

## Before Starting the CoC Application

You must submit all three of the following parts in order for us to consider your Consolidated Application complete:

1. the CoC Application,
2. the CoC Priority Listing, and
3. all the CoC's project applications that were either approved and ranked, or rejected.

As the Collaborative Applicant, you are responsible for reviewing the following:

1. The FY 2023 CoC Program Competition Notice of Funding Opportunity (NOFO) for specific application and program requirements.
2. The FY 2023 CoC Application Detailed Instructions which provide additional information and guidance for completing the application.
3. All information provided to ensure it is correct and current.
4. Responses provided by project applicants in their Project Applications.
5. The application to ensure all documentation, including attachment are provided.

Your CoC Must Approve the Consolidated Application before You Submit It  
- 24 CFR 578.9 requires you to compile and submit the CoC Consolidated Application for the FY 2023 CoC Program Competition on behalf of your CoC.

- 24 CFR 578.9(b) requires you to obtain approval from your CoC before you submit the Consolidated Application into e-snaps.

Answering Multi-Part Narrative Questions

Many questions require you to address multiple elements in a single text box. Number your responses to correspond with multi-element questions using the same numbers in the question. This will help you organize your responses to ensure they are complete and help us to review and score your responses.

Attachments

Questions requiring attachments to receive points state, "You Must Upload an Attachment to the 4B. Attachments Screen." Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process. Include a cover page with the attachment name.

- Attachments must match the questions they are associated with—if we do not award points for evidence you upload and associate with the wrong question, this is not a valid reason for you to appeal HUD's funding determination.

- We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).

## 1A. Continuum of Care (CoC) Identification

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

**1A-1. CoC Name and Number:** NC-505 - Charlotte/Mecklenburg County CoC

**1A-2. Collaborative Applicant Name:** Mecklenburg County

**1A-3. CoC Designation:** CA

**1A-4. HMIS Lead:** Mecklenburg County

## 1B. Coordination and Engagement–Inclusive Structure and Participation

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
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- Frequently Asked Questions

<b>1B-1.</b>	<b>Inclusive Structure and Participation–Participation in Coordinated Entry.</b>	
	NOFO Sections V.B.1.a.(1), V.B.1.e., V.B.1f., and V.B.1.p.	
	In the chart below for the period from May 1, 2022 to April 30, 2023:	
	1. select yes or no in the chart below if the entity listed participates in CoC meetings, voted—including selecting CoC Board members, and participated in your CoC’s coordinated entry system; or	
	2. select Nonexistent if the organization does not exist in your CoC’s geographic area:	

	Organization/Person	Participated in CoC Meetings	Voted, Including Electing CoC Board Members	Participated in CoC’s Coordinated Entry System
1.	Affordable Housing Developer(s)	Yes	Yes	Yes
2.	CDBG/HOME/ESG Entitlement Jurisdiction	Yes	Yes	Yes
3.	Disability Advocates	Yes	Yes	Yes
4.	Disability Service Organizations	Yes	Yes	Yes
5.	EMS/Crisis Response Team(s)	Yes	Yes	Yes
6.	Homeless or Formerly Homeless Persons	Yes	Yes	Yes
7.	Hospital(s)	Yes	Yes	Yes
8.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent	No	No
9.	Law Enforcement	Yes	Yes	Yes
10.	Lesbian, Gay, Bisexual, Transgender (LGBTQ+) Advocates	Yes	Yes	Yes
11.	LGBTQ+ Service Organizations	Yes	Yes	Yes
12.	Local Government Staff/Officials	Yes	Yes	Yes
13.	Local Jail(s)	Yes	Yes	Yes
14.	Mental Health Service Organizations	Yes	Yes	Yes
15.	Mental Illness Advocates	Yes	Yes	Yes

16.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes	Yes	Yes
17.	Organizations led by and serving LGBTQ+ persons	Yes	Yes	Yes
18.	Organizations led by and serving people with disabilities	Yes	Yes	Yes
19.	Other homeless subpopulation advocates	Yes	Yes	Yes
20.	Public Housing Authorities	Yes	Yes	Yes
21.	School Administrators/Homeless Liaisons	Yes	Yes	Yes
22.	Street Outreach Team(s)	Yes	Yes	Yes
23.	Substance Abuse Advocates	Yes	Yes	Yes
24.	Substance Abuse Service Organizations	Yes	Yes	Yes
25.	Agencies Serving Survivors of Human Trafficking	Yes	Yes	Yes
26.	Victim Service Providers	Yes	Yes	Yes
27.	Domestic Violence Advocates	Yes	Yes	Yes
28.	Other Victim Service Organizations	Yes	Yes	Yes
29.	State Domestic Violence Coalition	No	No	No
30.	State Sexual Assault Coalition	No	No	No
31.	Youth Advocates	Yes	Yes	Yes
32.	Youth Homeless Organizations	Yes	Yes	Yes
33.	Youth Service Providers	Yes	Yes	Yes
	Other: (limit 50 characters)			
34.	Faith-based organizations	Yes	Yes	Yes
35.	Philanthropic Organizations	Yes	Yes	Yes

1B-2.	Open Invitation for New Members.	
	NOFO Section V.B.1.a.(2)	

	Describe in the field below how your CoC:
1.	communicated a transparent invitation process annually (e.g., communicated to the public on the CoC's website) to solicit new members to join the CoC;
2.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats; and
3.	invited organizations serving culturally specific communities experiencing homelessness in the geographic area to address equity (e.g., Black, Latino, Indigenous, LGBTQ+, and persons with disabilities).

(limit 2,500 characters)

1. CoC membership is open to any agency/individual with an interest in working collaboratively to end and prevent homelessness in Charlotte-Mecklenburg. The CoC invites agencies and individuals to join via an open invitation on the CoC website: [www.charmeckcoc.org](http://www.charmeckcoc.org) and weekly in the CoC Weekly Digest email. The Digest is sent to over 1,000 individuals and includes CoC information and resources. Members represent nonprofit, faith-based, and private organizations/agencies delivering healthcare, persons with lived experience, social services, and philanthropic organizations.
2. The CoC shares information across media types including email, social media, flyers, and public presentations at various service locations to ensure effective communication with individuals with disabilities (visual/hearing impaired, cognitive, and physical disabilities). The CoC also offers a hybrid option for most meetings so the public can choose to participate in- person or remotely. The CoC website and newsletter are ADA compliant.
3. Organizations in the community who serve culturally specific communities experiencing homelessness have an open invitation to join the CoC at any time. There has been an increase in the number of CoC member organizations led by persons of color who serve persons of color and they have become more involved in CoC committees and workgroups. All CoC meetings are open to the public.

<b>1B-3.</b>	<b>CoC's Strategy to Solicit/Consider Opinions on Preventing and Ending Homelessness.</b>	
	NOFO Section V.B.1.a.(3)	
	Describe in the field below how your CoC:	
1.	solicited and considered opinions from a broad array of organizations and individuals that have knowledge of homelessness, or an interest in preventing and ending homelessness;	
2.	communicated information during public meetings or other forums your CoC uses to solicit public information;	
3.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats; and	
4.	took into consideration information gathered in public meetings or forums to address improvements or new approaches to preventing and ending homelessness.	

**(limit 2,500 characters)**

1. All CoC meetings are open to the public to include full membership, Governing Board, committees, workgroups, and task forces. Each governing board meeting includes time for public comment. Before full membership meetings, there is a public call for agenda items. At CoC full membership meetings, there is time for discussion on gaps in services in the homeless to housing continuum and time to solicit ideas for uses for planning grant funds to enhance the overall system. CoC staff give updates and ask for input at Homeless Services Network meetings. CoC staff hold quarterly CoC: 101 sessions, which include time for open discussion to receive opinions and input on how to end homelessness. There is a standing open public comment period for all CoC governing documents.
2. CoC information is communicated during each Board, full membership, committee & workgroup meeting. Each meeting discusses strategies to end homelessness. The public can submit opinions and information through the CoC website and email. CoC communicates funding opportunities through social media.
3. Persons with disabilities are encouraged to attend all meetings of the CoC. If special accommodations are needed, the CoC makes the necessary arrangements available. All CoC communication & websites are ADA compliant.
4. Based on information gathered in public meetings, the CoC implemented the following strategies
  - identified a new HMIS software solution that will improve how the CoC can review & share data on homelessness in our community allowing the CoC to continue to pursue data-driven solutions.
  - Added SOGIE indicators to CE assessment to collect data on the prevalence of persons who identify as LGBTQ+ who are seeking services.
  - Established a new healthcare workgroup to respond to the need for clients served by CoC agencies to have better access to healthcare (to include physical health and mental health).
  - Offered more training opportunities that benefit the entire system including: housing first, motivational interviewing and ensuring more CoC members are able to attend national conferences to learn about best practices.
  - After hearing about the growing numbers of persons experiencing unsheltered homelessness in the towns of the County and lack of SO coordination, the CoC Board created an unsheltered homelessness workgroup. The workgroup continues to meet monthly and has made great progress in developing a street outreach strategy to ensure full coverage of our county.

1B-4.	Public Notification for Proposals from Organizations Not Previously Awarded CoC Program Funding.	
	NOFO Section V.B.1.a.(4)	
	Describe in the field below how your CoC notified the public:	
1.	that your CoC will consider project applications from organizations that have not previously received CoC Program funding;	
2.	about how project applicants must submit their project applications—the process;	
3.	about how your CoC would determine which project applications it would submit to HUD for funding; and	
4.	ensured effective communication and access for persons with disabilities, including the availability of accessible electronic formats.	

**(limit 2,500 characters)**

1. CoC Letters of Interest (LOI) phase for new projects & intent to renew for renewal projects opened from 7/7/2023-7/21/2023. CoC used the CoC listserv and CoC website to communicate the request for LOIs. All communications reached agencies that do and do not receive CoC funding. The Ranking Committee (RC) reviewed all LOIs received on 8/10/2023 and invited those meeting threshold requirements to submit project applications. CA staff held 2 NOFO information sessions (7/10/2023 & 7/17/2023) to review eligible activities and answer questions. In total, 11 agencies that had never received CoC funding submitted LOIs; 9 were invited to submit project applications; 4 new agencies submitted applications and 3 were included on the CoC's priority ranking list.

2. RC reviewed all LOIs for threshold criteria. All but 2 project that submitted LOIs were invited to submit project applications. Project application materials and instructions were communicated via email. CoC staff held mandatory TA sessions for all applicants. Additionally, CoC staff were available to answer questions via email, phone and additional 1:1 meetings.

3. RC reviewed and scored applications using the scorecard to get a total score and relative score for each project. According to the CoC Board's approved ranking priorities, renewal infrastructure projects were ranked # 1-3. Next renewal PSH projects were ranked utilizing their relative score followed by renewal RRH projects utilizing the relative score. Then renewal projects awarded in FY21 & FY22 competitions that have not yet completed a full grant term due to delayed grant agreements. Finally, RC ranked new PSH projects and DV bonus project. One renewal project was not ranked due to relative score being below the 50% threshold established in the Board-approved ranking procedures. This project was reallocated to new PSH projects. The total requests in new projects exceeded the amount available through CoC & DV bonus and reallocation, thus, 2 DV Bonus projects were not ranked and 1 new PSH project was reduced. CoC Governing Board approved the recommended ranking on 9/13/23.

4. Notification of the competition phases was shared across multiple media types, including ADA compliant website postings and emails. CA staff were available via phone, email and in person to answer questions.

## 1C. Coordination and Engagement

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

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1C-1.	Coordination with Federal, State, Local, Private, and Other Organizations.	
	NOFO Section V.B.1.b.	
	In the chart below:	
	1. select yes or no for entities listed that are included in your CoC's coordination, planning, and operations of projects that serve individuals, families, unaccompanied youth, persons who are fleeing domestic violence who are experiencing homelessness, or those at risk of homelessness; or	
	2. select Nonexistent if the organization does not exist within your CoC's geographic area.	

	Entities or Organizations Your CoC Coordinates with for Planning or Operations of Projects	Coordinates with the Planning or Operations of Projects?
1.	Funding Collaboratives	Yes
2.	Head Start Program	Yes
3.	Housing and services programs funded through Local Government	Yes
4.	Housing and services programs funded through other Federal Resources (non-CoC)	Yes
5.	Housing and services programs funded through private entities, including Foundations	Yes
6.	Housing and services programs funded through State Government	Yes
7.	Housing and services programs funded through U.S. Department of Health and Human Services (HHS)	Yes
8.	Housing and services programs funded through U.S. Department of Justice (DOJ)	Yes
9.	Housing Opportunities for Persons with AIDS (HOPWA)	Yes
10.	Indian Tribes and Tribally Designated Housing Entities (TDHEs) (Tribal Organizations)	Nonexistent
11.	Organizations led by and serving Black, Brown, Indigenous and other People of Color	Yes
12.	Organizations led by and serving LGBTQ+ persons	Yes
13.	Organizations led by and serving people with disabilities	Yes
14.	Private Foundations	Yes
15.	Public Housing Authorities	Yes
16.	Runaway and Homeless Youth (RHY)	Yes
17.	Temporary Assistance for Needy Families (TANF)	Yes
	Other:(limit 50 characters)	



18.		
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1C-2.	CoC Consultation with ESG Program Recipients.	
	NOFO Section V.B.1.b.	

Describe in the field below how your CoC:	
1.	consulted with ESG Program recipients in planning and allocating ESG Program funds;
2.	participated in evaluating and reporting performance of ESG Program recipients and subrecipients;
3.	provided Point-in-Time (PIT) count and Housing Inventory Count (HIC) data to the Consolidated Plan jurisdictions within its geographic area; and
4.	provided information to Consolidated Plan Jurisdictions to address homelessness within your CoC's geographic area so it could be addressed in the Consolidated Plan update.

**(limit 2,500 characters)**

1. The City of Charlotte and the State of NC are ESG Entitlement recipients. NCDHHS requires that CoCs submit collaborative applications to include funding recommendations for ESG funding. The Assistant Director-Affordable Housing from the City's Housing & Neighborhood Services is on the CoC Governing Board and Ranking Committee. With this collaboration, the CoC was informed of how the City distributed ESG funding. The CoC used this information to determine how State ESG funding should be distributed to not be duplicative. CoC staff sits on the review committee for City ESG funding. CoC consulted with the City when scoring project applications for NCDHHS ESG funding for projects that receive funding from City ESG for similar activities to determine how they are performing on those contracts. The City works directly with the Charlotte-Mecklenburg Continuum of Care (CoC) during the planning and allocation of ESG funds. Prior to the release of the funding application, the CoC provides information on service gaps to assist with establishing priorities.
2. The City of Charlotte partners with the CoC to provide ESG reports to HUD. Quarterly, HMIS staff pulls the CAPER and notifies funded agencies to correct any errors prior to sending to the City of Charlotte for review. At the end of the month, HMIS staff pulls the CAPERS again for final review and uploads to Sage. The City then submits to HUD. The CoC evaluates the performance of NCDHHS ESG recipients during quarterly monitoring and at time of renewal. To assist with project evaluation, the CoC provides the City PIT/HIC data, data from HMIS/DV comparable database, compliance with written standards, and prioritization and implementation concerns. The City actively participates in the Continuum of Care board which develops the policies and procedures for the operation and administration of HMIS.
3. The City of Charlotte consulted the Housing & Homelessness Data Dashboard to obtain PIT & HIC data.
4. The City of Charlotte CoC Board member shared the Consolidated Plan with the CoC Board and full membership to solicit input and feedback.

1C-3.	Ensuring Families are not Separated.	
	NOFO Section V.B.1.c.	

Select yes or no in the chart below to indicate how your CoC ensures emergency shelter, transitional housing, and permanent housing (PSH and RRH) do not deny admission or separate family members regardless of each family member's self-reported sexual orientation and gender identity:

1.	Conducted mandatory training for all CoC- and ESG-funded service providers to ensure families are not separated.	Yes
2.	Conducted optional training for all CoC- and ESG-funded service providers to ensure families are not separated.	No
3.	Worked with ESG recipient(s) to adopt uniform anti-discrimination policies for all subrecipients.	Yes
4.	Worked with ESG recipient(s) to identify both CoC- and ESG-funded facilities within your CoC's geographic area that might be out of compliance and took steps to work directly with those facilities to bring them into compliance.	Yes
5.	Sought assistance from HUD by submitting questions or requesting technical assistance to resolve noncompliance by service providers.	Yes

1C-4.	CoC Collaboration Related to Children and Youth—SEAs, LEAs, School Districts.	
	NOFO Section V.B.1.d.	

Select yes or no in the chart below to indicate the entities your CoC collaborates with:

1.	Youth Education Provider	Yes
2.	State Education Agency (SEA)	Yes
3.	Local Education Agency (LEA)	Yes
4.	School Districts	Yes

1C-4a.	Formal Partnerships with Youth Education Providers, SEAs, LEAs, School Districts.	
	NOFO Section V.B.1.d.	

Describe in the field below the formal partnerships your CoC has with at least one of the entities where you responded yes in question 1C-4.

(limit 2,500 characters)

All Charlotte-Mecklenburg Schools (CMS) have a McKinney-Vento (MCV) liaison to work with students and families who are homeless. This includes families at shelters, hotels, transitional living programs, living with friends and family, and unsheltered. A full-time MCV Social Worker works with children and families to conduct assessments for MCV eligibility and create work plans. CMS has MOUs with several member and non-member agencies of the CoC including Thompson Child & Family Focus Services, Steve Smith Foundation, Freedom School, INLIVIAN (PHA), and the YMCA to provide services and support to students experiencing homelessness including after school care and connection to education resources. CoC- and ESG-funded agencies ensure students are connected to schools and have access to transportation and other support needed to support students.

The CoC Governance charter outlines an appointed seat for CMS on the CoC Governing Board. CMS is also active in committees and workgroups. CMS also has an appointed seat on the Coordinated Entry Oversight Committee, both currently held by the MCV Manager. One of the MCV Social Workers participates in monthly Youth Case Conferencing. Annually, the MCV Manager shares current data (number of homeless students) during the CoC Governing Board meetings.

1C-4b.	Informing Individuals and Families Experiencing Homelessness about Eligibility for Educational Services.	
	NOFO Section V.B.1.d.	

Describe in the field below written policies and procedures your CoC uses to inform individuals and families who become homeless of their eligibility for educational services.

**(limit 2,500 characters)**

As adopted in the CoC's Written Standards, the Education Liaison Policy requires CoC funded providers that serve households with children, that an individual(s) is designated to ensure children are enrolled in school and connected to appropriate services in the community, including Head Start and McKinney-Vento education services. Contact information for the school social worker/school system McKinney-Vento Liaison is provided. Staff ensure that individuals and families are following school policies regarding absences and have the medical documentation necessary to return to school after an illness/injury and are encouraged to develop relationships with community partners to offer educational support on-site (i.e. tutoring, reading programs) and access to supplemental learning material.

1C-4c.	Written/Formal Agreements or Partnerships with Early Childhood Services Providers.	
	NOFO Section V.B.1.d.	

Select yes or no in the chart below to indicate whether your CoC has written formal agreements or partnerships with the listed providers of early childhood services:

		MOU/MOA	Other Formal Agreement
1.	Birth to 3 years	No	Yes
2.	Child Care and Development Fund	No	Yes
3.	Early Childhood Providers	No	Yes
4.	Early Head Start	Yes	Yes
5.	Federal Home Visiting Program–(including Maternal, Infant and Early Childhood Home and Visiting or MIECHV)	No	Yes
6.	Head Start	Yes	Yes
7.	Healthy Start	No	Yes
8.	Public Pre-K	No	Yes
9.	Tribal Home Visiting Program	No	No
	Other (limit 150 characters)		
10.			

1C-5.	Addressing Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors–Collaboration with Federally Funded Programs and Victim Service Providers.
	NOFO Section V.B.1.e.

In the chart below select yes or no for the organizations your CoC collaborates with:

	Organizations	
1.	state domestic violence coalitions	No
2.	state sexual assault coalitions	No
3.	other organizations that help this population	Yes

1C-5a.	Collaboration with Federally Funded Programs and Victim Service Providers to Address Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.
	NOFO Section V.B.1.e.

Describe in the field below how your CoC regularly collaborates with organizations indicated in Question 1C-5 to:

1.	update CoC-wide policies; and
2.	ensure all housing and services provided in the CoC's geographic area are trauma-informed and can meet the needs of survivors.

(limit 2,500 characters)

1. Providers who serve survivors such as Safe Alliance, Mecklenburg County and Salvation Army participate in the process to update CoC written standards to ensure any DV-specific policies are updated correctly. Additionally, victim services providers work with the CoC to ensure CE policies & procedures make resources available to survivors through coordinated entry while protecting the safety of the survivor. DV service providers worked with CE & BNL staff to update the process for how survivors access available housing resources dedicated to survivors. Together, they changed the process from a first come, first served referral by case manager to utilizing the BNL along with case conferencing to ensure that safety of the individual & family are accounted for when designating resources. Our Coordinated Entry team is in the process of adding a specific team member who will serve survivors of domestic violence.

2. CA staff consults with leadership of agencies that serve survivors to determine all services delivered across the CoC are trauma-informed and can meet the needs of survivors. One example of such consultation is when CoC housing programs were hesitant to take referrals from CE of households comprised of couples that have a history of DV. After consultation, it was determined that a CoC-wide training is needed to ensure housing providers know the CoC's definition of domestic violence, understand the rights of clients with a history of DV to access housing and to review safety planning practices. This training is scheduled for 9/26/23.

