

**Governing Board Meeting: May 25, 2023**  
 Location: Valerie C Woodard Center; 3205 Freedom Drive

Board Members			
Anna London, Chair	Trish Hobson, Vice Chair	Timica Melvin, Secretary	Kathryn Firmin-Sellers
Sonia Jenkins	Brian Kovaleski	Karen Pelletier	Warren Wooten
Jazmin Royall	Susan Crawford	Kaedon Grinnell	James Lee
Kenny Robinson	Jessica Lefkowitz	Deronda Metz	Tchernavia Montgomery
Lucy Crain	Brittany Marshall		

**Agenda**

Time	Item	Facilitator
2:00pm-2:10pm	Welcome, attendance <b>Motion: Adopt meeting agenda</b>	Anna London Branden Lewis (attendance)
2:10pm-2:20pm	Executive Committee Report Out <ul style="list-style-type: none"> <li>CoC Governing Board: Streamlining our work</li> </ul> <b>Motion: Approve Consent agenda: Please indicate any items you would like removed from the consent agenda to address individually</b>	Anna London
2:20pm-2:30pm	A Home for All Framework Implementation	Kathryn Firmin-Sellers
2:30pm-2:45pm	City of Charlotte Anti-Displacement efforts	Warren Wooten
2:45pm-3:00pm	Long Stayers in Shelters Follow Up	Mary Ann Priester
3:00pm-3:10pm	Public Comment	Anna London
3:10pm-3:40pm	CoC & NCDHHS ESG Funding Priorities <ul style="list-style-type: none"> <li><b>VOTE: Approve FY23 Reallocation Policy</b></li> <li><b>VOTE: Approve FY23 CoC Ranking Policy</b></li> <li><b>VOTE: Approve 2024 NCDHHS ESG funding split</b></li> </ul>	Erin Nixon
3:40pm-3:50pm	Collaborative Applicant Staff Updates: <ol style="list-style-type: none"> <li>Coordinated Entry</li> <li>HMIS</li> </ol>	Branden Lewis
3:50pm-4:00pm	Agency Updates Request for July meeting agenda items <ul style="list-style-type: none"> <li>System Performance Measure Update</li> </ul>	All
4:00pm	Adjourn	Anna London

Next CoC Governing Board meeting: July 27, 2023: 2:00pm-4:00pm TBD  
 Next CoC Full Membership meeting: August 9, 2023; 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  
March 23, 2023**

The meeting of the CoC Governing Board was held on March 23, 2023, in person at The Relatives. Board members could request to attend via Zoom if circumstances did not allow them to attend in person.

**Board Members Present:** Anna London, Trish Hobson, Timica Melvin, Deronda Metz, Kathryn Firmin-Sellers, Kenny Robinson, James Lee, Jazmin Royall, Lucy Crain, Tchernavia Montgomery, Karen Pelletier, Warren Wooten, Jane Shutt, Jessica Lefkowitz, Susan Crawford, Brian Kovaleski (via Zoom),

**Board Members Absent:** Brittany Marshall, Deronda Metz, Kaedon Grinnell, Elizabeth Trotman

**CoC Staff Present:** Branden Lewis, Erin Nixon, Mary Ann Priester, Emilie Tinker

**Guests Present:** Ron Clark

## Welcome

### Executive Committee Report Out: (Anna London):

- **Anna London** moving back to in person meetings.
- **Anna London** highlighted Board Member- Thank you to Jane-
- **Karen-** thanks Jane for her service and for the grace and dignity she brings to the community.
- Branden played the podcast from the youth action board in regard to bridging the gap on youth homelessness. Youth Action Board Resource Fair March 31, at 11am.
- **Rosalyn:** Brief summary about the retreat – Rosalyn Observations- came together in a collaborative/authentic way. Board members were not afraid to speak their truth on how they experience this work together and individually. Also noticed Board members were able to take constructive criticism on what's not working in a non-defensive way. Rosalyn observed at the retreat – Board members manifesting the culture they would like the group to operate – which characterized the culture as; collaboration, honesty, client centered and not system centered, open to change, and focused on the use of data.
- **Anna London** –move to meet every other month -March, May July September and November
- **Vote:** Motion to approve the consent agenda items- Kathryn motion and Karen 2<sup>nd</sup>; all in favor  
**APPROVED**
- **Update on Home for All-** What are the next steps – internal costing exercise to determine what it would cost to implement the ideas addressed in the PowerPoint – what a reasonable pilot would be – everything must be piloted and scaled to see what works – goal is to have an implementation plan drafted by June
- Public Comment- James and Ron -All questions answered.
- **Mary Ann Priester** – based on the HMIS system Black = across metrics Black, African American, or African are remaining homeless longer than their white counter part. There is a target improvement method that will be emailed via Erin. We met the benchmark this year for what was submitted. It has been a 3% decrease from year to year.  
**Erin** high level numbers with criminal history such as sex offenders and they can't get approved for housing and none of the housing programs can house them others have citizenship challenges  
**Timica Melvin-** Emergency housing vouchers update- 80 EHV's have been leased. The City of Charlotte has provided \$250,000 in CDBG Funds to assist EHV's with security deposits. This will

**CoC Governing Board  
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allow Housing Collaborative to provide a \$1,000 signing bonus for every EHV lease-up. There are about 100 EHV's left to lease-up.

