<p>Describe how youth are brought into evaluation and quality improvement conversation in your community.</p> <p>Applicants lost points if they did not include youth feedback and involvement in the evaluation and quality improvement work in the community.</p>
Rating Factor 5: Youth Review Perspective	<p><u>General Applicant Strengths:</u> Applicants defined specific outcome measures.</p> <p><u>General Applicant Weaknesses:</u> Applicants lacked youth voice on success.</p> <p>Applicants did not seem to prioritize subpopulations such as LGBTQ, POC, and pregnant and parenting youth.</p>

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
1C. Coordination and Engagement—Coordination with Federal, State, Local, Private, and Other Organizations			
1C-9. Housing First—Lowering Barriers to Entry. 1C-9a. Housing First—Project Evaluation.	VII.B.1.i.	10	10
1C-10. Street Outreach—Scope. Describe in the field below: <ol style="list-style-type: none"> 1. your CoC’s street outreach efforts, including the methods it uses to ensure all persons experiencing unsheltered homelessness are identified and engaged; 2. whether your CoC’s Street Outreach covers 100 percent of the CoC’s geographic area; 3. how often your CoC conducts street outreach; and 	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.			
1C-12. 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
1C-15. Promoting Racial Equity in Homelessness–Assessing Racial Disparities. 1C-15a. Racial Disparities Assessment Results. 1C-15b. Strategies to Address Racial Disparities. 1C-15c. Promoting Racial Equity in Homelessness Beyond Areas Identified in Racial Disparity Assessment.	VII.B.1.o.	7	7
1D. Addressing COVID-19 in the CoC’s Geographic Area			
These questions assessed how CoCs addressed challenges resulting from the outbreak of COVID-19 affecting individuals and families experiencing homelessness. 1D-1. Safety Protocols Implemented to Address Immediate Needs of People Experiencing Unsheltered, Congregate Emergency Shelter, Transitional Housing Homelessness. 1D-2. Improving Readiness for Future Public Health Emergencies. 1D-3. CoC Coordination to Distribute ESG Cares Act (ESG-CV) Funds. 1D-4. CoC Coordination with Mainstream Health. 1D-5. Communicating Information to Homeless Service Providers. 1D-6. Identifying Eligible Persons Experiencing Homelessness for COVID-19 Vaccination. 1D-7. Addressing Possible Increases in Domestic Violence. 1D-8. 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
1E. Project Review, Ranking, and Selection			
<p>1E-2. and 1E-2a. Project Review and Ranking Process Your CoC Used in Its Local Competition.</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"> 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). 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). 3. Used data from a comparable database to score projects submitted by victim service providers. 4. Used objective criteria to evaluate how projects submitted by victim service providers improved safety for the population they serve. 5. Used a specific method for evaluating projects based on the CoC’s analysis of rapid returns to permanent housing. 6. Specific severity of needs and vulnerabilities your CoC considered when ranking and selecting projects; and 	<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.			
2A. Homeless Management Information System (HMIS) Bed Coverage			
2A-5. Bed Coverage Rate–Using HIC, HMIS Data. 2A-5b. Bed Coverage Rate in Comparable Databases.	VII.B.3.c.	6	6
2A-6. 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
2C. System Performance			
2C-1. 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: 1. how your CoC determined which risk factors your CoC uses to identify persons becoming homeless for the first time; 2. how your CoC addresses individuals and families at risk of becoming homeless; and 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	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>2C-2. Length of Time Homeless. 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"> 1. your CoC’s strategy to reduce the length of time individuals and persons in families remain homeless; 2. how your CoC identifies and houses individuals and persons in families with the longest lengths of time homeless; and 3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the length of time individuals and families remain homeless. 	VII.B.5.c.	6	5
<p>2C-3. Exits to Permanent Housing Destinations/Retention of Permanent Housing. 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"> 1. emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations; and 	VII.B.5.d.	5	4.5

CoC Application Question	NOFO Section	Maximum Points Available	Points Your CoC Application Received
2. permanent housing projects retain their permanent housing or exit to permanent housing destinations.			
<p>2C-4. Returns to Homelessness. 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"> 1. how your CoC identifies individuals and families who return to homelessness; 2. your CoC’s strategy to reduce the rate of additional returns to homelessness; and 3. provide the name of the organization or position title that is responsible for overseeing your CoC’s strategy to reduce the rate individuals and persons in families return to homelessness. 	VII.B.5.e.	4	2
<p>2C-5. Increasing Employment Cash Income. We scored this question based on data your CoC submitted in HDX and your narrative response.</p> <p>2C-5a. Increasing Employment Cash Income–Workforce Development–Education–Training.</p> <p>2C-5b. Increasing Non-employment Cash Income.</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)
1B. and 1C. CoC Coordination and Engagement	74.5	73.5
1D. Addressing COVID-19 in the CoC’s Geographic Area	21.5	21.5
1E. Project Capacity, Review, and Ranking	30	29
2A. Homeless Management Information System	11	10
2B. Point-in-Time Count	3	3
2C. System Performance	23	17.75
3A. Coordination with Housing and Healthcare Bonus Points	10	5
Total CoC Application Score*	173	159.75

*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.

SSO for Coordinated Entry Projects				
NOFA Language	NOFA Section	Application Question Number	Maximum Points Available	Your DV Bonus Score
CoC Score. 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
Need for the Project. 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
Total:				72.49

Below is a summary of all DV Bonus application scores.

Overall Scores for all DV Bonus Applications	
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.

RRH or Joint TH-RRH Projects				
NOFA Language	NOFA Section	Application Question Number	Maximum Points Available	Your DV Bonus Score
CoC Score. 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
Need for the Project. 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
Quality of the Project Applicant. 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
			Total Score	85.99

Below is a summary of all DV Bonus application scores.

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