1C-5b.	Coordinated Annual Training on Best Practices to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	
	Describe in the field below how your CoC coordinates to provide training for:	
1.	project staff that addresses best practices (e.g., trauma-informed, victim-centered) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually); and	
2.	Coordinated Entry staff that addresses best practices (e.g., trauma informed care) on safety and planning protocols in serving survivors of domestic violence and indicate the frequency of the training in your response (e.g., monthly, semi-annually).	

(limit 2,500 characters)

1. Domestic Violence providers share training resources from the National Network to End Domestic Violence with CoC Victim Service Providers (VSPs) and non-Victim Service Providers as they are offered multiple times throughout the year. Mecklenburg County Community Support Services Domestic Violence Unit provides training upon request for CoC project staff on specialized topics including dynamics of domestic violence, impact of domestic violence on children, safety planning, confidentiality, trauma-informed care, and victim services.
2. One of the elected seats on the Coordinated Entry Oversight Committee is designated for a Victim Services Provider, currently Safe Alliance, to ensure that the Coordinated Entry (CE) policies and processes address the needs of survivors of domestic violence. Victim Services Providers informed the workflow of coordinated entry to ensure survivors accessing coordinated entry could still be assessed for housing needs if they consent in addition to being connected to resources and services for survivors. Victim Services Provider conducted research on best practices for DV prioritization tools and provided training to CE staff & stakeholders for consideration when updating the process to allocate DV specific resources. CE staff is trained annually on how to advise clients of their right to opt out of CE and still receive services and how to lock records in HMIS, so they are not shared across the system if a survivor gives consent to have their information entered into HMIS but does not want their record shared. CE assessors are trained semi-annually on how to ask the assessment questions using a trauma-informed approach centering on the experience of the survivor. Assessors are also trained annually on the process for connecting survivors who are feeling to resources to address safety needs.

1C-5c.	Implemented Safety Planning, Confidentiality Protocols in Your CoC's Coordinated Entry to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	
	Describe in the field below how your CoC's coordinated entry includes:	
	1. safety planning protocols; and	
	2. confidentiality protocols.	

(limit 2,500 characters)

1. The CE workflow is designed to first ask the caller if they are fleeing DV and determine their need for DV-specific resources. Additionally, when CEs are conducted via phone, the CE script prompts the assessor to ensure the client is in a safe space to speak confidentially.

If a survivor needs to move to a new unit due to fleeing DV, the specific program will work with the participant to move. If they need to facilitate a transfer to another program, they will consult CE to assist with the transfer. If a survivor from outside of the geographic area of the CoC needs to transfer into NC-505, CE staff will work with the client and original CoC to facilitate the transfer into NC-505

2. CE staff thoroughly explain the Release of Information (ROI) to clients including the benefits and risks of sharing information. They explain that the system is secure and that all providers who have access to the system have been formally trained and are held to the highest standard of confidentiality and ethics including severe consequences if confidentiality is violated. Assessors explain the CE process prior to beginning the assessment including the note that sensitive questions will be asked so callers can be sure they are in a confidential space to have the conversation.

1C-5d.	Used De-identified Aggregate Data to Address the Needs of Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	

Describe in the field below:

1.	the de-identified aggregate data source(s) your CoC used for data on survivors of domestic violence, dating violence, sexual assault, and stalking; and
2.	how your CoC uses the de-identified aggregate data described in element 1 of this question to evaluate how to best meet the specialized needs related to domestic violence and homelessness.

(limit 2,500 characters)

1. The CoC utilizes survivor de-identified aggregate data from HMIS and the comparable database (Bell Data) in multiple CoC committees and workgroups including Coordinated Entry Oversight Committee.

2. The data is utilized to determine the needs of survivors and informs how to better target available DV-specific RRH resources. The data also informs training needs for CE assessors. Additionally, the homeless families & youth workgroup utilizes DV survivor data to determine the need for resources for survivors with children. Finally, the data were incorporated in a comprehensive report on DV in Mecklenburg County and shared with cross-sector stakeholders. The data can and are being used to inform decision making about all community resources and not just CoC resources. Program management staff from the domestic violence shelter holds an elected seat on the CoC's Data Advisory Committee (DAC) The same agency holds an elected seat on the CoC's Coordinated Entry Oversight Committee to speak to the gaps in the overall system in services for survivors. The CEOC monitors the number of people fleeing and who are survivors who had a CE housing needs assessment each month and review the data to inform resource needs. These data informed the previous year's request for a SSO-CE DV bonus project for a CE assessor to work specifically with survivors, which was awarded and will begin in 10/2023. The data have also elevated training needs and broader community conversation about the definitions of fleeing and domestic violence. When developing scorecards for funding competitions, the DAC takes into consideration the unique needs of survivors and how Victim Service Providers operate to tailor outcome benchmarks to that service type.

**&nbsp;nbsp;**

1C-5e.	Implemented Emergency Transfer Plan Policies and Procedures for Domestic Violence, Dating Violence, Sexual Assault, and Stalking Survivors.	
	NOFO Section V.B.1.e.	

Describe in the field below how your CoC communicates to all individuals and families seeking or receiving CoC Program assistance:

1.	whether your CoC has policies and procedures that include an emergency transfer plan;
2.	the process for individuals and families to request an emergency transfer; and
3.	the process your CoC uses to respond to individuals' and families' emergency transfer requests.

**(limit 2,500 characters)**

1. Appendix II of the CoC Written Standards outlines the emergency transfer plan policies and procedures. The Written Standards can be accessed on the CoC website. Providers distribute the CoC Emergency Transfer Plan at intake to ensure all individuals and families, regardless of if they are a DV survivor, are made aware of the policies and procedures.

2. Housing providers must make the emergency transfer plan, which includes the process to request a transfer, available upon request and publicly available when feasible. Providers share the process for requesting an emergency transfer with clients at intake and as needed throughout the client's participation in the program. Clients can also contact the CoC or Coordinated Entry for assistance with requesting an emergency transfer.

3. If the client needs to move due to Domestic Violence, Dating Violence, Sexual Assault or Stalking, providers ensure clients understand the process for requesting to move and advocate on behalf of the client to the landlord property provider.



1C-5f.	Access to Housing for Survivors of Domestic Violence, Dating Violence, Sexual Assault, and Stalking.	
NOFO Section V.B.1.e.		
Describe in the field below how your CoC:		
1.	ensures that survivors of domestic violence, dating violence, sexual assault, or stalking have safe access to all of the housing and services available within the CoC's geographic area; and	
2.	proactively identifies systemic barriers within your homeless response system that create barriers to safely house and provide services to survivors of domestic violence, dating violence, sexual assault, or stalking.	

(limit 2,500 characters)

1. Agencies that administer housing resources specifically for survivors of domestic violence work together to determine how to allocate available resources. Providers utilize a By-Name List pulled from HMIS made up of clients who report they are fleeing DV at Coordinated Entry. Victim-Service Providers maintain their own list of clients needing housing and when there are openings, CE staff leads case conferencing to determine how to allocate the resources.. Additionally, the CE Supervisor conducts CE at the DV shelter 2-3 times per month to ensure that clients who give consent after confirmation of the understanding of risks associated with being entered into HMIS, have access to all housing resources in the CoC. Clients that call CE and report they are fleeing DV are given the number to call the Greater Charlotte Hope Line and are offered the option to proceed with the Coordinated Entry assessment after confirming the client understands the risk(s) associated with having their information in HMIS. Clients are given the option to lock down their record(s). Finally, the CoC continues to allocate EHV's to survivors fleeing DV.
2. The CoC proactively identifies systemic barriers within our homeless response system by addressing barriers that the VSPs bring up at Coordinated Entry Oversight Committee. The CoC implemented the process mentioned in 1C-5f1 after hearing from VSPs that clients wanted to be able to have a CE to see which housing resources they might be eligible for. Additionally, the CoC worked with the agency that oversees the main shelter for persons fleeing DV to apply for a RRH project since the main barrier for their program is that survivors can only remain in their shelter for 90 days, which often resulted in survivors exiting the DV shelter to go to another emergency shelter. Finally, the CoC allows time for open staffing at our various case conferencing and workgroup meetings. Agencies often share the barriers they see in working with this population. We work together to identify strategies to overcome the barriers.

1C-5g.	Ensuring Survivors With a Range of Lived Expertise Participate in Developing CoC-Wide Policy and Programs.	
NOFO Section V.B.1.e.		
Describe in the field below how your CoC:		
1.	ensured survivors with a range of lived expertise are involved in the development of your CoC-wide policy and programs; and	
2.	accounted for the unique and complex needs of survivors.	

**(limit 2,500 characters)**

1. The CoC's Lived Experience Committee meets monthly. The invitation for members to join the committee is always open.
2. Previously, if survivors called CE, they were immediately referred to the Greater Charlotte Hope Line for safety planning resources and were not offered a CE. After hearing feedback from survivors & VSPs, that survivors wanted and needed access to CE, the CoC changed its process to complete the CE assessment with survivors after fully explaining the risk of having their data shared in HMIS. Additionally, the CoC works with housing providers to navigate DV issues that arise while a client is housed including ensuring clients are connected to safety planning services and are facilitating an Emergency Transfer, if needed.

1C-6.	Addressing the Needs of Lesbian, Gay, Bisexual, Transgender and Queer+--Anti-Discrimination Policy and Training.	
	NOFO Section V.B.1.f.	

	1. Did your CoC implement a written CoC-wide anti-discrimination policy ensuring that LGBTQ+ individuals and families receive supportive services, shelter, and housing free from discrimination?	Yes
	2. Did your CoC conduct annual CoC-wide training with providers on how to effectively implement the Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity (Equal Access Final Rule)?	Yes
	3. Did your CoC conduct annual CoC-wide training with providers on how to effectively implement Equal Access in Accordance With an Individual's Gender Identity in Community Planning and Development Programs (Gender Identity Final Rule)?	Yes

1C-6a.	Anti-Discrimination Policy--Updating Policies--Assisting Providers--Evaluating Compliance--Addressing Noncompliance.	
	NOFO Section V.B.1.f.	

Describe in the field below:

1.	how your CoC regularly collaborates with LGBTQ+ and other organizations to update its CoC-wide anti-discrimination policy, as necessary to ensure all housing and services provided in the CoC are trauma-informed and able to meet the needs of LGBTQ+ individuals and families;
2.	how your CoC assisted housing and services providers in developing project-level anti-discrimination policies that are consistent with the CoC-wide anti-discrimination policy;
3.	your CoC's process for evaluating compliance with your CoC's anti-discrimination policies; and
4.	your CoC's process for addressing noncompliance with your CoC's anti-discrimination policies.

**(limit 2,500 characters)**

1. Our CoC's updated Anti-Discrimination Policy, which addresses HUD's Equal Access Final Rule and HUD's Gender Identity Final Rule, was adopted by the CoC Governing Board on 8/25/2022. Before being adopted, the policy was sent to the CoC Governing Board members, the CoC's Equity and Inclusion Committee, the CoC's Lived Experience Committee and to Youth Action Board members for feedback. All feedback was incorporated before being approved by the CoC Governing Board. The policy will be reviewed and updated based on stakeholder feedback.
2. CoC staff provides assistance to agencies in revising their project-level anti-discrimination policies so that they are consistent with the CoC-wide anti-discrimination policy as requested. The CoC's Equity & Inclusion Committee reviewed the Anti-Discrimination policies of agencies that receive ESG & CoC funding and offered standard language for agencies to use that aligns with the CoC's anti-discrimination policies.
3. The CoC evaluates compliance with the anti-discrimination policies when programs deny referrals from CE. For example, recently, a CoC-funded organization denied a referral based on criminal background. CoC staff followed up with the agency to inquire further as to why the referral was denied. CoC staff informed the agency that they could not deny the referral, but should be transparent with the client about housing availability and how all strengths and barriers that client presents with may impact the housing search.
4. The CoC's process for addressing noncompliance with our CoC's anti-discrimination policy is that clients or anyone who feels they have been discriminated against by an agency in the CoC's geographic area can follow the CoC grievance process outlined in the CoC written standards. Agencies should first follow their own grievance process and if the client is not satisfied with the outcome at the agency level, they can file a grievance with the Coordinated Entry Oversight Committee who will review information from the client and the program and make a final decision, which is binding.

1C-7.	Public Housing Agencies within Your CoC's Geographic Area--New Admissions--General/Limited Preference--Moving On Strategy.	
	NOFO Section V.B.1.g.	

You must upload the PHA Homeless Preference\PHA Moving On Preference attachment(s) to the 4B. Attachments Screen.

Enter information in the chart below for the two largest PHAs highlighted in gray on the current CoC-PHA Crosswalk Report or the two PHAs your CoC has a working relationship with--if there is only one PHA in your CoC's geographic area, provide information on the one:

Public Housing Agency Name	Enter the Percent of New Admissions into Public Housing and Housing Choice Voucher Program During FY 2022 who were experiencing homelessness at entry	Does the PHA have a General or Limited Homeless Preference?	Does the PHA have a Preference for current PSH program participants no longer needing intensive supportive services, e.g., Moving On?
INLIVIAN	14%	No	No

<b>1C-7a.</b>	<b>Written Policies on Homeless Admission Preferences with PHAs.</b>	
	NOFO Section V.B.1.g.	
	Describe in the field below:	
	1. steps your CoC has taken, with the two largest PHAs within your CoC's geographic area or the two PHAs your CoC has working relationships with, to adopt a homeless admission preference—if your CoC only has one PHA within its geographic area, you may respond for the one; or	
	2. state that your CoC has not worked with the PHAs in its geographic area to adopt a homeless admission preference.	

**(limit 2,500 characters)**

1. PHA has 175 PBVs set aside for programs that serve homeless households. PHA eliminated the homeless preference for HCV in 2019 because their preference was for households experiencing homelessness that had support services. They found that when families came up on the waitlist, they were no longer connected to their support service provider, thus were no longer eligible under the homeless preference so the vouchers went unutilized. CoC staff has asked what it would take to bring back the homeless preference and PHA's Board would have to agree and then the Administrative Plan would need to be updated including a period for public comment. There currently is no plan to re-instate or start any preferences outside of the 175 PBV set asides.

2. Our CoC has not worked with the PHA in our geographic area to adopt a homeless admission preference.

<b>1C-7b.</b>	<b>Moving On Strategy with Affordable Housing Providers.</b>	
	Not Scored—For Information Only	
	Select yes or no in the chart below to indicate affordable housing providers in your CoC's jurisdiction that your recipients use to move program participants to other subsidized housing:	

<b>1.</b>	<b>Multifamily assisted housing owners</b>	No
<b>2.</b>	<b>PHA</b>	Yes
<b>3.</b>	<b>Low Income Housing Tax Credit (LIHTC) developments</b>	Yes
<b>4.</b>	<b>Local low-income housing programs</b>	Yes
	<b>Other (limit 150 characters)</b>	
<b>5.</b>		

<b>1C-7c.</b>	<b>Include Units from PHA Administered Programs in Your CoC's Coordinated Entry.</b>	
	NOFO Section V.B.1.g.	
	In the chart below, indicate if your CoC includes units from the following PHA programs in your CoC's coordinated entry process:	

1.	Emergency Housing Vouchers (EHV)	Yes
2.	Family Unification Program (FUP)	No
3.	Housing Choice Voucher (HCV)	No
4.	HUD-Veterans Affairs Supportive Housing (HUD-VASH)	Yes
5.	Mainstream Vouchers	No
6.	Non-Elderly Disabled (NED) Vouchers	No
7.	Public Housing	No
8.	Other Units from PHAs:	
	Project-Based Vouchers	Yes

1C-7d.	Submitting CoC and PHA Joint Applications for Funding for People Experiencing Homelessness.	
	NOFO Section V.B.1.g.	

1.	Did your CoC coordinate with a PHA(s) to submit a competitive joint application(s) for funding or jointly implement a competitive project serving individuals or families experiencing homelessness (e.g., applications for mainstream vouchers, Family Unification Program (FUP), other programs)?	Yes
		Program Funding Source
2.	Enter the type of competitive project your CoC coordinated with a PHA(s) to submit a joint application for or jointly implement.	Mainstream Vouchers

1C-7e.	Coordinating with PHA(s) to Apply for or Implement HCV Dedicated to Homelessness Including Emergency Housing Voucher (EHV).	
	NOFO Section V.B.1.g.	

	Did your CoC coordinate with any PHA to apply for or implement funding provided for Housing Choice Vouchers dedicated to homelessness, including vouchers provided through the American Rescue Plan?	Yes
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1C-7e.1.	List of PHAs with Active MOUs to Administer the Emergency Housing Voucher (EHV) Program.	
	Not Scored–For Information Only	

	Does your CoC have an active Memorandum of Understanding (MOU) with any PHA to administer the EHV Program?	Yes
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If you select yes to question 1C-7e.1., you must use the list feature below to enter the name of every PHA your CoC has an active MOU with to administer the Emergency Housing Voucher Program.

PHA
INLIVIAN

## 1C-7e.1. List of PHAs with MOUs

**Name of PHA:** INLIVIAN

## 1D. Coordination and Engagement Cont'd

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

1D-1.	Discharge Planning Coordination.	
	NOFO Section V.B.1.h.	

Select yes or no in the chart below to indicate whether your CoC actively coordinates with the systems of care listed to ensure persons who have resided in them longer than 90 days are not discharged directly to the streets, emergency shelters, or other homeless assistance programs.

1. Foster Care	Yes
2. Health Care	Yes
3. Mental Health Care	Yes
4. Correctional Facilities	Yes

1D-2.	Housing First—Lowering Barriers to Entry.	
	NOFO Section V.B.1.i.	

1.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe Haven, and Transitional Housing projects your CoC is applying for in FY 2023 CoC Program Competition.	15
2.	Enter the total number of new and renewal CoC Program-funded PSH, RRH, SSO non-coordinated entry, Safe Haven, and Transitional Housing projects your CoC is applying for in FY 2023 CoC Program Competition that have adopted the Housing First approach.	15
3.	This number is a calculation of the percentage of new and renewal PSH, RRH, SSO non-Coordinated Entry, Safe Haven, and Transitional Housing projects the CoC has ranked in its CoC Priority Listing in the FY 2023 CoC Program Competition that reported that they are lowering barriers to entry and prioritizing rapid placement and stabilization to permanent housing.	100%

1D-2a.	Project Evaluation for Housing First Compliance.	
	NOFO Section V.B.1.i.	

You must upload the Housing First Evaluation attachment to the 4B. Attachments Screen.

	Describe in the field below:
1.	how your CoC evaluates every project—where the applicant checks Housing First on their project application—to determine if they are using a Housing First approach;
2.	the list of factors and performance indicators your CoC uses during its evaluation; and
3.	how your CoC regularly evaluates projects outside of your local CoC competition to ensure the projects are using a Housing First approach.

(limit 2,500 characters)

1. During funding award cycles, the CoC Ranking Committee evaluates new & renewal projects to ensure they use a housing first approach using their written application and interviews to hear examples of how they will implement a housing first model. This includes how they ensure rapid placement and stabilization in permanent housing and that they are not requiring service participation, income, clear criminal backgrounds, documents, etc. Each renewal and new PH project applying for CoC and ESG funding in this year's competitions took a housing first assessment to determine which elements of the Housing First model they have made steps to implement.

2. Last year's quarterly monitoring utilized the Length of Time to Housing (22c on the APR), how the agency involves individuals and families they serve in the shaping of the delivery of services, context that may impact the project outcomes and the greatest challenges the agency is working through to evaluate for the project's use of the Housing First approach.

3. Outside of funding cycles, the CoC evaluates projects on their implementation of Housing First approach via quarterly monitoring utilizing the metrics referenced above. In quarterly CoC Recipient Meetings, staff & agencies discuss barriers to implement the Housing First approach including lack of property providers willing to take clients with criminal backgrounds and when clients lose housing due to mental health challenges and choose not to engage in services. Staff asks agencies that have found creative ways to address these barriers to share how they have addressed the barriers. Additionally, CoC staff attend case conferencing meetings and provides real-time feedback if programs demonstrate criteria for accepting clients into programs outside of minimum eligibility criteria. This forum includes ES, SO, PH-RRH and PH-PSH providers who are committed to adhering to housing first and work to assist each other to address barriers in implementing a true Housing First model. CoC leadership follows up with agencies that consistently exhibit extra entry criteria or who are not demonstrating a true housing first approach to offer TA and identify solutions that will strengthen the Housing First implementation.

1D-3.	Street Outreach—Scope.	
	NOFO Section V.B.1.j.	

	Describe in the field below:
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
4.	how your CoC tailored its street outreach to persons experiencing homelessness who are least likely to request assistance.