Committee members had questions about the differences between EHV's and regular vouchers and general housing choice voucher waiting list questions.

**Erin and Branden** – next Board meeting will focus on what funding priorities to set for the COC funding that comes out every year, and the state ESG funding where you want the funding to go.

**Agency Updates (All):** Tchernavia April 13, 2023 Event Registration required.

- **Anna** next COC meeting May 25, 2023 at 2:00 PM at Valerie C Woodard Center Full membership meeting May 10, 2023.

Meeting Adjourned

Minutes submitted by Shannon Boatwright

Approved by Timica Melvin, CoC Board Secretary

## **CoC Governing Board Consent Agenda**

**May 25, 2023**

### **Action I: Approve March 2023 CoC Governing Board Meeting Minutes**

### **Action II: Affirm submission of Point-in-Time Count & Housing Inventory Count**

- 1) Rationale: Board does not need to approve numbers before they are submitted
- 2) PIT was conducted in January 2023 and report was due to HUD 4/29/23 and submitted on time
- 3) Overall: increase in unsheltered & sheltered.

### **Action III: Approve the submission of the Youth Homelessness Demonstration Project (YHDP) application to HUD**

- 1) Rationale: CoC Governing Board approves submission of all funding applications
- 2) CoC is applying for up to \$1,000,000 and the application is due on 6/27/23
- 3) CoC Collaborative Applicant staff is working with stakeholders to complete application

### **Information Only: Letters of Support Provided**

**Why it matters:** Some funders require that applicants receive a letter of support from the Continuum of Care. In reviewing these requests, CoC staff verifies that the agency requesting the letter is an HMIS Contributing Organization that receives referrals from Coordinated Entry. Staff also confirms the agency is active in the work of the CoC. Letters of support is a lever the CoC has in ensuring that funding coming into the community (outside of CoC & ESG funding) is integrated into the CoC.

Since March 2023, the following agencies requested & received a letter of support from the CoC:

- Carolinas CARE Partnership: Substance Abuse & Mental Health Association grant for training

# Charlotte-Mecklenburg Long-term Shelter Stayers

May 2023



# Recommendations

## Bridge Housing

- In between solutions for those whose only option is Inlivan/ subsidized housing are needed.
- Utilize HOME-TBRA to house long stayers with income challenges as bridge housing while people wait for their name to come up on the Inlivan/ subsidized housing waitlists.

## Senior Housing

- Explore how we can use Medicaid to support senior housing. Learn from other communities doing this and is this something we could pilot locally.
- If criminal justice background is a challenge to get seniors into housing, as a standard, ensure we submitting reasonable accommodation requests for this vulnerable group who is unlikely to reoffend.

## Subsidy

- Identify flexible subsidies used locally to pay a subsidy for someone to live with their family member.

## Church Apartments

- Ensure we are partnering with the faith community and churches who are building apartments to connect long-stayers to housing.

## Supportive Employment

- Ensure that our employment partners are aware of the unique challenges and experiences of many of the people we serve.
- Offer training to employment partners in this area.
- Pilot a vocational support/ supportive employment program where a staff support person is able to accompany a person to work for the first two weeks to assist them with getting acclimated.
- Explore supports and opportunities are provided via vocational rehab for long-stayers in shelter.

## Criminal Justice

- Develop a streamlined and effective way to partner with legal services and assist clients with expungement or removal from the 10 year RSO list.

## Assisted Living

- Partner with hospital staff who have conversations about assisted living with clients regularly to learn how to best present this option to people who might need it.
- Identify local service providers who provide quality care and partner with them to learn more about them and learn from them.

## Charlotte-Mecklenburg CoC FY23

### NOFO Project Priority Ranking Policies

This document provides the policies by which projects seeking funding in the FY2023 Continuum of Care competitions will be prioritized and ranked. These priorities are subject to change based on HUD's funding priorities.

#### A. Project Priority Ranking Order

The Charlotte-Mecklenburg Continuum of Care (CoC) is required to prioritize and rank projects applying for Continuum of Care (CoC) funding in the annual CoC competition. Projects seeking renewal or new funding in the FY2023 CoC competition will be prioritized and ranked as follows.

