

2022-2023 Charlotte-Mecklenburg CoC Strategic Focus Action Plan

CoC Governing Board Approved: June 23, 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>

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	<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

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	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

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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

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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