**(limit 2,500 characters)**

1. Hearts for the Invisible Charlotte (HFTIC) serves as the Street Outreach Lead Agency for Mecklenburg County and NC-505. Roof Above (RA) and Ada Jenkins Center (AJC) each have a Street Outreach (SO) program and currently receive ESG funding to serve those experiencing unsheltered homelessness in our CoC. HFTIC facilitates the CoC’s Unsheltered Homelessness Workgroup to determine which area each agency covers and what services are provided. HFTIC currently receives referrals for persons experiencing unsheltered homelessness and determines, based on location and client needs, which agency should respond to the referral. Agencies are expected to respond within 48 hours. HFTIC maintains partnerships with Charlotte-Mecklenburg Police Department (CMPD) to assist, as needed, with serving clients currently living unsheltered. Recently, the Unsheltered Homelessness workgroup was trained by our HMIS team to utilize HMIS (Bitfocus) to pin where individuals are staying outside in our community. RA, AJC and HFTIC work with groups to strategically build rapport and offer streamlined resource provision and housing focused dialogue.
2. The CoC’s street outreach covers 100% of the CoC’s geographic area. AJC focuses on the northern part of the county and works in partnership with RA, HFTIC and other organizations to identify any unreached areas. HFTIC decided it was best to divide the county into regions based on divisions of our local police department to ensure full coverage.
3. SO is conducted daily through the various CoC connected members and agencies. Many of the grassroots organizations offer services after normal business hours and during the weekends.
4. SO teams assist all individuals experiencing street homelessness through a trauma informed, harm reduction model. They meet each person where they are supporting the client’s needs while encouraging them to access shelter and housing resources without regard to a client's race, color, national origin, religion, sex, gender identity, sexual orientation, age, familial status, or disability. Many individuals who do not want to engage with housing will engage around resources such as showers and food. Staff work to continue to build rapport over any length of time to hopefully eventually connect them with housing. Outreach staff communicates with clients in a variety of ways to ensure services are accessible.

1D-4.	Strategies to Prevent Criminalization of Homelessness.	
	NOFO Section V.B.1.k.	

Select yes or no in the chart below to indicate strategies your CoC implemented to ensure homelessness is not criminalized and to reverse existing criminalization policies in your CoC’s geographic area:

	Your CoC’s Strategies	Ensure Homelessness is not Criminalized	Reverse Existing Criminalization Policies
1.	Engaged/educated local policymakers	Yes	Yes
2.	Engaged/educated law enforcement	Yes	Yes
3.	Engaged/educated local business leaders	Yes	Yes
4.	Implemented community wide plans	Yes	Yes

5.	Other:(limit 500 characters)		
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1D-5.	Rapid Rehousing–RRH Beds as Reported in the Housing Inventory Count (HIC) or Longitudinal Data from HMIS.	
	NOFO Section V.B.1.I.	

	HIC Longitudinal HMIS Data	2022	2023
Enter the total number of RRH beds available to serve all populations as reported in the HIC or the number of households served per longitudinal HMIS data, e.g., APR.	Longitudinal HMIS Data	1,963	1,936

1D-6.	Mainstream Benefits–CoC Annual Training of Project Staff.	
	NOFO Section V.B.1.m.	

Indicate in the chart below whether your CoC trains program staff annually on the following mainstream benefits available for program participants within your CoC's geographic area:

	Mainstream Benefits	CoC Provides Annual Training?
1.	Food Stamps	Yes
2.	SSI–Supplemental Security Income	Yes
3.	SSDI–Social Security Disability Insurance	Yes
4.	TANF–Temporary Assistance for Needy Families	Yes
5.	Substance Use Disorder Programs	Yes
6.	Employment Assistance Programs	Yes
7.	Other (limit 150 characters)	

1D-6a.	Information and Training on Mainstream Benefits and Other Assistance.	
	NOFO Section V.B.1.m	

	Describe in the field below how your CoC:	
1.	systemically provides up-to-date information on mainstream resources available for program participants (e.g., Food Stamps, SSI, SSDI, TANF, substance abuse programs) within your CoC's geographic area;	
2.	works with project staff to collaborate with healthcare organizations, including substance abuse treatment and mental health treatment, to assist program participants with receiving healthcare services; and	
3.	works with projects to promote SSI/SSDI Outreach, Access, and Recovery (SOAR) certification of program staff.	

**(limit 2,500 characters)**

1. Information on all mainstream benefits (MB) is sent to CoC providers and the Homeless Services Network (HSN) via email. It is verbally shared at CoC Full Membership, committee and workgroup meetings and HSN meetings. Information includes new benefits, updates and training opportunities. MB programs (i.e., substance use programs, DSS) present at meetings on how clients can access benefits. NC CARE 360 continues to be used by providers as an up-to-date resource and referral platform that provides a coordinated, community-oriented, person-centered approach for delivery of MB information.
2. CoC-funded projects ensure clients are screened for Medicaid/Medicare eligibility. Projects have partnerships with Alliance Health, the Managed Care Organization, to ensure clients are referred and connected to appropriate services. Additionally, projects have partnerships with local healthcare and substance use services providers to ensure clients are referred appropriately and are able to access services through these providers. Some projects offer services such as substance use treatment and primary healthcare services in house to clients they serve.
3. CoC-funded projects either have SOAR-trained staff in their agency or partner closely with SOAR-trained staff in the community by streamlining referrals and regular communication to ensure appropriate follow up.

1D-7.	Increasing Capacity for Non-Congregate Sheltering.	
	NOFO Section V.B.1.n.	

Describe in the field below how your CoC is increasing its capacity to provide non-congregate sheltering.

**(limit 2,500 characters)**

Emergency shelters are continuing to utilize non-congregate shelter options as needed and available to prevent the spread of infectious diseases and as an alternative to other shelter options, such as hotel rooms for families when emergency shelters are at capacity. Mecklenburg County allocated CARES Act (ARPA) funding to one shelter to increase its capacity to provide non-congregate options. Additionally, emergency shelters continue to focus efforts on housing people as quickly as possible to reduce the time emergency shelters are needed. Mecklenburg County allocated ARPA funds to build housing for very low-income households, many of which will currently be experiencing or will have previously experienced homelessness.

ID-8.	Partnerships with Public Health Agencies—Collaborating to Respond to and Prevent Spread of Infectious Diseases.	
	NOFO Section V.B.1.o.	

Describe in the field below how your CoC effectively collaborates with state and local public health agencies to:

1. develop CoC-wide policies and procedures to respond to infectious disease outbreaks; and
2. prevent infectious disease outbreaks among people experiencing homelessness.

**(limit 2,500 characters)**

1. The CoC encourages each agency to develop policies and procedures to respond to infectious disease outbreaks that align with the way their facilities & programs operate and the clients they serve. Agencies have adopted policies that promote vaccination—some agencies have implemented the requirement that current and new employees get vaccinated. Agencies provide education to clients and staff about the vaccine and how to access it. Agencies also promote utilizing Personal Protective Equipment to reduce the spread of infectious disease. Those agencies that operate congregate settings (shelters, etc) are in close contact with Public Health and have screening processes in place to prevent the spread of diseases.
2. Policies also include response to any outbreaks that might occur such as facility-wide testing in the case of COVID up to closing the location if necessary to mitigate the spread. In this instance, agencies would find alternative shelter & housing options for clients that may be residing in their facility. The CoC ensured agencies had access to PPE as needed through the North Carolina Department of Health & Human Services. Agencies also adopted the waivers HUD made available to ensure clients had access to permanent housing to reduce the spread of COVID-19 and prevent future infectious disease outbreaks among people experiencing homelessness.

ID-8a.	Collaboration With Public Health Agencies on Infectious Diseases.	
	NOFO Section V.B.1.o.	
	Describe in the field below how your CoC:	
1.	shared information related to public health measures and homelessness, and	
2.	facilitated communication between public health agencies and homeless service providers to ensure street outreach providers and shelter and housing providers are equipped to prevent or limit infectious disease outbreaks among program participants.	

**(limit 2,500 characters)**

1. Throughout the COVID pandemic, Mecklenburg County Community Support Services led a weekly call with Public Health and homeless services providers. This allowed Public Health to share up-to-date information on public health measures that impacted services provided by homeless services organizations. These calls were particularly helpful when agencies were standing up non-congregate shelters, implementing the use of PPE, facilitating quarantine protocols for people experiencing homelessness and providing education about available vaccines. The calls built a solid foundation for communication between Public Health and service providers that has been useful in facilitating problem solving in public health concerns in addition to COVID (Monkey Pox and TB).
2. Public Health is in regular contact with shelter providers, street outreach providers and housing providers to ensure they have access to the most recent, correct information concerning infectious disease outbreaks and how they can be prevented.

1D-9.	Centralized or Coordinated Entry System–Assessment Process.	
	NOFO Section V.B.1.p.	
	Describe in the field below how your CoC's coordinated entry system:	

1.	covers 100 percent of your CoC's geographic area;
2.	uses a standardized assessment process; and
3.	is updated regularly using feedback received from participating projects and households that participated in coordinated entry.

(limit 2,500 characters)

1.The CE hotline is accessible to 100% of the CoC's geographic area and enables CE staff to reach those who may not be available during traditional work hours, or who otherwise have transportation barriers. CE is also offered on-site for in-person assessments Additionally, agencies can request to be trained to offer CE at their agencies. This ensures that clients have the option of completing the assessment & supplemental tools, which often ask sensitive questions, with staff that they already have a working relationship with. Mecklenburg County utilized ARPA funding to hire 4 additional CE staff to assist with the increased call volume and overall CE data quality.

2.The standardized CE assessment is a phased process that reflects the Housing First philosophy. In phase 1, CE assessors establish client safety and explore prevention when appropriate and diversion. If a prevention or diversion solution cannot be identified, assessors complete phase 2 by collecting HUD required data elements and information related to the immediate housing crisis, service needs, and housing barriers. In addition, community identified and developed vulnerability assessment tools are administered to evaluate an individual or family's vulnerability. These tools in combination with locally identified criteria are used to prioritize available resources when resources are limited.

3.The CE system is updated regularly through the CoC's Coordinated Entry Oversight Committee based on feedback from households participating in CE and from participating projects and agencies. The CEOC recently voted to expand the population eligible population for receiving a CE assessment to include youth that report being in an unsafe, unstable housing situation with no available resources. This was in response to youth & providers that serve youth advocating that homelessness looks different for youth. Youth do not often feel safe in emergency shelters or unsheltered situations; thus, they will find ways to remain doubled up, often also in unsafe situations.

1D-9a.	Program Participant-Centered Approach to Centralized or Coordinated Entry.	
	NOFO Section V.B.1.p.	

	Describe in the field below how your CoC's coordinated entry system:
1.	reaches people who are least likely to apply for homeless assistance in the absence of special outreach;
2.	prioritizes people most in need of assistance;
3.	ensures people most in need of assistance receive permanent housing in a timely manner, consistent with their preferences; and
4.	takes steps to reduce burdens on people using coordinated entry.

**(limit 2,500 characters)**

1. Street outreach workers complete CE with clients experiencing unsheltered homelessness in partnership with peer support specialists. In-person assessments are available at emergency & DV shelters and the homeless day services center; Veterans Services Office, youth day shelter and local LGBTQ+ youth organization. Criminal Justice Services staff conducts CE with justice-involved persons. Individuals who are not in need of shelter or outreach and are only seeking resources are connected as needed.
2. Currently, all PSH and most RRH resources are prioritized for chronically homeless households with the highest vulnerability and longest periods of homelessness. If a program slot can serve youth, families, Veterans or singles, youth are prioritized. NC-505 implemented a supplemental tool to pair with the VI-SPDAT due to racial inequities identified in the VI-SPDAT. A workgroup is currently evaluating the effectiveness of the new supplemental tool and will conduct focus groups with both clients who received assessments and assessors who administered the tools.
3. The prioritization process ensures that the most vulnerable according to the tool can access resources at the time they present for assistance. The BNL is not a waitlist, but a dynamic prioritization list. The CE Match team & CoC staff monitor agencies that take referrals from CE on how long it takes them to enroll clients once they are matched (should not be more than 7 days) and then how long it takes programs to house clients once they are enrolled (goal is 30-90 days or less). Providers can staff specific systemic barriers to housing during case conferencing meetings for the community to brainstorm possible solutions. Client choice is always central to the housing process. Clients are offered the resource that is first available and can choose to wait until a resource that is more preferable to their needs is available (example single site vs. scattered site). Clients are offered shelter or other transitional resources as available while they wait.
4. CE is accessible via phone removing transportation barriers and in person requirement. When updating the prioritization tool, the workgroup examined each question and removed questions that were duplicative. Additionally, training to conduct CE assessments with eligible populations they serve ensures clients can complete the assessment with a case manager with whom they are familiar.

1D-9b.	Informing Program Participant about Rights and Remedies through Centralized or Coordinated Entry—Reporting Violations.	
	NOFO Section V.B.1.p.	
	Describe in the field below how your CoC through its centralized or coordinated entry:	
	1. affirmatively markets housing and services provided within the CoC’s geographic area and ensures it reaches all persons experiencing homelessness;	
	2. informs program participants of their rights and remedies available under federal, state, and local fair housing and civil rights laws; and	
	3. reports any conditions or actions that impede fair housing choice for current or prospective program participants to the jurisdiction(s) responsible for certifying consistency with the Consolidated Plan.	

**(limit 2,500 characters)**

1. CE staff share all known resources for which clients might be eligible. They ensure each caller leaves the assessment with something they can follow up on even if it is not a specific housing resource.
2. CE staff support clients in navigating filing complaints as requested. Through the HMIS privacy script, clients are informed of their rights.
3. The CoC reports actions that impede fair housing choice to the City of Charlotte, the jurisdiction responsible for the Consolidated Plan, via the Community Relations Committee, a joint committee appointed by the Charlotte City Council and Mecklenburg County Board of County Commissioners.

1D-10.	Advancing Racial Equity in Homelessness—Conducting Assessment.	
	NOFO Section V.B.1.q.	

1.	Has your CoC conducted a racial disparities assessment in the last 3 years?	Yes
2.	Enter the date your CoC conducted its latest assessment for racial disparities.	08/31/2022

1D-10a.	Process for Analyzing Racial Disparities—Identified Racial Disparities in Provision or Outcomes of Homeless Assistance.	
	NOFO Section V.B.1.q.	

Describe in the field below:

- |    |  |
|----|--|
| 1. | your CoC's process for analyzing whether any racial disparities are present in the provision or outcomes of homeless assistance; and |
| 2. | what racial disparities your CoC identified in the provision or outcomes of homeless assistance.                                     |

**(limit 2,500 characters)**

In addition to reviewing disaggregated Longitudinal System Analysis data using the Stella tool, and when possible, the System Performance Measures, our CoC also conducts a monthly analysis of Coordinated Entry and system inflow and outflow data disaggregated by race. This monthly analysis includes evaluating the racial breakdown of households who had a Coordinated Entry Housing Needs Assessment and an examination of the overall system inflow (persons who are newly homeless, returning from housing, returning from inactive) and outflow (persons exiting to permanent housing and exits to inactive). We also examine these disaggregated data by sub-population (veterans, chronic, single adult, unaccompanied youth) and household type. Finally, we examine our housing match process metrics by race (LOT from match to enrollment, LOT from match to housing, LOT from enrollment to housing) on a quarterly basis. All of these metrics are compared to local demographic data and to the racial breakdown of the overall homeless population to identify areas of disproportionality. Together, these analyses provide insight into where disparities exist.

The aforementioned analyses have illuminated disparities in returns to homelessness and length of time homeless. Black, African American persons return to homelessness within 2 years of being housed at a rate higher than their prevalence in the population 84% compared to 75%. The median length of time Black, African American persons are in shelter/ safe haven is 30% higher than the system median (61 days vs. 47).

1D-10b.	Implemented Strategies that Address Racial Disparities.	
	NOFO Section V.B.1.q.	

Select yes or no in the chart below to indicate the strategies your CoC is using to address any racial disparities.

1.	The CoC's board and decisionmaking bodies are representative of the population served in the CoC.	Yes
2.	The CoC has identified steps it will take to help the CoC board and decisionmaking bodies better reflect the population served in the CoC.	Yes
3.	The CoC is expanding outreach in geographic areas with higher concentrations of underrepresented groups.	Yes
4.	The CoC has communication, such as flyers, websites, or other materials, inclusive of underrepresented groups.	Yes
5.	The CoC is training staff working in the homeless services sector to better understand racism and the intersection of racism and homelessness.	Yes
6.	The CoC is establishing professional development opportunities to identify and invest in emerging leaders of different races and ethnicities in the homelessness sector.	Yes
7.	The CoC has staff, committees, or other resources charged with analyzing and addressing racial disparities related to homelessness.	Yes
8.	The CoC is educating organizations, stakeholders, boards of directors for local and national nonprofit organizations working on homelessness on the topic of creating greater racial and ethnic diversity.	Yes
9.	The CoC reviewed coordinated entry processes to understand their impact on people of different races and ethnicities experiencing homelessness.	Yes
10.	The CoC is collecting data to better understand the pattern of program use for people of different races and ethnicities in its homeless services system.	Yes
11.	The CoC is conducting additional research to understand the scope and needs of different races or ethnicities experiencing homelessness.	Yes
	Other:(limit 500 characters)	



12.		
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1D-10c.	Implemented Strategies that Address Known Disparities.	
	NOFO Section V.B.1.q.	

Describe in the field below the steps your CoC is taking to address the disparities identified in the provision or outcomes of homeless assistance.

**(limit 2,500 characters)**

- The University of NC continues an evaluation of CE to identify disparities
- The CoC monitors project recipients on how they examine their data to identify disparities in their service provision and changes they make to address those. Projects identified that BIPOC households are more likely to return to homelessness and responded with providing more intensive supportive services.
- The Equity and Inclusion Committee (EIC) develops and implements plans and processes to assess if CoC policies and resource allocation decisions positively impact inequities in the CoC. The EIC meets monthly to review all HMIS data disaggregated by race and discusses any inequity issues among agencies and programs. The EIC membership includes both racial and experiential diversity.
- The Membership and Nominating Committee continues to use the equity questions developed in partnership between Built for Zero & the EIC when they did a system mapping exercise to determine if the leadership of the CoC Board, committees and workgroups reflects the population served by the CoC.
- The prioritization tool workgroup continues to evaluate how the newly developed prioritization tool ensures that there are not disparities in scores on the tool between persons of color and white persons.
- Disparities in who receives CoC funding exist. The EIC is developing processes to equip smaller organizations to become competitive for CoC funding.

1D-10d.	Tracked Progress on Preventing or Eliminating Disparities.	
	NOFO Section V.B.1.q.	

Describe in the field below:

- |    |  |
|----|--|
| 1. | the measures your CoC has in place to track progress on preventing or eliminating disparities in the provision or outcomes of homeless assistance; and |
| 2. | the tools your CoC uses.   |

**(limit 2,500 characters)**

4. On a monthly basis, to track progress on preventing and eliminating disparities in the provision or outcomes of homeless assistance, the CoC tracks racial disparities in inflow and outflow of persons accessing homeless & housing services.

During our work with C4 Innovations, we were provided with a Racial Equity Action Plan that is a working document, meant to guide the work of the Equity and Inclusion Committee. The three goals of the plan are: 1. Develop a more anti-racist (systemic) and inclusive CoC structure, 2. Utilize data to identify and address racial inequities and monitor progress towards racial equity objectives, and 3. Develop more culturally responsive services. The CoC Governing Board incorporated these goals into its Board Strategic Action Plan. CoC leadership and staff are developing developed actionable next steps and a sustainability plan that will advance racial equity principles and practices throughout the CoC. The committee tracks progress on this action plan and updates the plan regularly.

The EIC is in the process of examining examined eligibility criteria for programs across the CoC to determine which populations get left out of services based on the program's eligibility criteria. Preliminary finding show that most programs have open eligibility. The next steps are to collect data from the lived experience committee to see if what the program reports as their eligibility criteria is what those attempting to access the program experience.

1D-11.	Involving Individuals with Lived Experience of Homelessness in Service Delivery and Decisionmaking–CoC's Outreach Efforts.	
	NOFO Section V.B.1.r.	

Describe in the field below your CoC's outreach efforts (e.g., social media announcements, targeted outreach) to engage those with lived experience of homelessness in leadership roles and decision making processes.

**(limit 2,500 characters)**

The CoC's main outreach efforts to engage those with lived experience of homelessness in leadership and decision-making roles include targeted outreach by current lived experience committee members. One of our committee members has recruited 2 individuals who are now members of the Lived Experience Committee and who regularly attend other CoC committee and workgroup meetings. Providers also refer current and former clients to participate in the group. Each committee and workgroup have representation from persons with lived experience. The Youth Action Board elected 2 co-chairs and meet regularly. YAB members are active in other CoC committees and workgroups, attend CoC Governing Board meetings and CoC Full Membership meetings. One member of the LEC holds an elected seat on the Coordinated Entry Oversight Committee. A member of the YAB served on the Ranking Committee and was directly involved in scoring and recommending projects for funding. Agencies were awarded bonus points in the CoC funding competition if they had referred clients to the CoC LEC or YAB.

1D-11a.	Active CoC Participation of Individuals with Lived Experience of Homelessness.	
	NOFO Section V.B.1.r.	

You must upload the Letter Signed by Working Group attachment to the 4B. Attachments Screen.

Enter in the chart below the number of people with lived experience who currently participate in your CoC under the four categories listed:

	Level of Active Participation	Number of People with Lived Experience Within the Last 7 Years or Current Program Participant	Number of People with Lived Experience Coming from Unsheltered Situations
1.	Included in the decisionmaking processes related to addressing homelessness.	6	8
2.	Participate on CoC committees, subcommittees, or workgroups.	6	8
3.	Included in the development or revision of your CoC's local competition rating factors.	6	8
4.	Included in the development or revision of your CoC's coordinated entry process.	6	8

1D-11b.	Professional Development and Employment Opportunities for Individuals with Lived Experience of Homelessness.	
	NOFO Section V.B.1.r.	

Describe in the field below how your CoC or CoC membership organizations provide professional development and employment opportunities to individuals with lived experience of homelessness.