1. The CoC's **renewal infrastructure projects** will be ranked first. Infrastructure projects are defined as dedicated HMIS grants and Coordinated Entry Supportive Services Only (CE-SSO) grants. Renewal CE-SSO project will be ranked above renewal HMIS project as CE-SSO project provides direct services to people experiencing homelessness.
2. **Renewal Permanent Supportive Housing (PSH) projects** ranked by overall percentage scored on the renewal application, from highest to lowest.
3. **Renewal Rapid Rehousing (RRH) projects** ranked by overall percentage scored on the renewal application from highest to lowest.
4. **Renewal projects that have not yet completed one full calendar year** of operations as of April 30, 2023 will be ranked in the following order by how they were ranked in the FY22 priority list:
  - a. PSH projects
  - b. RRH projects
  - c. TH-RRH projects
5. **New, including expansion project(s)** created via reallocation and/or CoC Bonus that increase the number of subsidies available in the following order by overall project score:
  - a. New or expansion PSH LEASING (master leasing) projects
  - b. New or expansion PSH RENTAL ASSISTANCE (scattered site) projects
  - c. New or expansion RRH projects
  - d. New or expansion CE-SSO (Coordinated Entry-Support Services Only) projects
  - e. New or expansion dedicated HMIS (Homeless Management Information System) projects
6. **New Domestic Violence Bonus projects** that increase the number of subsidies available by overall project score in the following order by overall project score:
  - a. New or expansion RRH or Joint TH-RRH (Joint Transitional Housing-Rapid Rehousing) projects
  - b. New or expansion CE-SSO projects

#### B. Tiebreaking Criteria

**Tiebreakers for ranking policies 3 & 4 (renewal) will be applied in the following order:**

1. First tiebreaker: points earned on Length of Time Homeless component
2. Second tiebreaker: points earned on percentage of participants who gained or increased



income from entry to exit.

3. Third tiebreaker: points earned on exits to permanent housing component
4. Fourth tiebreaker: the percentage of points earned on component that addresses involving persons with lived experience in the delivery of services

**Tiebreakers for ranking policies 5 & 6 (new) will be applied in the following order:**

1. First tie-breaker (for PSH, RRH, TH-RRH project applications): Points earned on Housing First Assessment component

First tie breaker (for infrastructure projects: Points earned on Project Description component

2. Second tie-breaker (for all applications): Points earned on Equity Factor component addressing under-represented individuals (BIPOC, LGBTQ+, etc) in managerial & leadership positions.

**C. Projects Straddling Tier 1/Tier 2**

If a project, once listed in ranking order, straddles the Tier 1/Tier 2 funding line with a portion of the project budget falling within Tier 1 and the remaining within Tier 2, the feasibility of the project to operate with only the Tier 1 amount will be determined as follows:

1. Utilizing the response to the question that asks the impact on the project if it does not receive full funding, the Ranking Committee will decide whether the project would be feasible & still have impact at the reduced amount. If the committee determines it would be feasible, the project will be submitted as is, straddling the Tier 1/Tier 2 line. If the committee determines it would not be feasible, that project will be dropped down so that it is entirely in Tier 2, and the next ranked project will be moved up. The feasibility of this project will then be determined.
2. If an agency indicates a minimum amount needed to still be feasible exceeding the project's Tier 1 amount, that project will be automatically moved into Tier 2, and the next ranked project will be moved up and the process given in #1 above will then be repeated with the next ranked project.
3. This process will continue until the following are realized:
  - a. All Tier 1 funds are allocated; OR
  - b. The amount of funds remaining in Tier 1 are a negligible amount. If this occurs, the ranking committee retains the discretion to allocate the remaining funds to another project in Tier 1 that can accept additional funds.
4. If the amount remaining in Tier 1 is of such a small amount that no project indicates it would be feasible at that reduced amount, steps 2 & 3 will not apply, but rather project will be ranked according to their original order

**D. Renewal Project Threshold Score**

All project applying for renewal funding will be evaluated and scored on a given point scale on the scorecard. In the FY2023 competition, renewal projects must score at least 50% of the points possible to be placed on the project ranking list. Renewal projects that do not score at least 50% will be able to submit an appeal. Projects should anticipate the 50% threshold may increase in subsequent competitions

**E. Final Ranking List Review and Recommendation**

Following the review, scoring and appeals of renewal & new project applications, a preliminary project ranking list will be developed in accordance with the above priority ranking order. This ranking list, with projects identified by name and type, will be reviewed by the Ranking Committee. The committee will present its final recommended project ranking list to the CoC board in accordance with the timeframe required by HUD. The CoC board will vote to approve the final project ranking list

**F. Renewal Project Appeals**

Renewal projects can appeal their project score but may not appeal its placement on the project priority ranking list.

DRAFT

## Charlotte-Mecklenburg Continuum of Care

### Reallocation Policy

Item	FY22 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.
	FY23 Edit made	
2. Definitions	Changed measurement period for new grants to be years 2 & 3 instead of first 2 years	Projects are not subject to reallocation after its first year of operating so that performance year should not be evaluated for reallocation.
7. Voluntary Reallocation	Removed: "they have been operating for a minimum of 12 months."	Projects that have not operated for a full 12 months can still reallocate all or part of their funding if circumstances have changed that prevent them from utilizing the funding.
7. Voluntary Reallocation	Added: When evaluating projects for reallocation, projects that voluntarily reallocate funds will be evaluated for chronic underspending using the total project amount post-voluntary reallocation.	If projects voluntarily reallocate funds, they have intentionally evaluated the funding needed by the project so should be able to show they can spend that amount before

#### 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 second and third 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 25, 2023

## **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 to end homelessness. The annual Notice Of Funding Opportunity (NOFO) 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 project 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 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. Projects that voluntarily reallocate funding will be evaluated for chronic underspending utilizing the grant amount after voluntary reallocation.

#### **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 because 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)