**(limit 2,500 characters)**

Utilizing planning grant funds, the CoC pays persons with lived experience in homelessness for the time they spend participating in CoC activities. The CoC also provides training opportunities and pays registration fees for persons with lived experience to attend external trainings. Agencies within the CoC pay for clients and former clients to receive peer support specialist training, which would allow them to gain employment as a Peer Support Specialist. Earlier this year, the CoC offered to pay for a Certification in Social Justice and Community Organizing program that a member of the LEC assisted in organizing. The goal of the program is to develop a network of community organizers who can continue to be supported with the training and organizational structures they need to expand the impact of their work.

1D-11c.	Routinely Gathering Feedback and Addressing Challenges of Individuals with Lived Experience of Homelessness.	
	NOFO Section V.B.1.r.	

Describe in the field below:

1.	how your CoC routinely gathers feedback from people experiencing homelessness;
2.	how your CoC routinely gathers feedback from people who have received assistance through the CoC or ESG Programs; and
3.	the steps your CoC has taken to address challenges raised by people with lived experience of homelessness.

**(limit 2,500 characters)**

1.Our CoC routinely gathers feedback from people experiencing homelessness, through the CoC Lived Experience Committee (LEC), Youth Action Board (YAB) and CoC meetings including governing board, full membership and committee and workgroups. Agencies elevate feedback received from participants they serve.

2.CoC committees & workgroup membership include at least one person with lived experience in homelessness. Aside from the LEC, the coordinated entry oversight committee has the most regular attendees who report having lived experience. The CoC Board has 2 seats for persons with lived experience. To solicit feedback from persons with lived experience, CoC- and ESG-funded agencies utilize surveys, town hall meetings, focus groups and 1:1 meetings with clients. Feedback is reviewed by program leadership and used to inform modifications to program design and service delivery. On the quarterly monitoring & annual funding competition scorecards, projects are given points for the extent they go to implement feedback received by clients they serve. CoC agencies employ persons with lived experience to serve in a variety of roles including shelter specialist, shelter supervisor, case manager, housing navigator, peer support specialist, facilities technician and thus incorporate their view & suggestions in program design. Additionally, CoC agencies reserve seats on their Boards for persons with lived experience.

3.One provider that serves youth changed how they conduct home visits based on feedback from their participants who reported having had negative institutional experiences. Instead of always showing up at the youth's home, staff will find an errand or task they can complete alongside the youth. Another provider, after hearing from clients they sometimes feel ill-equipped talking to property providers, created a written guide for clients to use. Providers also make sure they ask the client which mode of communication they prefer to use. A provider that serves youth in our CoC continues to pay members of the Youth Action Board to conduct peer-to-peer street outreach with their street outreach staff once per week. This allows unsheltered youth to feel safe engaging with agency staff. The lived experience committee regularly raises challenges that exist in our community whether they are systemic challenges (rising rents) or program- level challenges (which programs show actions of being more committed to the success of their clients than others.

1D-12.	Increasing Affordable Housing Supply.	
	NOFO Section V.B.1.t.	
	Describe in the field below at least 2 steps your CoC has taken in the past 12 months to engage city, county, or state governments that represent your CoC's geographic area regarding the following:	
1.	reforming zoning and land use policies to permit more housing development; and	
2.	reducing regulatory barriers to housing development.	

**(limit 2,500 characters)**

1. On August 22, 2022, The City of Charlotte adopted a Unified Development Ordinance (UDO). The purpose and intent of this Unified Development Ordinance is to establish regulations to serve the City of Charlotte, North Carolina, and its extraterritorial jurisdiction to provide a diversity of housing choices for all income levels and groups with an emphasis on affordability, assign zoning districts to land within the City and the extra-territorial jurisdiction according to use of land and structures, mass and height of structures, intensity of the use of the lot, or other classification, as deemed best suited to carry out the purposes of this Ordinance, and other activities needed within the City. Some zoning changes now allow quadraplex dwellings on arterial streets when an affordable housing unit is provided within the dwelling. The process from the first draft of the UDO to final approval took over ten (10) months. During this time, CoC and Governing Board members participated in public hearings, met with local officials to discuss the impacts of this ordinance on housing for persons at & below 50% of AMI, and provided feedback on the draft document during the review period.

2. Affordable Housing Developers were provided additional development allowance under this ordinance. For example, if a Housing Developer committed to 30-year affordability period, five (5) minimum affordable units, and 15% at 60% of AMI, then a project zoned the N2-A Zoning District would be able to build to the N2-B Zoning District standards.

## 1E. Project Capacity, Review, and Ranking–Local Competition

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

1E-1.	<b>Web Posting of Your CoC’s Local Competition Deadline–Advance Public Notice.</b> NOFO Section V.B.2.a. and 2.g. You must upload the Web Posting of Local Competition Deadline attachment to the 4B. Attachments Screen.	
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1.	Enter your CoC’s local competition submission deadline date for New Project applicants to submit their project applications to your CoC—meaning the date your CoC published the deadline.	07/07/2023
2.	Enter the date your CoC published the deadline for Renewal Project applicants to submit their project applications to your CoC’s local competition—meaning the date your CoC published the deadline.	09/07/2023

1E-2.	<b>Project Review and Ranking Process Your CoC Used in Its Local Competition. We use the response to this question and the response in Question 1E-2a along with the required attachments from both questions as a factor when determining your CoC’s eligibility for bonus funds and for other NOFO criteria below.</b> NOFO Section V.B.2.a., 2.b., 2.c., 2.d., and 2.e. You must upload the Local Competition Scoring Tool attachment to the 4B. Attachments Screen. Select yes or no in the chart below to indicate how your CoC ranked and selected project applications during your local competition:	
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1.	Established total points available for each project application type.	Yes
2.	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).	Yes
3.	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).	Yes
4.	Provided points for projects that addressed specific severe barriers to housing and services.	Yes

5.	Used data from comparable databases to score projects submitted by victim service providers.	Yes
6.	Provided points for projects based on the degree the projects identified any barriers to participation (e.g., lack of outreach) faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has taken or will take steps to eliminate the identified barriers.	Yes

1E-2a.	Scored Project Forms for One Project from Your CoC's Local Competition. We use the response to this question and Question 1E-2. along with the required attachments from both questions as a factor when determining your CoC's eligibility for bonus funds and for other NOFO criteria below.	
	NOFO Section V.B.2.a., 2.b., 2.c., and 2.d.	

You must upload the Scored Forms for One Project attachment to the 4B. Attachments Screen.  
 Complete the chart below to provide details of your CoC's local competition:

1.	What were the maximum number of points available for the renewal project form(s)?	230
2.	How many renewal projects did your CoC submit?	15
3.	What renewal project type did most applicants use?	PH-PSH

1E-2b.	Addressing Severe Barriers in the Local Project Review and Ranking Process.	
	NOFO Section V.B.2.d.	

Describe in the field below:

1.	how your CoC analyzed data regarding each project that has successfully housed program participants in permanent housing;
2.	how your CoC analyzed data regarding how long it takes to house people in permanent housing;
3.	how your CoC considered the specific severity of needs and vulnerabilities experienced by program participants preventing rapid placement in permanent housing or the ability to maintain permanent housing when your CoC ranked and selected projects; and
4.	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.

(limit 2,500 characters)

1. During the CoC competition, the CoC utilizes a scorecard to collect and analyze data regarding projects that have successfully housed program participants in permanent housing. The scorecard includes the following performance outcomes: length of time to housing, exits to permanent housing, increase in earned and unearned income, number of referrals that came through CoC approved CE match process.
2. To set the thresholds for length of time to housing, the Data Advisory Committee looked at overall system performance measure performance and considered barriers to housing such as severe mental health, lack of income and criminal background barriers. The CoC also consulted with each project during monitoring about ways they might be able to decrease their length of time to housing including promoting shared housing and housing persons outside of Mecklenburg County while still providing supportive services.
3. The Data Advisory Committee set different benchmarks for length of time to housing, exits to permanent housing and increase in income for RRH and PSH projects due to the severity of vulnerabilities present in PSH vs. RRH program participants.
4. All PSH projects serve the most vulnerable chronically homeless households. All RRH programs agree to take 50% of their referrals from the CoC's match process (most vulnerable). During the competition process, projects had the opportunity to provide any context for the ranking committee to consider when reviewing their application materials. Comments received include: difficulty retaining staff for the project, not enough housing, lack of funding for staffing for the project, difficulty in having to take 50% of referrals through CE process, not receiving referrals quickly enough from Healthcare provider (Healthcare leverage project). None of the comments received severely impacted project outcomes.

1E-3.	Advancing Racial Equity through Participation of Over-Represented Populations in the Local Competition Review and Ranking Process.	
	NOFO Section V.B.2.e.	
	Describe in the field below:	
	1. how your CoC used the input from persons of different races and ethnicities, particularly those over-represented in the local homelessness population, to determine the rating factors used to review project applications;	
	2. how your CoC included persons of different races and ethnicities, particularly those over-represented in the local homelessness population in the review, selection, and ranking process; and	
	3. how your CoC rated and ranked projects based on the degree to which their project has identified any barriers to participation (e.g., lack of outreach) faced by persons of different races and ethnicities, particularly those over-represented in the local homelessness population, and has taken or will take steps to eliminate the identified barriers.	

(limit 2,500 characters)



The CoC obtained input and included persons of different races, particularly those over-represented in the local homelessness population (persons who identify as Black, Indigenous, Persons of Color, which make up 75% of the overall population of persons experiencing homelessness vs. 33% of the overall population in the County) by having all meetings open to the public. Input from persons of different races, particularly those over-represented in the local homelessness population anecdotally challenges the CoC to maintain high performance outcome standards for renewal projects since there are several non-CoC funded agencies that are effectively serving individuals who are homeless who would like to complete for CoC funding.

2.The Ranking Committee has four of seven (or 57%) members who are African American. One of those individuals has experienced homelessness. All 7 members reviewed new & renewal applications and completed scorecards. They then engaged in discussion about how to allocate available funding utilizing the CoC Board approved ranking policy.

3.The CoC did not take into account any barriers to participation when reviewing projects since referrals come through the CE system and if projects are having difficulty engaging clients to enroll them in the program, they staff that at case conferencing to determine how best to move forward or if the client should be unmatched from their project.

<b>1E-4.</b>	<b>Reallocation—Reviewing Performance of Existing Projects.</b>	
	NOFO Section V.B.2.f.	

Describe in the field below:

1.	your CoC's reallocation process, including how your CoC determined which projects are candidates for reallocation because they are low performing or less needed;
2.	whether your CoC identified any low performing or less needed projects through the process described in element 1 of this question during your CoC's local competition this year;
3.	whether your CoC reallocated any low performing or less needed projects during its local competition this year; and
4.	why your CoC did not reallocate low performing or less needed projects during its local competition this year, if applicable.

(limit 2,500 characters)

1. The CoC Governing Board approved the ranking committee’s recommended reallocation policy on 5/25/2023. The history of each project’s grant was evaluated to determine if there was chronic underspending or chronic underperformance. Chronic underspending occurs when a renewal project that has not already been reallocated fails to expend 90% or more of its grant funds during each of its three most recently closed out grant years prior to the measurement date OR fails to expend 90% or more of its grant funds during each of its first two completed grant years. 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. The ranking committee invited current renewal projects to review the proposed policy and offer feedback. The feedback was incorporated prior to final approval of the recommendation.  
 Projects could also voluntarily reallocate funds.
2. The CoC did identify low performing and less needed projects through this process during our local competition this year.
3. Seven projects were subject to reallocation during this year’s local competition. Five due to low performance, 1 due to less needed and 1 voluntarily reallocated. Agencies were notified of their reallocation status. Two agencies submitted reallocation waivers. One request was approved and the other was denied and their funds were reallocated due to their most recent year’s grant spending. One agency voluntarily reallocated funding for their project.
4. The CoC did reallocate project funding.

1E-4a.	Reallocation Between FY 2018 and FY 2023.	
	NOFO Section V.B.2.f.	

	Did your CoC cumulatively reallocate at least 20 percent of its ARD between FY 2018 and FY 2023?	No
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1E-5.	Projects Rejected/Reduced–Notification Outside of e-snaps.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of Projects Rejected-Reduced attachment to the 4B. Attachments Screen.	

1.	Did your CoC reject any project application(s) submitted for funding during its local competition?	Yes
2.	Did your CoC reduce funding for any project application(s) submitted for funding during its local competition?	Yes
3.	Did your CoC inform applicants why your CoC rejected or reduced their project application(s) submitted for funding during its local competition?	Yes
4.	If you selected Yes for element 1 or element 2 of this question, enter the date your CoC notified applicants that their project applications were being rejected or reduced, in writing, outside of e-snaps. If you notified applicants on various dates, enter the latest date of any notification. For example, if you notified applicants on 06/26/2023, 06/27/2023, and 06/28/2023, then you must enter 06/28/2023.	09/12/2023

1E-5a.	Projects Accepted–Notification Outside of e-snaps.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of Projects Accepted attachment to the 4B. Attachments Screen.	

	Enter the date your CoC notified project applicants that their project applications were accepted and ranked on the New and Renewal Priority Listings in writing, outside of e-snaps. If you notified applicants on various dates, enter the latest date of any notification. For example, if you notified applicants on 06/26/2023, 06/27/2023, and 06/28/2023, then you must enter 06/28/2023.	09/12/2023
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1E-5b.	Local Competition Selection Results for All Projects.	
	NOFO Section V.B.2.g.	
	You must upload the Local Competition Selection Results attachment to the 4B. Attachments Screen.	

	Does your attachment include: 1. Project Names; 2. Project Scores; 3. Project accepted or rejected status; 4. Project Rank—if accepted; 5. Requested Funding Amounts; and 6. Reallocated funds.	Yes
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1E-5c.	Web Posting of CoC-Approved Consolidated Application 2 Days Before CoC Program Competition Application Submission Deadline.	
	NOFO Section V.B.2.g. and 24 CFR 578.95.	
	You must upload the Web Posting–CoC-Approved Consolidated Application attachment to the 4B. Attachments Screen.	

	Enter the date your CoC posted the CoC-approved Consolidated Application on the CoC’s website or partner’s website—which included: 1. the CoC Application; and 2. Priority Listings for Reallocation forms and all New, Renewal, and Replacement Project Listings.	09/26/2023
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1E-5d.	Notification to Community Members and Key Stakeholders that the CoC-Approved Consolidated Application is Posted on Website.	
	NOFO Section V.B.2.g.	
	You must upload the Notification of CoC-Approved Consolidated Application attachment to the 4B. Attachments Screen.	

	Enter the date your CoC notified community members and key stakeholders that the CoC-approved Consolidated Application was posted on your CoC’s website or partner’s website.	09/26/2023
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## 2A. Homeless Management Information System (HMIS) Implementation

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

<b>2A-1.</b>	<b>HMIS Vendor.</b>	
	Not Scored–For Information Only	

	Enter the name of the HMIS Vendor your CoC is currently using.	Clarity Human Services-BitFocus
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<b>2A-2.</b>	<b>HMIS Implementation Coverage Area.</b>	
	Not Scored–For Information Only	

	Select from dropdown menu your CoC's HMIS coverage area.	Single CoC
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<b>2A-3.</b>	<b>HIC Data Submission in HDX.</b>	
	NOFO Section V.B.3.a.	

	Enter the date your CoC submitted its 2023 HIC data into HDX.	04/28/2023
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<b>2A-4.</b>	<b>Comparable Database for DV Providers–CoC and HMIS Lead Supporting Data Collection and Data Submission by Victim Service Providers.</b>	
	NOFO Section V.B.3.b.	

	In the field below:	
	1. describe actions your CoC and HMIS Lead have taken to ensure DV housing and service providers in your CoC collect data in HMIS comparable databases;	
	2. state whether DV housing and service providers in your CoC are using a HUD-compliant comparable database–compliant with the FY 2022 HMIS Data Standards; and	

3. state whether your CoC's HMIS is compliant with the FY 2022 HMIS Data Standards.

(limit 2,500 characters)

1. The HMIS Implementation is in the planning process to evaluate the comparable database utilizing the comparable database checklist. All of the VSP that are recipients of CoC or ESG funding, utilize databases that comply with HMIS data standards, which enables them to pull HUD-required reports.
2. Yes
3. Yes

2A-5. Bed Coverage Rate—Using HIC, HMIS Data—CoC Merger Bonus Points.  
 NOFO Section V.B.3.c. and V.B.7.

Enter 2023 HIC and HMIS data in the chart below by project type:

Project Type	Total Year-Round Beds in 2023 HIC	Total Year-Round Beds in HIC Operated by Victim Service Providers	Total Year-Round Beds in HMIS	HMIS Year-Round Bed Coverage Rate
1. Emergency Shelter (ES) beds	1,354	112	1,217	97.99%
2. Safe Haven (SH) beds	10	0	10	100.00%
3. Transitional Housing (TH) beds	447	16	301	69.84%
4. Rapid Re-Housing (RRH) beds	968	42	926	100.00%
5. Permanent Supportive Housing (PSH) beds	1,483	0	1,109	74.78%
6. Other Permanent Housing (OPH) beds	744	0	699	93.95%

2A-5a. Partial Credit for Bed Coverage Rates at or Below 84.99 for Any Project Type in Question 2A-5.  
 NOFO Section V.B.3.c.

For each project type with a bed coverage rate that is at or below 84.99 percent in question 2A-5, describe:

1. steps your CoC will take over the next 12 months to increase the bed coverage rate to at least 85 percent for that project type; and
2. how your CoC will implement the steps described to increase bed coverage to at least 85 percent.

(limit 2,500 characters)

1. One provider that has TH & OPH beds and continues to oppose joining HMIS. Our previous HMIS Lead stated that our implementation/vendor could not accurately import HOMES data, but we hope to utilize the Data Import Tool with our new HMIS software vendor to import HOMES data, which would increase the PSH bed coverage as VASH vouchers are not currently in HMIS.
2. HMIS staff will work with our new HMIS Software to be able to complete the HOMES data import. HMIS team will continue to outreach the one TH/OPH agency to provide education around the benefits of joining HMIS. One TH provider did join HMIS this year, which helps coverage.

2A-6.	Longitudinal System Analysis (LSA) Submission in HDX 2.0.	
	NOFO Section V.B.3.d.	
	You must upload your CoC's FY 2023 HDX Competition Report to the 4B. Attachments Screen.	

Did your CoC submit at least two usable LSA data files to HUD in HDX 2.0 by February 28, 2023, 8 p.m. EST?	Yes
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## 2B. Continuum of Care (CoC) Point-in-Time (PIT) Count

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

2B-1.	PIT Count Date.	
	NOFO Section V.B.4.a	

	Enter the date your CoC conducted its 2023 PIT count.	01/25/2023
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2B-2.	PIT Count Data–HDX Submission Date.	
	NOFO Section V.B.4.a	

	Enter the date your CoC submitted its 2023 PIT count data in HDX.	04/28/2023
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2B-3.	PIT Count–Effectively Counting Youth in Your CoC’s Most Recent Unsheltered PIT Count.	
	NOFO Section V.B.4.b.	

	Describe in the field below how your CoC:	
	1. engaged unaccompanied youth and youth serving organizations in your CoC’s most recent PIT count planning process;	
	2. worked with unaccompanied youth and youth serving organizations to select locations where homeless youth are most likely to be identified during your CoC’s most recent PIT count planning process; and	
	3. included youth experiencing homelessness as counters during your CoC’s most recent unsheltered PIT count.	

**(limit 2,500 characters)**

1. The CoC engaged unaccompanied youth and youth serving organizations in our PIT count planning process by inviting them to serve on our PIT planning committee. Two agencies, The Relatives and Time Out Youth, who specifically serve youth, participated in the PIT planning process. They attended all meetings and provided input specific to youth. The Youth Action Board gave input on the local survey questions. One example of how their feedback was incorporated is that the larger PIT planning team recommended removing a question from the survey asking about how people get income since they thought it might be too many questions, but the YAB recommended leaving it to gain insight into income sources reported by youth.

2. Youth and youth serving organizations identified places they knew they could talk directly to the youth, including local alternative schools, the On Ramp Resource Center, Charlotte Transit Center, and other locations in the Uptown area.

3. Youth who had experienced homelessness served as counters during the unsheltered PIT count. They attended the volunteer training and did a great job during the count.

<b>2B-4.</b>	<b>PIT Count–Methodology Change–CoC Merger Bonus Points.</b>	
	NOFO Section V.B.5.a and V.B.7.c.	
	In the field below:	
	1. describe any changes your CoC made to your sheltered PIT count implementation, including methodology or data quality changes between 2022 and 2023, if applicable;	
	2. describe any changes your CoC made to your unsheltered PIT count implementation, including methodology or data quality changes between 2022 and 2023, if applicable; and	
	3. describe how the changes affected your CoC’s PIT count results; or	
	4. state “Not Applicable” if there were no changes or if you did not conduct an unsheltered PIT count in 2023.	

(limit 2,500 characters)



1. Data Quality: From 2022 to 2023 we were able to engage a TH program we had previously unable to engage (now in HMIS) and counted in this year's PIT. We also had existing programs increase TH capacity. From 2022 to 2023, a motel based ES program decreased capacity (as people exited the shelter to PH). The program was initiated to quickly move people 60 years of age or older with health challenges from congregate to non-congregate settings for health and safety reasons during the pandemic. The program will continue to decrease capacity and eventually be closed when all participants are either housed in PH or exited.

2. Methodology: The CoC completed the unsheltered count on the morning of 1/26/23 via a CoC-wide community canvassing count that covered the CoC's entire geographic area. This differs from the 2022 count, which was conducted largely by CoC program staff members in due to COVID-19. To ensure there was no duplication, the PIT unsheltered survey included questions asking about where individuals slept on the designated count night and asked whether the person has already been counted as part of this year's count. In addition, after the Point-in-Time Count event was completed, staff reviewed all entries, including all observation counts, to ensure that all data entered was accurate and to remove any duplication or persons who were unable to be identified. Per HUD recommendations, Charlotte-Mecklenburg maximized remote trainings, including for use of the Outreach Grid App, which is used to complete some of the Point-in-Time Count surveys. Data from the Outreach Grid App was entered into a specific unsheltered project in HMIS to ensure there is no duplication across the census.

3. The changes described above resulted in an increased number of TH beds (+35), a slight decrease in ES beds (-20 beds), and an increase in the unsheltered count (from 152 persons in 2022 to 288 persons in 2023). There was no demonstrated impact on our PIT count results due to persons seeking short-term shelter or housing assistance displaced due to natural disaster or having recently arrived in our CoC's geographic area.

## 2C. System Performance

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

<b>2C-1.</b>	<b>Reduction in the Number of First Time Homeless–Risk Factors Your CoC Uses.</b>	
	NOFO Section V.B.5.b.	
	In the field below:	
	1. describe how your CoC determined the risk factors to identify persons experiencing homelessness for the first time;	
	2. describe your CoC’s strategies to address 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 experiencing homelessness for the first time	

**(limit 2,500 characters)**

1.SPM metric 5.2 shows an increase in the number of persons becoming homeless for the first time from FY21 to FY2 2. The CoC continues to use a screening tool to target homelessness prevention resources. Risk factors include prior evictions, previous homelessness, disability status, criminal background, large family size, age (unaccompanied youth and/or 50+), lack of GED or HS diploma, BIPOC and/or LGBTQIA household members, and living doubled up with another household. A Diversion workgroup is in the process of analyzing case studies of families who entered emergency shelter for the first time to examine characteristics of the household situation and what the household says could have prevented or quickly resolved their homelessness.

2.Strategies include e Continue diversion funding & prevention resources at CE & emergency shelters. Diversion funding assists with transportation to another city or state and housing solutions. In FY22, 203 individuals were diverted. Mecklenburg County was awarded ARPA funds to implement prevention system navigation at CE. Mecklenburg County was also awarded flexible funding from Community Solutions to help with problem solving to prevent homelessness. Veterans Bridge Home received ARPA funds to help with prevention efforts for Veteran households. One pillar of the A Home for All Plan is Upstream Prevention. They will contract with TA that will assist with building upon the successes of the ERA funding that was utilized to prevent evictions and build an Eviction Prevention pilot program. The CoC continues to apply for YHDP funding to be able to serve youth who are homeless or at-risk of homelessness to quickly resolve their housing crisis. Additionally, the CoC will seek opportunities to integrate data across systems (healthcare, criminal justice, education, etc.) to determine risk factors of persons entering homelessness from other systems to improve coordination and ensure people aren't exiting institutions into homelessness. In partnership with the Homeless Services Network Advocacy Committee, the CoC is seeking opportunities for collaboration with the Criminal Justice System to reduce the number of people who enter the homeless services system from the Criminal Justice System. The CoC will examine relevant data disaggregated by race and ethnicity to identify existing disparities.

3.Mecklenburg County funds diversion carried out by emergency shelters & Roof Above street outreach. Mecklenburg County is the CE Lead.

2C-1a.	Impact of Displaced Persons on Number of First Time Homeless.	
	NOFO Section V.B.5.b	
	Was your CoC's Number of First Time Homeless [metric 5.2] affected by the number of persons seeking short-term shelter or housing assistance displaced due to:	
1.	natural disasters?	No
2.	having recently arrived in your CoCs' geographic area?	Yes

**(limit 2,500 characters)**

Based on the most recent SPM covering 10/1/2021 to 9/30/2022, I am seeing that 823 people out of the 3482 'first time homeless' responded that they had lived in Mecklenburg County for less than a month.

2C-2.	<b>Length of Time Homeless—CoC's Strategy to Reduce.</b>	
	NOFO Section V.B.5.c.	
	In the field below:	
1.	describe your CoC's strategy to reduce the length of time individuals and persons in families remain homeless;	
2.	describe 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.	

**(limit 2,500 characters)**

1.SPM metric 1.2 shows a decrease in length of time homeless from FY21 to FY22. The CoC concluded the work with the property provider engagement consultant and the community recommended a model for how a property provider engagement entity and programs should work together. Housing navigation & property provider engagement is currently de-centralized, but the goal is to centralize the efforts. . Property Provider Engagement is a pillar of A Home for All. They will work with TA to build out a pilot program of centralized landlord engagement. At bi-weekly By-Name List (BNL) meetings, CoC monitors length of time from match to enrollment to housing move in date. Case conferencing for those clients that take the longest to house assists with identifying system barriers that prevent clients from quickly moving into housing. System barriers identified (criminal background) are brought to the agency that does property provider engagement, the CoC Governing Board, CoC committees and workgroups to develop strategies to address the length of time individuals and persons in families remain homeless. CoC staff met with shelter providers to better understand the needs of long stayers at shelters and shared findings with the CoC Governing Board.

2.During bi-weekly and monthly case conferencing meetings, individuals who are matched to a housing resource and not housed are enrolled are staffed to identify any barriers that are impacting their rapid exit to housing. The matched households tab is sorted by those who have been matched or enrolled the longest to ensure frequent community problem solving conversations are being had to mitigate barriers to housing. In addition, as part of the community housing match process, the BNL is sorted by LOTH to ensure those with longest time homeless are matched first following the CoC's prioritization policy. The CoC continues to target EHV's to those with the longest length of time homeless who are not chronic to ensure they have a housing solution. The CoC will examine relevant data disaggregated by race and ethnicity to identify existing disparities.

3.PH providers are responsible for fostering relationships with landlords, so they continue to take clients with barriers to housing. Housing Collaborative is responsible for ensuring more units come online to the system by utilizing landlord incentives and risk mitigation funds.

2C-3.	<b>Exits to Permanent Housing Destinations/Retention of Permanent Housing—CoC's Strategy</b>	
	NOFO Section V.B.5.d.	
	In the field below:	

1.	describe your CoC's strategy to increase the rate that individuals and persons in families residing in emergency shelter, safe havens, transitional housing, and rapid rehousing exit to permanent housing destinations;
2.	describe your CoC's strategy to increase the rate that individuals and persons in families residing in permanent housing projects retain their permanent housing or exit to permanent housing destinations; and
3.	provide the name of the organization or position title that is responsible for overseeing your CoC's strategy to increase the rate that individuals and families exit to or retain permanent housing.

**(limit 2,500 characters)**

1. SPM metric 7b.1 reduced by 4% from FY21 to FY22. SPM Metric 7b.2 reduced by 1% from FY21 to FY22. The rate of retention of PH is 96%. Emergency shelters, safe haven, transitional housing and RRH providers explore all available resources to ensure clients exit into permanent housing. This includes utilizing RRH subsidies for those who are eligible following the community prioritization process when required, exploring the feasibility of shared living with clients and helping remove barriers to clients permanently residing with family or friends. Providers ensure clients apply for income-based housing and help clients access resources to increase their income. The CoC is actively recruiting new property provider partners. EHV's were strategically targeted to long-term shelter stayers, large families (5+ household members) in ES, TH and RRH and households of any size in RRH that need subsidy for longer than 2 years.
2. To ensure clients in permanent housing projects retain housing, the CoC holds a meeting every other week to identify households that need to transfer from a scattered site PSH program to a single site PSH program and vice versa based on the changing needs of the household. The meeting also identifies households that need to transfer from RRH to PSH due to increased support service needs. Through case management, programs partner with clients to identify goals centered around maintaining permanent housing and support clients in working toward their goals. The NOFO scorecard reflects the CoC's commitment to track, and measure increase in income and increase in employment/employment retention. These are strategies the CoC is taking to increase exits to PH destinations. CoC will examine relevant data disaggregated by race and ethnicity to identify existing disparities.
3. PH providers are responsible for ensuring households retain PH or exit to a permanent destination.

2C-4.	Returns to Homelessness—CoC's Strategy to Reduce Rate.	
	NOFO Section V.B.5.e.	

In the field below:

1.	describe your CoC's strategy to identify individuals and families who return to homelessness;
2.	describe 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.

**(limit 2,500 characters)**

1. SPM metric 2a reduced from FY21 to FY22 meaning less people are returning to homelessness within 6 and 24 months after exiting. The CoC identifies individuals and families who return to homelessness through reviewing the community BNL on a weekly basis to identify system barriers to housing. The Veterans workgroup meets monthly to review the Veterans BNL and conducts case conferencing. One agency that conducts street outreach connects with clients who have exited multiple PSH programs and end up back in an unsheltered location to try to advocate for their service needs. Data shows that clients with untreated mental health and substance use disorders return to homelessness due to inability to maintain lease requirements.
2. To address the need for an increase in the number of agency-leased units, the CoC Board identified PSH-Leasing as its first priority for CoC funding. The CoC also targeted EHV to households exiting RRH that still need additional assistance to prevent them from returning to homelessness. The CoC is working to strengthen partnerships between healthcare providers & housing providers to ensure clients have access to needed services to maintain housing and prevent returns. The CoC Governing Board established a Healthcare Workgroup to help improve access to healthcare for clients served and explore how Medicaid Expansion, if passed, will impact clients served. In the event a client is placed in a housing intervention that seemed appropriate at placement but is not successful (i.e. scattered-site vs. single-site; RRH vs. PSH) and is at risk for a return to homelessness, a case worker will a request for a PSH transfer to avoid the return to homelessness. To prevent clients who recently moved into housing with an EHV from returning to homelessness, City ESG Prevention funding will be used to pay rent arrears. The CoC will examine relevant data disaggregated by race and ethnicity to identify existing disparities.
3. Leadership of organizations that provide RRH & PSH are responsible for overseeing this strategy and the CoC Board will work to standardize aftercare interventions through the CoC Written Standards.

2C-5.	Increasing Employment Cash Income—CoC's Strategy.	
	NOFO Section V.B.5.f.	
	In the field below:	
1.	describe your CoC's strategy to access employment cash sources;	
2.	describe how your CoC works with mainstream employment organizations to help individuals and families experiencing homelessness increase their employment cash income; and	
3.	provide the organization name or position title that is responsible for overseeing your CoC's strategy to increase income from employment.	

(limit 2,500 characters)

1. SPM metric 4.4 increased from FY21 to FY22. The CoC written standards require that programs work to connect clients to employment without making it a condition of program participation. The CoC’s strategy to increase employment income includes connecting clients with employment opportunities and workforce development, as available, at CE. Emergency shelters and housing programs have employment specialists that develop partnerships with employers who will work with clients. Agencies have existing relationships with employment and temporary agencies to provide employment opportunities. The CoC will provide training on supportive employment so agencies can effectively support clients in maintaining employment. CoC will examine relevant data disaggregated by race & ethnicity to identify existing disparities.
2. Agencies refer clients to workforce development agencies such as Goodwill, Charlotte Works and Charlotte Area Fund to connect clients to employment opportunities. These agencies maintain relationships with employers and provide job training, coaching and paid training programs.
3. Charlotte Works will oversee this strategy in collaboration with all workforce development providers and work to get clients connected to employment opportunities at CE and coordinate with all of the employment specialists to streamline communication with employers.

2C-5a.	Increasing Non-employment Cash Income–CoC’s Strategy	
	NOFO Section V.B.5.f.	
	In the field below:	
	1. describe your CoC’s strategy to access non-employment cash income; and	
	2. provide the organization name or position title that is responsible for overseeing your CoC’s strategy to increase non-employment cash income.	

**(limit 2,500 characters)**

SPM Measure 4.5 decreased from FY21 to FY22. Strategies include increase coordination among SOAR workers to ensure eligible clients are quickly connected to a SOAR specialist at CE. Mecklenburg County Criminal Justice Services has 2 SOAR workers for clients connected to the justice system to help reinstate benefits. DSS has 3 SOAR workers to focus on getting benefits for Medicaid recipients. Individual agencies have SOAR workers. Area hospitals have SOAR workers to connect high utilizers to benefits. The Veteran Service Office connects eligible clients to Veteran-specific benefits. Mecklenburg County Community Support Services’ SOAR Coordinator convenes all of the SOAR workers in the community to identify strategies to streamline application processes and to ensure providers are serving the same clients. Case managers are encouraged to connect all clients without income that have a disability to a SOAR worker to determine their eligibility. The CoC will examine relevant data disaggregated by race & ethnicity to identify existing disparities.

2. Mecklenburg County SOAR Coordinator is responsible for overseeing this strategy by ensuring SOAR workers are coordinated in their outreach and engagement.

### 3A. Coordination with Housing and Healthcare

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

<b>3A-1.</b>	<b>New PH-PSH/PH-RRH Project–Leveraging Housing Resources.</b>	
	NOFO Section V.B.6.a.	
	You must upload the Housing Leveraging Commitment attachment to the 4B. Attachments Screen.	

	Is your CoC applying for a new PH-PSH or PH-RRH project that uses housing subsidies or subsidized housing units which are not funded through the CoC or ESG Programs to help individuals and families experiencing homelessness?	No
--	--	----

<b>3A-2.</b>	<b>New PH-PSH/PH-RRH Project–Leveraging Healthcare Resources.</b>	
	NOFO Section V.B.6.b.	
	You must upload the Healthcare Formal Agreements attachment to the 4B. Attachments Screen.	

	Is your CoC applying for a new PH-PSH or PH-RRH project that uses healthcare resources to help individuals and families experiencing homelessness?	Yes
--	--	-----

<b>3A-3.</b>	<b>Leveraging Housing/Healthcare Resources–List of Projects.</b>	
	NOFO Sections V.B.6.a. and V.B.6.b.	
	If you selected yes to questions 3A-1. or 3A-2., use the list feature icon to enter information about each project application you intend for HUD to evaluate to determine if they meet the criteria.	

Project Name	Project Type	Rank Number	Leverage Type
PSH for Marginali...	PH-PSH	16	Healthcare



### 3A-3. List of Projects.

1. What is the name of the new project? PSH for Marginalized Chronically Homeless Communities

2. Enter the Unique Entity Identifier (UEI): VXNSXFMHS7H8

3. Select the new project type: PH-PSH

4. Enter the rank number of the project on your CoC's Priority Listing: 16

5. Select the type of leverage: Healthcare

### 3B. New Projects With Rehabilitation/New Construction Costs

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

<b>3B-1.</b>	<b>Rehabilitation/New Construction Costs–New Projects.</b>	
	NOFO Section V.B.1.s.	

Is your CoC requesting funding for any new project application requesting \$200,000 or more in funding for housing rehabilitation or new construction?	No
--	----

<b>3B-2.</b>	<b>Rehabilitation/New Construction Costs–New Projects.</b>	
	NOFO Section V.B.1.s.	

If you answered yes to question 3B-1, describe in the field below actions CoC Program-funded project applicants will take to comply with:

1.	Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u); and
2.	HUD’s implementing rules at 24 CFR part 75 to provide employment and training opportunities for low- and very-low-income persons, as well as contracting and other economic opportunities for businesses that provide economic opportunities to low- and very-low-income persons.

**(limit 2,500 characters)**

### 3C. Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

3C-1.	Designating SSO/TH/Joint TH and PH-RRH Component Projects to Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes.	
	NOFO Section V.F.	

	Is your CoC requesting to designate one or more of its SSO, TH, or Joint TH and PH-RRH component projects to serve families with children or youth experiencing homelessness as defined by other Federal statutes?	No
--	--	----

3C-2.	Serving Persons Experiencing Homelessness as Defined by Other Federal Statutes.	
	NOFO Section V.F.	

You must upload the Project List for Other Federal Statutes attachment to the 4B. Attachments Screen.

If you answered yes to question 3C-1, describe in the field below:

1.	how serving this population is of equal or greater priority, which means that it is equally or more cost effective in meeting the overall goals and objectives of the plan submitted under Section 427(b)(1)(B) of the Act, especially with respect to children and unaccompanied youth than serving the homeless as defined in paragraphs (1), (2), and (4) of the definition of homeless in 24 CFR 578.3; and
2.	how your CoC will meet requirements described in Section 427(b)(1)(F) of the Act.

(limit 2,500 characters)

## 4A. DV Bonus Project Applicants for New DV Bonus Funding

HUD publishes resources on the HUD.gov website at CoC Program Competition to assist you in completing the CoC Application. Resources include:

- Notice of Funding Opportunity (NOFO) for Fiscal Year (FY) 2023 Continuum of Care Competition and Noncompetitive Award of Youth Homeless Demonstration Program Renewal and Replacement Grants;
- 24 CFR part 578;
- FY 2023 CoC Application Navigational Guide;
- Section 3 Resources;
- PHA Crosswalk; and
- Frequently Asked Questions

4A-1.	New DV Bonus Project Applications.	
	NOFO Section I.B.3.I.	

Did your CoC submit one or more new project applications for DV Bonus Funding?	Yes
--	-----

4A-1a.	DV Bonus Project Types.	
	NOFO Section I.B.3.I.	

Select yes or no in the chart below to indicate the type(s) of new DV Bonus project(s) your CoC included in its FY 2023 Priority Listing.

	Project Type	
1.	SSO Coordinated Entry	No
2.	PH-RRH or Joint TH and PH-RRH Component	Yes

**You must click "Save" after selecting Yes for element 1 SSO Coordinated Entry to view questions 4A-2, 4A-2a. and 4A-2b.**

4A-3.	Assessing Need for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects in Your CoC's Geographic Area.	
	NOFO Section I.B.3.I.(1)(c)	

1.	Enter the number of survivors that need housing or services:	
2.	Enter the number of survivors your CoC is currently serving:	
3.	Unmet Need:	

**You must enter a value for elements 1 and 2 in question 4A-3.**

4A-3a.	How Your CoC Calculated Local Need for New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)(c)	

Describe in the field below:

1.	how your CoC calculated the number of DV survivors needing housing or services in question 4A-3 element 1 and element 2; and
2.	the data source (e.g., comparable databases, other administrative data, external data source, HMIS for non-DV projects); or
3.	if your CoC is unable to meet the needs of all survivors please explain in your response all barriers to meeting those needs.

**(limit 2,500 characters)**

4A-3b.	Information About Unique Project Applicants and Their Experience in Housing Placement and Housing Retention for Applicants Requesting New PH-RRH and Joint TH and PH-RRH Component DV Bonus Projects.	
	NOFO Section I.B.3.I.(1)	

Use the list feature icon to enter information on each unique project applicant applying for New PH-RRH and Joint TH and PH-RRH Component DV Bonus projects—only enter project applicant information once, regardless of how many DV Bonus projects that applicant is applying for.

Applicant Name
This list contains no items

## 4B. Attachments Screen For All Application Questions

We have provided the following guidance to help you successfully upload attachments and get maximum points:

1. You must include a Document Description for each attachment you upload; if you do not, the Submission Summary screen will display a red X indicating the submission is incomplete.
2. You must upload an attachment for each document listed where 'Required?' is 'Yes'.
3. We prefer that you use PDF files, though other file types are supported—please only use zip files if necessary. Converting electronic files to PDF, rather than printing documents and scanning them, often produces higher quality images. Many systems allow you to create PDF files as a Print option. If you are unfamiliar with this process, you should consult your IT Support or search for information on Google or YouTube.
4. Attachments must match the questions they are associated with.
5. Only upload documents responsive to the questions posed—including other material slows down the review process, which ultimately slows down the funding process.
6. If you cannot read the attachment, it is likely we cannot read it either.
  - . We must be able to read the date and time on attachments requiring system-generated dates and times, (e.g., a screenshot displaying the time and date of the public posting using your desktop calendar; screenshot of a webpage that indicates date and time).
  - . We must be able to read everything you want us to consider in any attachment.
7. After you upload each attachment, use the Download feature to access and check the attachment to ensure it matches the required Document Type and to ensure it contains all pages you intend to include.
8. Only use the "Other" attachment option to meet an attachment requirement that is not otherwise listed in these detailed instructions.

Document Type	Required?	Document Description	Date Attached
1C-7. PHA Homeless Preference	No	PHA Homeless Pref...	09/20/2023
1C-7. PHA Moving On Preference	No		
1D-11a. Letter Signed by Working Group	Yes	Letter Signed by ...	09/22/2023
1D-2a. Housing First Evaluation	Yes	Housing First Eva...	09/20/2023
1E-1. Web Posting of Local Competition Deadline	Yes	Web Postin of Loc...	09/20/2023
1E-2. Local Competition Scoring Tool	Yes	Local Competition...	09/20/2023
1E-2a. Scored Forms for One Project	Yes	Scored Forms for ...	09/20/2023
1E-5. Notification of Projects Rejected-Reduced	Yes		
1E-5a. Notification of Projects Accepted	Yes		
1E-5b. Local Competition Selection Results	Yes		
1E-5c. Web Posting—CoC-Approved Consolidated Application	Yes		

1E-5d. Notification of CoC-Approved Consolidated Application	Yes		
2A-6. HUD's Homeless Data Exchange (HDX) Competition Report	Yes	HUD's Homeless Da...	09/20/2023
3A-1a. Housing Leveraging Commitments	No		
3A-2a. Healthcare Formal Agreements	No	Healthcare Formal...	09/26/2023
3C-2. Project List for Other Federal Statutes	No		
Other	No		

## **Attachment Details**

**Document Description:** PHA Homeless Preference

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** Letter Signed by Working Group

## **Attachment Details**

**Document Description:** Housing First Evaluation

## **Attachment Details**

**Document Description:** Web Postin of Local Competition Deadline

## **Attachment Details**



**Document Description:** Local Competition Scoring Tool

## **Attachment Details**

**Document Description:** Scored Forms for One Project

## **Attachment Details**

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## **Attachment Details**

**Document Description:** HUD's Homeless Data Exchange (HDX)  
Competition Report

## **Attachment Details**

**Document Description:**

## **Attachment Details**

**Document Description:** Healthcare Formal Agreement

## **Attachment Details**

**Document Description:**

## Attachment Details

### Document Description:

# 2023 MOVING TO WORK ANNUAL PLAN



**INLIVIAN**  
HOUSING REDEFINED

# INLIVIAN LEADERSHIP

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# I. Introduction

## A. Overview of Short-Term MTW Goals and Objectives

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program which allows housing authorities to design and test innovative housing and self-sufficiency initiatives targeted to address local needs. The MTW designation allows INLIVIAN, formally the Charlotte Housing Authority (CHA) to waive certain statutes and HUD regulations in order to increase housing choice for low-income families, encourage households to pursue self-sufficiency, and improve administrative and operational cost effectiveness. As a high-performing, innovative and progressive agency, INLIVIAN received its MTW designation in 2006. In April 2016, the MTW agreement was extended for an additional ten years through 2028. INLIVIAN's MTW designation allows it to test new methods to improve housing services and to better meet the dynamic and everchanging needs of the greater Charlotte-Mecklenburg area.

INLIVIAN's success is informed by forward thinking leadership and an ambitious business approach relating to areas of asset and property management; site development; and services delivery.

INLIVIAN's MTW designation in short allows policies to be implemented which reach beyond traditional forms of housing assistance. This allows program combination to serve as an onramp for housing stability for families on their path to economic independence. It further supports and advances the neighborhoods served by INLIVIAN. INLIVIAN has branded the local effort Moving Forward, which reflects a combination of shared intent, forward movement and an image of affordable housing that serves as a safety net and platform for rebuilding lives.

MTW is an essential part of INLIVIAN's day-to-day operations as we continue to achieve our mission to develop, operate and provide quality housing in sustainable communities of choice for residents of diverse incomes. This next year, INLIVIAN will strive to continue to:

### Support Underserved Communities

INLIVIAN is dedicated to advancing Housing Justice to support vulnerable populations and engages in housing advocacy to include source of income discrimination (SOID) protections in the City of Charlotte. To advance this effort INLIVIAN has engaged in the following activities:

- Hosted ALL INCOME Counts (<https://www.allincomecounts.com/>) website dedicated to providing resources on source of income discrimination.
- Participated in the City of Charlotte's Source of Income Ad Hoc Advisory Committee. This Committee is charged with developing recommendations, program enhancements and process improvements that will increase the acceptance of all forms of rental subsidies.
- Conducted Housing Provider Engagement to educate the community on the Housing Choice Voucher Program and the benefits of partnering with INLIVIAN.



## **Utilize Quality Research and Evaluation to Drive Decisions That Shape Effective, Practical Agendas and Policies**

Through close partnerships with the region’s leading research and consulting institutions, INLIVIAN looks to further utilize its well-organized data collections and management strategies to produce sound evaluations and impact reports to regularly examine MTW policy outcomes to determine if policies: meet the statutory requirements outlined by HUD, and/or can be improved or streamlined. Close partnerships with such great institutions and leaders in their respective fields, allows INLIVIAN to design policies that better correspond to shifting needs of our clients and surrounding regional market.

## **B. Overview of Long-Term MTW Goals and Objectives**

### **GOAL 1**

#### **Elevate the Customer Experience by Providing a Culture of Service Excellence.**

INLIVIAN has increased capacity to advance a broader range of affordable housing priorities that reach beyond the traditional model of a bricks and sticks Public Housing operation. INLIVIAN will continue to seek efficient outcomes through the high standards of delivery, coupled with the understanding that excellent customer service is a hallmark of a successful agency. Whether by a virtual visit to INLIVIAN’s website or various social media platforms, or an in-person visit to INLIVIAN headquarters, INLIVIAN will continue to enhance its customer experience by developing and executing a successful system for gathering and responding to customer feedback.

### **GOAL 2**

#### **Acquire, Develop, and Preserve Diverse Price Point Housing.**

An unfortunate by-product of a strong Charlotte economy has been the extreme pressure on the local housing market. This has had a particularly adverse impact on the lowest income populations. As a result, many are relegated to finding housing outside of the city, becoming isolated in areas where there are less job opportunities, access to amenities and transportation options. Understanding that communities are only as sustainable as our vision for the future, INLIVIAN seeks to provide leadership to further affordable housing in the long-term, by preserving or creating 850 diverse price point units during a five-year Plan period, which launched in 2019. MTW flexibility will continue to play a vital role in expanding the supply of permanent mixed-income units in Charlotte by maximizing real estate assets through acquisition, rehabilitation, and development of permanent workforce, market rate, and affordable units in desirable neighborhoods.



### **GOAL 3**

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#### **Create and Enhance Diverse Income Streams to Support INLIVIAN’s Mission.**

INLIVIAN looks to continue its success leveraging real estate assets to maximize value through additional mixed-income and mixed-use development projects. Through a recent organizational transformation and the creation of subsidiary companies, INLIVIAN will utilize vital expertise in development, technology, property management, social service provision, and other areas to generate various lines of business on a fee-for-service basis to other government, non-profit, and for-profit entities. With the successful utilization of RAD and MTW flexibilities, INLIVIAN can continue to foster innovation and evolve from an agency that was bound to complex and firm HUD rules and regulations, to a visionary agency that is able to better compete in the area’s competitive market.

### **GOAL 4**

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#### **Develop and Maintain Meaningful Mutually Beneficial External Partnerships that Further INLIVIAN’s Mission.**

This new INLIVIAN structure will allow the organization the versatility it needs to use resources more flexibly and enter into partnerships that are more mutually beneficial. Empowered by MTW, INLIVIAN is uniquely positioned in the Charlotte metro region to strategically engage in cross-sector partnerships with allies in education, health, social services, and workforce development to better ensure the impact of social investments for INLIVIAN clients are maximized. With these coordinated efforts, the multiple barriers which often exist on the road to self-sufficiency can be better addressed.

### **GOAL 5**

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#### **Implement a Communication Strategy That Educates the Public on INLIVIAN’s Transformation and Engages Stakeholders in Advocacy Efforts that Further INLIVIAN’s Mission.**

As INLIVIAN no longer functions like a traditional Public Housing authority, effective engagement will entail clarification of common misconceptions surrounding Public Housing, what an innovative agency can offer a growing community in the 21st century, and how the agency and its clients are an integral part of Charlotte’s larger social, economic, and physical fabric. The enhanced communication strategy is meant to reach a more diverse and broader-based public and to explain the complexity and the standing of the affordable housing problem more effectually in Charlotte.

## **GOAL 6**

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### **Acquire, Retain and Develop Top Talent.**

As a viable competitor in the talent market, INLIVIAN must focus on rapidly developing its workforce skills and the capabilities of emerging leadership candidates to shape top talent. Our talent management efforts will focus on acquiring, retaining, and developing the necessary talent to achieve our goals. To this end, INLIVIAN would focus on four talent management initiatives: we will recruit a diverse workforce that will meet the needs of the organization; we will provide comprehensive development and engagement programs to help staff and managers attain professional growth and accomplish their goals; we will provide the necessary tools that prepare our staff for internal and external environmental changes; and we will ensure our compensation and performance management processes align with staff performance with organizational goals.



## II. General Operating Information

### A. Housing Stock Information

#### Planned New Public Housing Units

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units
	0/1	2	3	4	5	6+			Fully Accessible
N/A	0	0	0	0	0	0	0	N/A	0
N/A	0	0	0	0	0	0	0	N/A	0
N/A	0	0	0	0	0	0	0	N/A	0

**Total Public Housing units to be added in the plan year: 0**

#### Planned Public Housing Units To Be Removed

PROPERTY NAME	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Dillehay Courts	100	Phase I of Dillehay consisting of 36 units received early demolition approval through Inventory Removals Application with demolition action. The demolition began in May 2021. The 36 converted voucher subsidies have been transferred off site to a new community being constructed and known as Archdale Flats – Family. The remaining 100 units (Phase II of Dillehay) will be removed through a Section 18 application. All 136 units have reached the end of their useful life, are outdated in appearance and functionality and the current floor plans do not allow for modern amenities like central HVAC, washer/dryers, dishwashers, etc.

**Total Public Housing units to be removed in the plan year: 100**

Dillehay Courts is the last Public Housing development in INLIVIAN’s portfolio. The site will be redeveloped into a mixed income community that will include project-based vouchers. INLIVIAN



submitted a Section 18 Demolition Application September 2022 to demolish 100 units at Dillehay Courts phase II. The application is still under review by the Special Applications Center. INLIVIAN does not intend to close out its Public Housing Program. INLIVIAN intends to utilize its full Faircloth authority to develop additional units under Faircloth-to-RAD.

**Planned New Project Based Vouchers**

Tenant-based vouchers that INLIVIAN anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year.

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD? (Yes/No)	DESCRIPTION OF PROJECT
<b>7<sup>th</sup> Street</b>	20	No	7 <sup>th</sup> Street was awarded under a previously competitive process in partnership with the City of Charlotte and Local Initiatives Support Corporation (LISC) to increase affordable housing. Development will consist of 105 family units the serve a range of families up to 80% AMI.
<b>8<sup>th</sup> &amp; Tryon</b>	69	No	INLIVIAN, through its Moving to Work Community Based Rental Assistance (CBRA) program, is authorized to project-base Section 8 assistance at properties owned directly or indirectly by the agency, subject to the U.S. Department of Housing and Urban Development’s (HUD) requirements regarding subsidy layering. Under this authority, INLIVIAN intends to project-base 69 vouchers at the proposed Eighth & Tryon development.
<b>Abbington on Mt Holly*</b>	26	No	Abbington on Mt Holly is a family property consisting of 102 units that is a Public Private Partnership (P3) with Rea Ventures Group. HDP is the Managing (controlling) Member on this transaction and has the right of first refusal to purchase the asset and all partner interests at the end of the initial compliance period of the tax credit/bond financing. At the financial closing for this development in June 2021, INLIVIAN executed an AHAP for 26 regular PBVs to subsidize the

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD? (Yes/No)	DESCRIPTION OF PROJECT
			units serving households that earn 30% of the AMI.
<b>Archdale Seniors*</b>	7	No	Archdale Flats - Seniors is a P3 senior's only (55+) property that is a companion property to the Archdale Flats – Family site with Elmington Capital Group. HDP is the General (controlling) Partner on this transaction and has the right of first refusal to purchase the asset and all partner interests at the end of the initial compliance period of the tax credit/bond financing. If we are able to convert the remaining Strawn Cottages to RAD PBV, we intend to add subsidy to 7 of the units that are serving 30% AMI households by a TOA of the RAD PBV from the Strawn Cottages public housing site.
<b>Ashley Flats</b>	8	Yes	Ashley Flats is a P3 family property consisting of 150 units. HDP is the General Partner on this transaction. We intend to add subsidy to the 8 30% AMI units by using RAD TOA from previously public housing sites so they can be utilized for redevelopment.
<b>Dillehay Courts</b>	36	No	36 units will be converted to PBV vouchers through RAD and will go through a transfer of assistance to Archdale Flats-Family which is currently being developed with a private partner. 100 units will be converted to Tenant Protection Vouchers (TPV) through the Section 18 process by end of year 2021. Depending on the lease up rate of Phase I, Phase II will begin predevelopment in 2022.
<b>Eastway Park Apartments</b>	40	No	Eastway Park Apartments is a new construction project that will provide 132 affordable senior apartments. The community will have 40 VASH PBV units that will receive supportive services from the VA.



PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD? (Yes/No)	DESCRIPTION OF PROJECT
			The project will be financed with tax-exempt bonds and 4% tax credits with rent and income set-asides ranging from 30% to 80% the of Area Median Income (“AMI”).
<b>Freedom Flats</b>	11	Yes	Freedom Flats is a family property consisting of 220 units that is part of our P3 program. HDP is the General Partner on this transaction. We intend to add subsidy to the 11 30% AMI units by using RAD TOA from previously public housing sites so they can be utilized for redevelopment.
<b>Evoke Living at Arrowood*</b>	8	Yes	Evoke living at Arrowood is a family property that is part of our P3 program. HDP is the Managing Member on this transaction. We intend to add subsidy to the 8 30% AMI units by using RAD TOA from previously public housing sites so they can be utilized for redevelopment.
<b>Montgomery Gardens</b>	52	No	HDP owned, Tax Credit (LIHTC) project whose initial compliance period has expired. Use of PBV in the 50% AMI units in order to preserve the units as LIHTC and stabilize the asset.
<b>Nia Point</b>	56	No	Recapitalization of a LIHTC project whose initial compliance period has expired. Agency to make use of PBV in the 50% AMI units in order to preserve the units as LIHTC and stabilize the asset.
<b>Scaleybark</b>	8	No	PBV award pending as part of a 2019 joint Request for Proposal (RFP) with the City of Charlotte and the Local Initiatives Support Corporation (LISC) via a Memorandum of Understanding (MOU).

**Planned Total Vouchers to be newly Project Based: 305**

INLIVIAN is engaged in community development activities that leverage workforce (PBV, RAD, and Tax Credit) and market rate housing to generate resources that support the creation of mixed



income developments. These efforts have been through INLIVIAN’s development subsidiary Horizon Development Properties (HDP), Public Private Partnerships (P3), and the use of project-based vouchers and local non-traditional activities to increase the supply of affordable housing in Mecklenburg County.

INLIVIAN entered into a Memorandum of Understanding (MOU) with the City of Charlotte and the Local Initiatives Support Corporation (LISC) to increase the supply of affordable housing by way of project-based voucher subsidies as an additional strategy to maximize the agency’s MTW authority to meet local housing needs. Under the MOU, INLIVIAN sets aside funding for project-based vouchers annually as part of the agency’s existing HUD approved Community Based Rental Assistance (CBRA) policy. Awards are made as part of the selection approach outlined in the CBRA policy (see the CBRA Section in the Appendix for a description). The award of the PBVs will be contingent upon projects meeting HUD requirements, including but not limited to, Environmental Review and Subsidy Layering approvals.

### Planned Existing Project Based Vouchers

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
940 Brevard	100	yes,40	Senior
Arbor Glen 50	25	yes,25	Family
Arbor Glen I	60	yes,60	Senior, Family
Arbor Glen II	40	yes,40	Family
Arbor Glen III	12	yes,12	Family
Archdale Flats	36	Yes, 36	Family
Ashley Square @ SouthPark	36	yes,22	Family/Mixed Income
Autumn Place	68	yes,68	Senior
Cedar Knoll	49	yes,49	Family
Charlottetown Terrace	161	yes,161	Disabled
Cherry Gardens	11	no	Senior
Claremont	50	yes,50	Family
Edwin Towers	176	yes,176	Senior
Everett House	10	no	Disabled/Supportive
Fairmarket Square	16	yes,16	Family/Mixed Income
First Ward	132	yes,132	Family/Mixed Income
Gladedale:	49	yes,49	Family

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Glen Cove	10	yes,10	Mixed Income
Hampton Creste	60	yes,60	Mixed Income/Supportive
Landing at Park Road	92	no	Senior
Leafcrest	48	yes,48	Family
Mallard Ridge	35	yes,35	Family
McAden Park	60	yes,30	Family, Mixed Income
McAlpine Terrace	26	yes,26	Senior/Mixed Income
McCreesh Place	88	yes,63	Supportive
McMullen Woods	21	yes,21	Family/Mixed Income
Meadow Oaks	32	yes,32	Family
Mill Pond	52	no	Mixed Income
Montgomery Gardens	20	yes,20	Family/Mixed Income
Moore Place I & II	120	yes,34	Family/Mixed Income/Supportive
Nia Point	29	yes,29	Family/Mixed Income
Oaks at Cherry	81	yes,81	Family
Park at Oaklawn	89	yes,89	Family/Mixed Income
Parktown Terrace	163	yes,163	Family/Mixed Income
Prosperity Creek	156	yes,156	Senior
Residences at Renaissance I	31	yes,31	Family/Mixed Income
Residences at Renaissance II	67	yes, 67	Family/Mixed Income
Retreat at Renaissance	90	yes,90	Senior
Rise on Clanton	25	no	
Robinsdale	30	yes,30	Family/Mixed Income
Savanna Woods	49	yes,49	Family
Seigle Point	120	yes,102	Family/Mixed Income
Seneca Woods	17	yes,17	Family/Mixed Income
South Oak Crossing	20	yes,20	Family/Mixed Income
Southside Homes	392	yes,392	Family/Mixed Income
Springcroft @ Ashley Park (SR)	36	yes,18	Senior
Springfield Gardens	22	yes,22	Senior





PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
Steele Creek Seniors	120	yes,120	Senior/Mixed Income
Stonehaven East	24	yes,24	Family
Strawn Tower	170	yes,170	Senior
Sunridge	44	yes,44	Family
Tarlton Hills	50	yes,50	Family/Mixed Income
Victoria Square	31	yes,31	Family
Wallace Woods	48	yes,48	Family
Woodlawn House	104	yes,104	Senior
YWCA Families Together	11	no	Supportive/Family

**Planned Existing Project Based Vouchers: 3,714**

**Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year**

It is INLIVIAN’s desire to work with HUD and transfer the assistance (TOA) of 49 RAD units to other P3 communities so that Gladedale can be razed and redeveloped into a mixed-income community

Dillehay Courts is the only Public Housing development in INLIVIAN’s real estate portfolio. Dillehay Courts will be redeveloped in multiple phases. Phase I closed in 2021 planning for Phase II will begin in 2023.

**General Description of All Actual Capital Expenditures During the Plan Year**

Dillehay Courts remains the sole Public Housing development operating under the Capital Fund Programs. Plans are currently underway to redevelop Dillehay Courts in multiple phases.

The remaining Public Housing stock has been converted to RAD project-based vouchers and utilize reserves for maintenance and repairs. Planned capital expenditures using MTW funding flexibilities for FY2023 are listed below:

Development	General Description	Planned Capital Expenditures
Fairmarket Place	Substantial Renovations - interior finishes, kitchens, fire sprinkler piping, minor site work	\$ 4,406,340
Glen Cove	Retaining wall and regarding issues	\$ 89,270



Development	General Description	Planned Capital Expenditures
Hampton Crest	Demolition of Pool Houses and Replace Exterior Ceilings	\$ 224,147
Leaf Crest	Subfloor replacement, and floor finishes, minor interior painting	\$ 100,000
Mallard Ridge	Re-roofing, ADA parking upgrades, regrade playground	\$ 176,715
McAlpine Terrace	Substantial Renovations - Interior finishes, kitchens, mechanical renovation, window replacement, site work (drainage)	\$ 8,000,000
McMullen Woods	Balcony Renovations - Deck and Railings	\$ 72,512
Meadow Oaks	Phased Interior Unit Renovations: Phase 1 is 8 Units	\$ 771,160
Oaks At Cherry	Site repairs for water intrusion pending litigation and insurance claim settlement	\$ 815,751
Park at Oaklawn	Common area interiors and exterior renovations	\$ 653,704
Savanna Woods	Re-roofing four buildings	\$ 326,825
Southside Homes	Interior Unit Renovations - Finishes, Kitchens, Bathrooms, lighting - 8 Units (Completed at separate times when vacant)	\$ 670,045
Southside Homes	Continuation of re-roofing project of 6-10 buildings	\$ 75,000
Sunridge	Substantial renovations - Interior finishes, kitchens, roofing	\$ 3,750,000
Tower Building HVACs	Assess all HVAC systems at Tower properties: Parktown, Strawn, Edwin, Charlottetown, Woodlawn	\$ 100,000
Vistas @ 707	Phase 2 Structural repairs	\$ 3,962,807
Wallace Woods	Breezeway renovations, retaining wall at courts	\$ 306,230
Wallace Woods	Carryover from 2022: Hardi siding and re-roofing	\$ 450,000
		<b>\$ 24,950,506</b>



## B. Leasing Information

### Planned Number of Households Served

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	312	26
MTW Housing Choice Vouchers (HCV) Utilized	92,584	7,882
Local, Non-Traditional: Tenant-Based	2,400	200
Local, Non-Traditional: Property-Based	16,224	1,352
Local, Non-Traditional: Homeownership	2,076	173
<b>PLANNED TOTAL HOUSEHOLDS SERVED:</b>	<b>113,596</b>	<b>9,466</b>

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	CBRA (2009-3)	2,400	200
Property-Based	Development Protection Fund (2020-2)	16,224	1,352
Homeownership	Homeownership (2016-1)	2,076	173

### Anticipated Issues/Possible Solutions Related to Leasing

Nothing pertinent to the issue of leasing to note for plan year 2022.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	Dillehay conversion and redevelopment delayed.
MTW Housing Choice Voucher	No updates to report.
Local, Non-Traditional	No updates to report.

## C. Waiting List Information

### Waiting List Information Anticipated

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
<b>Federal MTW Housing Choice Voucher Program</b>	Central waitlist type	5,604	Closed	No
<b>Federal MTW Public Housing</b>	Site-based waitlist type	43	Closed	No
<b>PBV &amp; RAD PBV Units</b>	Site-based waitlist type	166,192	Partially Open	Yes

#### **Please describe any duplication of applicants across waiting lists:**

INLIVIAN utilizes site-based waiting lists for project-based voucher developments. This allows applicants to be on several site-based waiting lists at the same time and increases housing options for the applicant.

### Planned Changes to Waiting List in the Plan Year

WAITING LIST NAME	DESCRIPTION OF ACTUAL CHANGES TO WAITING LIST
<b>Federal MTW Housing Choice Voucher Program</b>	No Change during 2023 Plan Year
<b>Federal MTW Public Housing</b>	No Change during 2023 Plan Year
<b>PBV &amp; RAD PBV Units</b>	Families may be removed from all waiting lists for failure to respond to waiting list selection and/or purge.



## III. Proposed MTW Activities

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## IV. Approved MTW Activities

### A. Implemented Activities

#### 2020-1 (Replaced 2018-2, 2017-1) Modified Terms of Over-Subsidy

**Statutory Objective:** Housing Choice, Cost Effectiveness

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval for the Modified Terms of Over-subsidy activity in FY 2017. The activity was implemented in FY 2018 and amended this activity as a technical amendment in FY 2020.

**Description Update:**

In FY 2017, the definition of over-subsidy was modified in the tenant based and traditional project-based voucher programs. Under this activity, HAP contract terminations occur if INLIVIAN is paying \$75.00 or less, or the equivalent to INLIVIAN's minimum rent, in monthly housing assistance payments (HAP) for 180 consecutive calendar days.

In RAD PBV communities where the RAD HAP contract rents are set below INLIVIAN's payment standard, the 180-day over-subsidy requirement will not apply until the family has reached 80% of area median income (AMI) for their family size. The participant can remain in the unit and the unit will stay under the HAP contract until 180 days after the family's adjusted income reaches 80% AMI. Tenants who resided in a contract unit at the time of RAD conversion are exempt from over subsidy regulations.

In 2020, INLIVIAN amended the modified the terms of over-subsidy initiative to apply to RAD PBV new admissions, to allow admission of applicants with incomes at or below 50% AMI whose total tenant payment (TTP) exceeds the HAP contract rent. Once housed, these families will be exempt from the 180-day over-subsidy requirement until the household adjusted income reaches 80% of AMI.

Modifications to this activity to include RAD PBV new admissions were implemented upon HUD approval of the 2020 MTW Technical Amendment.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no planned changes to metrics/data collection.



### Planned Significant Changes

There are no planned non-significant changes planned to this activity for FY 2023.

## 2019-1 Housing Choice Provider Incentive Program

**Statutory Objective:** Housing Choice

### Plan Year Approved, Implemented, Amended:

INLIVIAN received approval for this initiative in FY 2019 and it was implemented in FY 2019.

### Description Update:

INLIVIAN's Housing Choice Voucher (HCV) program has been negatively impacted by a severe shortage of affordable housing units along with a strong and competitive rental market. This is making it increasingly difficult for HCV applicants and participants to locate affordable housing units.

In response to these local realities, INLIVIAN proposed this activity as an amendment to the FY 2019 MTW Plan. The purpose of the Housing Provider Incentive program is to recruit and retain landlords by incentivizing them to participate in the HCV Program; thereby, increasing housing choice for voucher holders. INLIVIAN has implemented the following incentives:

- **Sign- On Bonus (2019)**-New Housing Providers will receive a one-time bonus for registering to the program and leasing a HCVP Participant Sign-on bonuses are processed after the HAP Contract for a unit is executed.
- **Continuity Bonus (2019)**- Housing Providers will receive a vacancy payment if a unit remains on the HCV program and is released to a HCV participant within sixty (60) days. Continuity bonuses are processed after the HAP Contract for the new family is executed.
- **Risk Mitigation (2019)**-Housing Providers may receive risk mitigation funds if a HCV participant is recommended for program termination (e.g. evictions, unauthorized moves, participant HQS violations) to assist Housing Providers with the costs associated with property damage and unpaid rent and fees after the deposit is applied. The Housing Provider must provide documentation of charges, including but not limited to invoices, receipts, and pictures.
- **New Unit Bonus (2021)**- To provide Housing Providers an incentive for new units added to the HCV Program and/or units returning to the HCV Program. Units that have received a housing assistance payment (HAP) within the last 12 months are not eligible for a new unit bonus.

### Planned Non-Significant Changes:

Based on feedback from Housing Providers, INLIVIAN is proposing a non-significant change to the Housing Choice Voucher Incentive Program activity to expand the housing provider incentive program to include the following incentives:

- **Leasing Bonus**- To provide Housing Providers an incentive upon execution of a HAP contract.
- **Holding Fee**- To reserve a specific rental unit while the RFTA is being processed.

The changes to the Housing Provider Incentive activity support the MTW objective of housing choice by incentivizing Housing Providers to participate in the HCV Program thereby increasing the number of units available to families.

INLIVIAN intends to implement additional Housing Providers incentives first quarter of 2023 or after approval of the MTW Plan.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2018-1 Self Certification of HQS Initials**

**Statutory Objective:** Cost Effectiveness

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval for this initiative in FY 2018 and it was implemented in FY 2018.

**Description Update:**

The activity allows a self-certification in lieu of a re-inspection when an initial inspection fails, and there are 10 or less different types of non-life-threatening deficiencies. Photos and invoices are required and must be submitted within 30 days of the failed inspection report. A self-certification of completion is executed by the participant and the housing provider prior to executing a Housing Assistance Payment (HAP) contract.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned significant changes planned to this activity for FY 2023.







## 2017-2 Imputed Earned Income

**Statutory Objective:** Cost Effectiveness, Self Sufficiency

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement Imputed Earned Income in the FY 2017 Annual Plan. The activity was implemented in FY 2018.

**Description/Impact/Update:**

In both the tenant based and project-based voucher programs, INLIVIAN will not process an interim recertification three months prior to a recertification, three months after a recertification or within three months after a lease up, when there is a loss of income (except in cases of unintentional employment termination) for work abled households.

This activity was implemented for the April 2018 re- certifications and March 2018 transfer lease ups. INLIVIAN currently does not process interims of increased income unless the household is a minimum rent household or being recertified.

There has not been any request for hardships, however, a protocol has been established. Hardship cases will be referred to the INLIVIAN Hardship Committee and evaluated using the Hardship Policy established by the agency.

Due to the COVID-19 pandemic, INLIVIAN suspended this activity and utilized COVID waivers PH and HCV-4 Family Income and Composition: Interim Examinations and PH and HCV-5 Enterprise Income Verification (EIV) Monitoring during this reporting period. Interim recertifications for decreases in income due to COVID, were processed even if the change occurred three months prior to a recertification, three months after a recertification or within three months after a lease up.

INLIVIAN reactivated this activity in FY 2022.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes**

There are no planned significant changes planned to this activity for FY 2023.



## 2017-3 Exception Payment Standards

**Statutory Objective:** Housing Choice, Self -Sufficiency

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement Exception Payment Standards for FY 2017. The activity was implemented in FY 2017.

**Description/Update:**

In FY 2017, INLIVIAN received approval to implement exception payment standards above 120 percent of the fair market rent (FMR) but not to exceed the lower of the comparable market rent or 150 percent of HUD's published FMR.

Charlotte was ranked 50th out of 50 large cities for social mobility according to the Harvard University and California-Berkeley study on upward mobility. To assist families in upward mobility, INLIVIAN has used research-based data to identify neighborhoods (census tracts) of opportunity with low poverty, low crime rate, access to better services including schools, transportation, and job opportunities. Areas of opportunity may also include areas identified for redevelopment activities to prevent gentrification and preserve affordable housing options.

To further de-concentration efforts and expand housing opportunities, INLIVIAN has also developed a Choice Mobility program called Opportunity Housing Program (OHP). To qualify for OHP, candidates must meet the following program criteria:

- The head-of-household (HOH) must have an annual income (from work) of \$18,500;
- A child that is living with the HOH (active lease) that is 8 years old or younger; and
- The HOH must be receiving case management services from the Client Services Department.

Families participating in OHP are provided pre-and post-move training and supportive services. Families are also provided voucher amounts up to 150% of the FMR based on the unit's location opportunity designation. 4 OHP families leased a unit in an opportunity area in FY 2021. A total of 37 families participated in the Opportunity Housing Program as of December 2021.

INLIVIAN continues to work with experts in the field of mobility to refine mobility program services, participant requirements, and opportunity area designations.

**Planned Non-Significant Changes:**

Due to difficulties in securing housing in some opportunity neighborhoods, INLIVIAN is proposing to amend the exception payment standard cap to the lower of the comparable market rent or 250 percent of HUD's published FMR. Per the State of Housing 2022 Report Conducted by UNCC, "From the end of 2019 to 2022 YTD, average monthly effective rents



The State of Housing in Charlotte Report 2022, “From the end of 2019 to 2022 YTD, average monthly effective rents increased by \$320 per unit. This represents a total growth rate of 26.8% during these three years, which equates to an annual growth rate of 8.2%. In other words, approximately 40% of the total growth from 2010 to 2022 occurred during the past three years alone.”

The UNCC report also indicates that the largest rent increases have happened in the lower-priced segment of the market with Class “C” properties having an average increase of 87.7%, or 5.4% per year from 2000-2022. Additionally, the report noted that Mecklenburg (\$1,567) has the highest average effective rent in the Charlotte region, while Gaston (\$1,209) has the lowest effective rent as of 2022 YTD.

INLIVIAN will work with experts in the field of voucher mobility to analyze market rental data in order to update opportunity area designations and establish exception payment standards. INLIVIAN intends to update exception payment standards after the opportunity area analysis is completed and the FY 2023 MTW Plan is approved. INLIVIAN proposes to use exception payment standards over 150% FMR for the OHP program expansion and Mobility initiatives only. INLIVIAN will limit Opportunity Housing Program enrollment and size based on average rents in Opportunity Areas in order to serve substantially the same number of families. INLIVIAN will continue to use payment standards up to 150% of the FMR for non-OHP voucher holders.

The proposed non-significant changes to the Exception Payment Standards activity supports the MTW objective of housing choice and self-sufficiency by increasing voucher holders’ access to neighborhoods (census tracts) of opportunity with low poverty, low crime rate, access to better services including schools, transportation, and job opportunities that assist families in upward mobility. In determining opportunity areas designations, INLIVIAN may include areas identified for redevelopment activities to prevent gentrification and preserve affordable housing options.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2016-1 Homeownership Initiative**

**Statutory Objective:** Housing Choice, Self -Sufficiency

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement a Homeownership Program in the FY 2016.

**Description/Update:**



In FY 2016, INLIVIAN implemented Destination Homeownership (DH) for qualifying Housing Choice Voucher and RAD-PBV participants who are eligible as a first-time home buyer, defined by HUD's and have earned income, Social Security (SS), or Supplemental Security income (SSI).

General requirements for program participation include, but are not limited to the following:

- Must be a Housing Choice Voucher, tenant based, or RAD PBV program participant.
- Participating households must demonstrate a minimum 24 months of stable employment history or stable receipt of acceptable fixed income for elderly/disabled.
- Must possess a minimum annual income of \$25,000 (amount changed from \$20,000 in FY 2019) for families reporting earned income.
- A minimum annual income of \$9,000 for elderly or disabled designated households.

All households must attend a mandatory Destination Homeownership (DH) Program Orientation and participate and successfully complete an INLIVIAN approved HUD- certified Homeownership Education and Counseling program. The DH program provides workshops and individualized tailored counseling plans on budgeting, credit, the home buying process, roles and responsibilities of the lender and realtor. The Homebuyer Education Provider will assess participants for mortgage readiness through review of their tri-merge credit scores, debt ratio, employment history, reserves, and other financial concerns that directly impact the participant's ability to become mortgage ready. There is an 8-hour workshop provided to each participant once they become mortgage ready. This workshop is recognized by down payment assistance programs. The number of counseling hours needed for each individual is directly correlated to their mortgage readiness status.

In FY 2019, INLIVIAN implemented the following non-significant changes to the program:

- Annual income criteria for participation, for those reporting earned income: from \$20,000 to \$25,000 (amount changed from \$20,000 in FY 2019).
- As a result of COVID, the Destination Homeownership program will offer virtual "Financial Workshops".

**Planned Non-Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics or data collection to report for this activity in 2021.

**Planned Significant Changes**

There are no planned non-significant changes planned to this activity for FY 2023.

**2016-2 Triennial Re-examination**



**Plan Year Approved, Implemented, Amended:**

The Triennial Re-examination activity was approved in FY 2016 and was implemented in October of 2018. This activity was amended in 2020 to expand triennial reexaminations to non-elderly, non-disabled households.

**Description/Update (Proposed Amended Language):**

Effective October 2018, INLIVIAN implemented triennial re-examinations for elderly and/or disabled households in both the Housing Choice Voucher (HCV) and public housing programs. While HUD has extended the authority to conduct triennial re-examinations (recertifications) for elderly and/or disabled households, INLIVIAN used the agency's MTW flexibility to waive any Cost-of-Living Adjustments (COLA) between re-examinations.

INLIVIAN was approved as a MTW technical amendment to expand triennial recertifications for all public housing and housing choice voucher participants (tenant-based and project-based).

INLIVIAN may make necessary adjustments to the frequency of setting payment standards and rent increases to account for the increased time between re-examinations. INLIVIAN will adjust recertification dates, as necessary, to distribute recertification caseloads. INLIVIAN will continue to perform criminal background checks at each scheduled re-examination.

**Planned Non-Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

**Planned Changes to Metrics/Data Collection:**

INLIVIAN updated the benchmarks, to reflect the expansion of this activity portfolio wide.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2016-3 (Replaced 2010-1) Rent Reform and Work Requirement**

**Statutory Objective:** Cost Effectiveness, Self Sufficiency

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement Rent Reform and a Work Requirement in the FY 2010 annual plan. The activity was implemented in FY2011 amended in FY 2016.

**Description/Impact/Update:**

Rent simplification applies to both INLIVIAN Public Housing, Housing Choice Voucher and RAD PBV. While elderly and disabled are not required to participate in the work requirement, they are



required to participate in rent reform/rent simplification.

In FY 2016, INLIVIAN amended the MTW Plan to indicate that the work requirement for families that port into Mecklenburg County applies when the work requirement is implemented for the HCV program.

**Work Requirement:**

INLIVIAN believes it is essential to create a clear expectation that all applicants and participants who are non-elderly and non-disabled should work. To this end, INLIVIAN instituted a work requirement under which each non-elderly/non-disabled household will be expected to work at least 20 hours per week. The tenants and participants of INLIVIAN have support under the Work Requirement Policy through the CORE Department. Case Management is available to assist households with identifying strengths, removing barriers to employment, and achieving their goals towards self-sufficiency. At the time of implementation, a household who works less than 20 hours per week will have the work requirement waived for a period of up to 6 months or until a household has found employment; whichever is sooner. For new admissions, employment will be verified at the time of admission all households must become compliant within 6 months of admission. All children under the age of 16, who have not graduated from high school or received their GED, must be enrolled in school full time.

Any time a household enters a Sanction Phase they will be referred to the CORE Program staff where a Certified Life Coach will be available to assist and ensure the household remains in compliance with the Work Requirement Policy.

Due to economic and public health conditions caused by the ongoing coronavirus pandemic, INLIVIAN temporarily suspended work requirement enforcement beginning April 2020. INLIVIAN will lift the work requirement suspension in 2022 for all work able households. Each household will be given the 6-month waiver period and 90-day warning before any sanctions are applied for households not in compliance.

**Rent Reform:**

In 2010, as part of our Moving Forward Initiatives (MFI), INLIVIAN revised the rent calculation to an income-based, stepped rent process with stepped escrow deposits. The income bands are a \$2,500 range with the stepped rent being 30% of the range low end. For example, in a \$5,000 – \$7,499 annual income band, the low end of \$5,000 is divided by the 12 months of the year and multiplied by 30%. The total tenant payment required by the tenant would be \$125. Annual adjusted income will be used to establish the income band. A ceiling flat rent was established at INLIVIAN Fair Market Rents (PBV units only) by bedroom size and is reviewed/updated annually every fall. In 2018, INLIVIAN removed the escrow deposit and replaced it with two new incentive programs: The Challenging Barriers Program and the Milestone Program. The income bands for rent calculation have not changed.

Income earned by seasonal employment will be annualized if the employee has maintained



employment for more than 60 days. Employees of temporary agencies will be annualized after an initial 30 days of assignments.

INLIVIAN’s Alternate Verification Activity, as approved via COVID-19 related technical amendment, extended new admission income verifications validity to 180 days from the determination and/or effective date of the lease up instead of 60 days. For annual recertification verifications, the age of verifications was extended from 120 days prior to the effective date of the action, to 180 days of the effective date of the action.

It is anticipated that this activity will reduce the amount of duplicative work caused by factors in validating all necessary information provided at the time of a completed recertification. This alternate verification activity will extend to all HCV programs including: MTW vouchers, Family Unification Program vouchers, Mainstream Program vouchers, portables, Traditional and RAD PBVs, VASH vouchers and Emergency Housing Vouchers.

Implementation of this feature will continue to complement the agency’s broader rent reform efforts made possible through MTW; and will assist in the agency’s response to COVID-19 as it has impacted INLIVIAN’s clients and the agency’s operations in this area.

Income from assets with a combined value of less than \$5,000 will be excluded. The annual recertification will include self-certification for households with combined assets at or below \$5,000, or third-party verification for assets over \$5,000. Traditional medical and childcare deductions are eliminated. Participants need only verify enough non-reimbursable expenses to meet the requested deduction level listed below.

MEDICAL EXAMPLE	MEDICAL DEDUCTION	CHILDCARE EXPENSE	CHILDCARE DEDUCTION
\$0 - \$2,499	\$0	\$0 - \$2,499	\$0
\$2,500 - \$4,999	\$2,500	\$2,500 - \$4,999	\$2,500
\$5,000 - \$7,499	\$5,000	\$5000 - \$7,499	\$5,000
\$7,500+	\$7,500	\$7,500+	\$7,500

**Planned Non-Significant Changes:**

The COVID-19 pandemic high-lighted the need for automation and streamlining of processes to conduct new admission and recertification activities. To facilitate efficiencies, INLIVIAN has implemented an on-line applicant portal and waitlist selection process. HUD’s COVID waivers, provided further examples to reduce administrative barriers for both staff and applicants and participants.

To further streamline administrative processes, INLIVIAN is proposing a non-significant change to the alternative verification feature of the agency’s rent reform initiative. Below are the proposed alternative verification changes.

- **Fixed Sources of Income:** Verification documents for fixed income sources will be valid for the full calendar year in which the income is effective. For example, if a SS benefit letter is dated February 1, 2022, that benefit letter will be valid for any certification with an effective date in 2022.
- **Asset Income:** Income from assets with a combined value of less than \$50,000 will be excluded. The triennial recertification will include self-certification for households with combined assets at or below \$50,000, or third-party verification for assets over \$50,000.
- **Verification Hierarchy:** INLIVIAN would like to recommend reducing the HUD verification hierarchy from a six (6) step process to a three (3) step process and no longer require verification of income for households that have a combined household income of less than \$4,999 (minimum renters). The proposed verification hierarchy is noted in the chart below.

Level	Verification Technique	Ranking
3	Up front Income Verification (UIV) HUD and non-HUD systems, Written Third Party Verification, and Written Third Party Verification Form	Highest (Mandatory) HUD's Enterprise Income Verification (EIV) system, UIV using non-HUD systems, written third party, and written third party verification form can all be used to supplement EIV-reported income sources and when EIV has no data; Mandatory when tenant disputes EIV-reported employment and income information when total combined household income exceeds \$4,999.
2	Oral Third-Party Verification	Medium-Low (Mandatory if written third party verification is not available when total combined household income exceeds \$4,999)
1	Tenant Declaration	Low (Use as a last resort when unable to obtain any type of third party verification when total combined household income exceeds \$4,999)

The proposed verification processes will be applied to both applicants and participants. The non-significant changes to the alternative verification activity supports the MTW objective of cost effectiveness by simplifying and streamlining the verification of income.

Since the new verification methods will simplify and streamline the income verification process, it is not projected to create any hardships for applicants or participants. Public housing and HCV program applicants and participants may request a grievance/informal review hearing to dispute the calculations used to determine income and rent.

Modification of Alternate Verification component of rent reform is a cost/revenue neutral activity.





INLIVIAN projects that the alternative verification methods will begin to be used after approval of the MTW Plan.

**Planned Changes to Metrics/Data Collection:**

INLIVIAN has hired a vendor to utilize the six-sigma review process. Additional metrics and data collection methods may be implemented once the process is completed.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## 2016-4 Single Platform for Inspections

**Statutory Objective:** Cost Effectiveness

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to standardize the inspection protocol for all programs during the FY2016 plan year.

**Description/Impact/Update:**

INLIVIAN may use the Uniform Physical Condition Standard (UPCS) as the model for inspection in lieu of Housing Quality Standards (HQS) and exclude the UPCS inspection criteria that impacts the building systems, site common areas, such as playgrounds, pools, laundry mats, and other amenities. In addition, INLIVIAN received approval to allow the agency's certified/trained UPCS inspector or HCV certified designees as described in the HCV Administrative Plan to conduct inspections of the units that the agency and/or their subsidiaries has an ownership interest in.

INLIVIAN does use some of the UPCS components in the RAD PBV units and allows self-certification on annual for tenant-based units.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.



**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

**2016-5 Controlled Program Moves**

**Statutory Objectives:** Cost Effectiveness

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval for controlled program moves in the HCV tenant-based program during the FY 2016 plan year. The initiative was implemented in 2016.

**Description/Impact/Update:**

INLIVIAN will approve elective transfers only if the participant has lived in the current unit for a minimum of eighteen (18) consecutive months unless the situation involves a mandatory or permissible move.

<b>MANDATORY:</b>	<b>PERMISSIBLE:</b>
Abatement	Domestic Violence
Breach of contract by owner	Reasonable Accommodations
Transfer of ownership where new owner is not participating in the HCV program	Health or safety of a family member, or to address an emergency which a family has no control of.
Notice of Pending Foreclosure	
Under Housed	
Natural disasters that make the unit uninhabitable	Educational opportunities
Decrease in the payment standard	Employment opportunities

INLIVIAN will also deny a participant permission to make an elective move if the family is currently in a repayment agreement until they are paid in full and will be denied if pending termination. This policy applies to moves within INLIVIAN’s jurisdiction or outside it under portability.

Third party documentation will be required for all requests inside of the 18-month period. Documentation examples include a job offer, school letter, police report, bank notices, or any documentation that verifies the legitimacy of the reason for the request to move inside of the 24-month period. Owner agreement to terminate may be applicable in some situations. This activity will apply to all tenant-based voucher holders and port-ins.

INLIVIAN implemented the 18-month elective move/transfer policy in March 2016.



**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2016-6 Modified Definition of Elderly**

**Statutory Objectives:** Housing Choice

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to modify the definition of elderly from 62 or older to 55 or older during the FY 2016 plan year. The initiative was implemented with RAD conversions in 2016.

**Description/Update:**

The definition of elderly families for eligibility in both the Public Housing and Project Based Voucher Programs has been modified from head, co-head or spouse aged 62 and older, to head, or co-head or spouse aged 55 and older. This activity enables INLIVIAN to expand housing choice for near elderly households at senior developments.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

Removed HC#1 and HC#4 metrics since no additional units made available. These metrics were only applicable at RAD conversion for families in units that did not meet the HCV traditional definitional of elderly. INLIVIAN will measure the number of families new admissions aged 55-61 at developments that were designated senior in the agency's designated housing plan prior to RAD conversion.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2011-3 New Construction of Affordable Units**



### **Statutory Objectives:** Housing Choice

#### **Plan Year Approved, Implemented, Amended:**

The activity was approved in March 2010 as a first amendment to the FY 2011 plan. The activity was implemented in FY 2011 and was amended as New Construction of Affordable Units to serve a broader scope which garnered approval in FY2012.

#### **Description/Impact/Update:**

INLIVIAN proposes to redevelop the 100% extremely low-income properties in our portfolio into mixed-income communities. The projects will include units intended for a wide range of income levels, from market rate to units that are affordable to those earning less than 30% area median income (AMI). Adding the units on the higher end of the income band will act to preserve some number of extremely low-income units by making the community sustainable and viable and will increase housing choices for those needing affordable housing. These communities will also create opportunities for residents to excel in INLIVIAN's Moving Forward program.

#### **Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

#### **Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

#### **Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2009-3 Community Based Rental Assistance**

### **Statutory Objectives:** Cost Effectiveness, Self Sufficiency, Housing Choice

#### **Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement the Community Based Rental Assistance program during the FY2009 plan year. The initiative was implemented during the first quarter of FY 2009 and expanded in the FY 2011.

#### **Description/Impact/Update:**

INLIVIAN operates a Community Based Rental Assistance (CBRA) program (also known as the project-based voucher program). The CBRA program encompasses Traditional Project-Based vouchers, Special Needs units (elderly, disabled, supportive service and homeless) and Local Rental Subsidy programs. The CBRA policy is also applicable to units converted to PBV under the Rental Assistance Demonstration (RAD) program.

There is no annual benchmark for this activity because INLIVIAN's Board of Commissioners approves CBRA projects and program partnerships on a case-by-case basis. In selecting families to occupy Project-Based Voucher (PBV) units, INLIVIAN has delegated determination of program and project



eligibility to the PBV owner/agent. However, INLIVIAN's standards must still be met. INLIVIAN retains the flexibility to use, as necessary, the Public Housing program guidelines for PBV participants that reside in mixed-finance communities with regard to various operational and procedural functions, including but not limited to forming resident organizations, informal hearing procedures, etc. This streamlined approach creates consistency for residents and efficiencies in application for staff.

INLIVIAN may delegate to the owner/agent the full responsibility of administering all aspects of the CBRA program. This includes waiting list selection and administration, eligibility, admissions, and functions related to continued occupancy to include, but not limited to regularly scheduled recertification, interim recertification, and transfer moves, at the property level based on the community's approved tenant selection plan and the Administrative Plan. The owner/agent is also authorized to administer informal hearing processes provided that no cause evictions are not permitted, and all policies and practices comply with fair housing and other related requirements.

#### **Traditional Project Based Voucher Activity**

In FY 2009, INLIVIAN was approved to implement a Community Based Rental Assistance (CBRA) program. The activity was implemented in FY2009 to simplify the selection process in order to maximize the number of quality project-based voucher units throughout Charlotte. INLIVIAN revised the current CBRA Policy to further increase efforts of deconcentrating poverty and expanding housing and economic opportunities.

#### **Supportive Housing Project-Based Activity**

In FY 2009, INLIVIAN was approved to implement Housing for Persons with Disabilities, Special Needs and Homeless. The activity was implemented in FY 2009. The activity enables INLIVIAN to expand its role in the supportive housing community by leveraging funding and resources to social service and supportive housing providers. This will help alleviate the existing housing burden, as well as increase the income-based housing opportunities in the Charlotte community.

The activity has impacted Charlotte's supportive housing projects by enabling local agencies to produce additional units for the targeted population to fill a needed void in Charlotte's continuum of care. Without INLIVIAN's fund leveraging or resource commitment, projects may be delayed or not occur. As of June 2018, INLIVIAN has provided a total of 120 units at Moore Place, 15 for Supportive Housing Communities (moved to Local Rental Subsidy when they became scattered), 26 PBV and 63 RAD PBV at McCreesh Place, and 60 units to The Salvation Army's SHIP Program at Hampton Creste Apartments, which are RAD PBV.

Through MTW flexibility, INLIVIAN allows supportive housing programs to operate on a month-to-month lease, rather than requiring them to modify their program to comply with existing HUD regulations requiring 12-month initial leases. This is significant in respect to non-compliance and participant termination. INLIVIAN may also designate certified UPCS and/or HQS certified Supportive Housing staff as HCV Inspectors, as described in the Implement a Single Platform for

Inspections activity and HCV Administrative Plan, in order to conduct initial/new move-in inspections. Supportive Housing sites must have a track record of passing initial inspections to be designated as an HCV Inspector. This flexibility is significant because it aligns with the fundamental goal of rapid re-housing by reducing the amount of time a person is homeless.

### **Local Rental Subsidy Activity**

The activity was approved in FY2011 as a second amendment to the Plan. The activity was implemented in FY2011. INLIVIAN awards partner agencies with an allocation of tenant-based vouchers to house families participating in intensive supportive services.

INLIVIAN may grant special admissions to referrals from partner agencies participating in the Local Rental Subsidy Program and admit families that are not on the HCV waiting list or without considering the family's position on the HCV waiting list. However, referrals that are on the HCV waiting list will have preference. Families referred to INLIVIAN by partner agencies must meet HCV eligibility criteria and adhere to the partner's supportive services requirements for continued eligibility. Partner agencies participating in the Local Rental Subsidy program may impose voucher time limits based on their INLIVIAN-approved service delivery model. INLIVIAN is collaborating with four partners to implement the Local Rental Subsidy Program:

- a. Charlotte Family Housing (CFH) receives 40 rental subsidies. The families referred through CFH are either working or participating in a self-sufficiency or educational program and earning less than 30% of the Area Median Income (AMI). INLIVIAN may subsidize up to 15 families that need employment at the time of admission. The CFH program targets families who are situationally or transitionally homeless and ready for transition from local shelters. The CFH program is a collaborative effort that joins local agencies that are already providing services to this population with funds from the faith community, the corporate community, and the public sector. The goal is to help families achieve self-sufficiency within three to five years by providing comprehensive family development via social work, intensive case management and access to services while the family is permanently housed in a stable apartment community.

CFH has established operating procedures, landlord relationships and administrative staff to deliver wrap-around services and assist families in locating suitable housing. The CFH partnership enables delivery of supportive services at no cost to INLIVIAN. INLIVIAN and CFH modified the \$500 subsidy cap for working households due to the impact on larger families' ability to locate units below the INLIVIAN payment standard.

- b. A Stable Home (ASH) is collaboration with A Child's Place, and INLIVIAN to provide stability for homeless school children and their families. ASH case managers identify and refer homeless families at participating schools for participation in the local Rental Subsidy Program. INLIVIAN provides case management to referrals that meet HCV eligibility and Family Self-Sufficiency/Moving Forward Supportive Services program requirements. INLIVIAN provides the flexibility for ASH's voucher allocation up to 50 based on their average utilization rate.

c. Supportive Housing Communities (SHC), formerly known as Weyland II, receives 15 rental subsidies for chronically homeless families and/or individuals with disabilities. SHC transitioned from a site-based rental subsidy program at Weyland Apartments to a scattered-site program in 2016. Referrals for the SHC Local Rental Subsidy Program are received by SHC through Mecklenburg County's Coordinated Assessment. Coordinated Assessment aims to connect individuals and families who are homeless, or at imminent risk of becoming homeless to available shelter and housing resources in the Charlotte-Mecklenburg community. Supportive services are provided to families participating in the SHC Local Rental Subsidy Program. Families must comply with HCV requirements and SHC supportive services to maintain continued eligibility.

d. Urban Ministry Center (UMC) has received an allocation of 95 vouchers to serve chronically homeless families and/or individuals with disabilities. Referrals for the UMC Local Rental Subsidy Program are received through Mecklenburg County's Coordinated Assessment. Coordinated Assessment aims to connect individuals and families who are homeless, or at imminent risk of becoming homeless to available shelter and housing resources in the Charlotte-Mecklenburg community. UMC provides supportive services to families participating in the Local Rental Subsidy Program. Families must comply with HCV requirements and UMC supportive services to maintain continued eligibility.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2009-5 Moving Forward Supportive Services**

**Statutory Objectives:** Cost Effectiveness, Self Sufficiency

**Plan Year Approved, Implemented, Amended:**

The Moving Forward Supportive Services was approved in the FY 2009 Annual Plan. Implementation began in FY2009.

**Description/Impact/Update:**

Since 2009, Moving Forward Supportive Services have been gradually rolled out across three pilot groups to the non-elderly, non-disabled residents and HCV participants; Group 1 in 2009: Claremont, Victoria Square and the Housing Choice Voucher FSS program participants, Group 2 in 2010: Cedar Knoll, Leafcrest, Tarlton Hills, and Boulevard Homes, and Group 3 in 2017: Southside



Homes, Dillehay, Robinsdale, Sunridge, Meadow Oaks, Wallace Woods, Savannah Woods, Mallard Ridge, Gladedale, Oaks at Cherry (Formerly Tall Oaks). As of January 2018, Supportive Services are now provided to the entire INLIVIAN portfolio in conjunction with the agency-wide implementation of the Work Requirement Policy. Therefore, the three pilot groups have been combined into one large group and now include the HCV Program.

The Moving Forward Supportive Services (MFSS) Program is now available to all INLIVIAN properties that are subject to the Work Requirement Policy. In addition, CORE Programs will provide supportive services to HCV Participants that must comply with the work requirement. MFSS provides case management services that directly supports a resident's compliance with the Work Requirement Policy. The work requirement policy requires that all non-senior, non-disabled households must work at least 20 hours per week or participate in an approved work-related activity (monitored by a Case Manager). The head-of-household or any eligible adult member of the household, in combination, may comprise the total required 20 hours. The Moving Forward Program is similar to the Family Self-Sufficiency Program (FSS) by establishing goals and connecting to resources, however, a FSS participant is under a contractual agreement for five (5) years. The Moving Forward Program services are voluntary and there is not a contractual commitment.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2009-8 Land Acquisition for Future Use**

**Statutory Objectives:** Housing Choice, Self Sufficiency

**Plan Year Approved, Implemented, Amended:**

The agency was approved to implement land acquisition for future affordable housing in FY 2009. The activity was implemented in FY 2009.

**Description/Impact/Update:**

MTW flexibility allows INLIVIAN to acquire sites without prior HUD approval, if the agency certifies that HUD site selection requirements have been met. This allows INLIVIAN to be nimble and competitive in the market when opportunities become available. With INLIVIAN's plan to increase the number of affordable housing opportunities, acquiring land is an option to be considered.

INLIVIAN continues to monitor the market for land opportunities to advance development efforts





and provide new opportunities for housing choice. The City of Charlotte is experiencing an affordable housing crisis and has established a priority to combat the lack of affordable housing in the Charlotte community.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.

## **2008-3 Investment Policies Consistent with State Law Initiative**

**Statutory Objectives:** Cost Effectiveness

**Description/Impact/Update:**

INLIVIAN proposed to adopt an investment policy consistent with state law in FY 2009 and was approved. The agency implemented the new activity in FY 2009.

INLIVIAN invests only in securities authorized under NC state law that allow the flexibility to invest productively and efficiently to achieve a portfolio which is safer, more liquid, and obtains competitive yield. INLIVIAN's investments are performed in accordance with HUD regulations and North Carolina Statutes. This activity has allowed INLIVIAN to achieve higher earnings on idle funds in a safer, more liquid environment. The activity is on schedule and effective.

INLIVIAN's investment policy restricts amounts deposited or invested for different types of investments as a percentage of the overall portfolio. Due to the pandemic, the agency continued to have had less ability to invest in commercial paper than in previous years due to its availability in the marketplace and the interest rates offered, however, with what funds are available for investment, INLIVIAN is gaining more interest on dollars leveraged in the NC portfolio.

**Planned Non-Significant Changes:**

There are no planned non-significant changes to this activity for FY2023.

**Planned Changes to Metrics/Data Collection:**

There are no changes to metrics/data collection.

**Planned Significant Changes:**

There are no planned non-significant changes planned to this activity for FY 2023.



## **2008-7 Increase Acquisition and Rehabilitation of Existing Multi-Family Properties**

**Statutory Objectives:** Cost Effectiveness, Housing Choice

**Plan Year Approved, Implemented, Amended:**

INLIVIAN received approval to implement increasing the acquisition/rehabilitation of existing multi-family properties; in the 2008 – 2009 MTW Annual Plan. Implementation began in FY 2009. In FY 2012, INLIVIAN received approval to expand this initiative to acquire and rehabilitate existing multi-family properties in mixed-income communities.

**Description/Impact/Update:**

INLIVIAN is anticipating the purchase of expiring tax credit units that are co-located with market rate units. INLIVIAN has had success in the past acquiring and rehabilitating properties that were at the end of the tax credit compliance period but still had the extended use agreement in place. After acquisition, the properties will be rehabilitated. First Ward Place, INLIVIAN’s first Hope VI, is a two-phase project containing 283 total units with RAD, tax credit and unrestricted market units. The property is in a high opportunity area and preservation of income restricted units is a high priority. In 2020, INLIVIAN was successful in its attempts to purchase the asset and all member interests, becoming the sole member of the owner entity. INLIVIAN through HDP, its non-profit subsidiary is now planning to recapitalize the asset in two phases, the first phase will be recapitalized in 20221 with a if we are successful award of in an application for 9% tax credits, commercial debt and housing trust fund money. The disproportionate mix of affordable to market rate and the lack of rental income needed to stay current in the market with amenities have caused the market rate units to become “Naturally Occurring Affordable Housing” or “NOAHs”. Therefore, renovation is necessary to upgrade this site to a class B. Demand outweighs the supply, creating higher than average demand and limiting opportunities for acquisitions in the Charlotte Market, however, INLIVIAN will continue to seek opportunities. Individuals who reside within the acquired properties will be processed as necessary in accordance with applicable relocation policies.

## B. Not Yet Implemented Activities

ACTIVITIES NOT YET IMPLEMENTED			
Activity	Description/Update	Plan Year	Reason Activity not yet implemented
2022-2 Modification of FSS Program	<p>INLIVIAN proposes to modify the Traditional Family Self-Sufficiency program (FSS). INLIVIAN’s FSS program is a voluntary program and offered across 16 INLIVIAN properties. INLIVIAN will expand its FSS program portfolio wide including to the HCV Program increasing the number of families eligible to participate. Participants who enroll will select a FSS pathway from one of the following:</p> <ul style="list-style-type: none"> <li>• Housing/Homeownership</li> <li>• Asset Building/Financial Strength</li> <li>• Employment</li> <li>• Education/Training</li> </ul>	2022	INLIVIAN is in the planning phase to implement this activity.
2022-2 Waiver of Mandatory Initial Inspections	<p>INLIVIAN would also like to pursue the Safe Harbor Waiver for element(s) of the MTW activity as described in the MTW Operations Notice for COHORT 4.1. Waiver of Mandatory Initial Inspection (HCV). Using this authority, INLIVIAN proposes to eliminate the requirement for an initial inspection under the following circumstances:</p> <ul style="list-style-type: none"> <li>• the unit is less than five years old (as demonstrated by a certificate of occupancy, provided by the landlord); or</li> <li>• b) the unit passed an HQS inspection (or equivalent inspection) within the previous three years.</li> </ul> <p>In addition to meeting one of the criteria above, the housing provider will be required to submit an Initial Inspection Self Certification Form that is signed by both the housing provider and the family that the unit in question substantially complies with Housing Quality Standards. The HCV participant will be able to request 23 an interim inspection.</p>	2022	INLIVIAN is in the planning phase to implement this activity.

### C. Activities on Hold

ACTIVITIES ON HOLD					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was Placed on "Hold"	Reason Activity was Placed "on hold"
2013-2 Biennial Agency-Wide Inspections	INLIVIAN began the first biennial inspections in November 2015 for all properties and units.	2013	November, 2015	2019	This activity is no longer applicable to MTW planning as HUD currently permits all housing authorities to conduct biennial inspections. However, INLIVIAN does not want to lose the flexibility in the long-term, in case, HUD should reverse broad approval of general policy.

### D. Closed Out Activities

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
2018-1 Self Certification of reinspection for HQS initials	The activity allows a self-certification in lieu of a re-inspection when an initial inspection fails, and there are 10 or less different types of non-life-threatening deficiencies. Photos and invoices are required and must be submitted within 30 days of the failed report.	2018	June, 2018	2021	MTW Flexibility no longer required as activity is consistent with HOTMA implementation rule: Housing Opportunity Through Modernization Act of 2016—Housing Choice Voucher (HCV) and Project-Based Voucher Implementation; Additional Streamlining Changes, 85 Fed. Reg. 63664 (Oct. 8, 2020).

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
2008-2 Participant and Landlord Tracking	Through this activity, the agency began tracking the locations of Housing Choice Vouchers to best inform data-driven results, aimed at increasing access to affordable housing prospects in higher opportunity areas.	2008-2009	January, 2008	2021	The activity was closed out via the 2021 MTW Planning year, as the work has been completed, and implemented to support INLIVIAN's Opportunity Housing Program.
2015-1 Streamline Project-Based Voucher and Public Housing Regulations	This activity was pursued to streamline regulations of Project-Based (PBV) and Public Housing units in developments that house both.	2015	January, 2015	2019	INLIVIAN no longer has properties with PBV and PH in the same development after RAD conversion.
2015-2 Public Housing No Assistance Termination Policy (Mixed Income Communities Only)	This activity was pursued to allow terminations to Public Housing assistance for households no longer using the subsidy in mixed-income communities.	2015	January, 2015	2017	This activity has been combined with 2017-1-Modified Terms of Over Subsidy. This activity was closed-out effective fiscal year end 2016 (following HUD approval of the FY 2017 Plan and RAD Conversion).
2011-1 Acquisition of General Partnership Interest	This activity allowed the agency to acquire the General Partnership interest in the Little Rock Apartments.	2011	January, 2011	2016	Acquisition of property completed.
2011-2 Local Non-Traditional Initiatives	The activity allowed for supportive services partnerships.	2011	January, 2011	2018	The Supportive Housing Innovative Partnership (SHIP) units will now be considered Supportive Housing units under our Community Based Rental Assistance Policy.
2009-6 Youth Initiatives	This activity established a Cooperative Agreement to Form Partnerships with local education stakeholders to connect INLIVIAN participants to programs and services that address truancy, post-	2009	January, 2009	2015	The Agreement has expired.

CLOSED OUT ACTIVITIES					
Activity	Description/Update	Plan Year	Implementation Date	Plan Year Activity was "Closed Out"	Reason Activity was "Closed Out"
	secondary education preparation, and academic improvement.				
2008-2 Biennial Review Process for Elderly and Disabled	This activity allowed INLIVIAN to implement a biennial review process for elderly and disabled heads of households.	2009	January, 2010	2013	INLIVIAN subsequently implemented an agency-wide biennial process.
2008-5 Good Neighbor Training	The training was designed to assist families' acclimation to a neighborhood. Participants accessed training to learn more about being "Good Neighbors".	2008	January, 2008	2014	The trainings have been incorporated into initial briefing sessions for all head of households.
2008-2009 Development of Local Design Standards	This activity allowed for INLIVIAN to streamline design standards.	2009	January, 2011	2014	MTW flexibility is no longer necessary.
2007-2 Affordable Housing Impact Study	This activity allowed for a partnership with UNCC, to research the pattern and density of affordable housing and evaluate the association between the housing stock and crime rate, housing and property values, and school equity in surrounding communities.	2007	January, 2008	2010	The study was completed, and findings have been initiated through other INLIVIAN programs.
2007-2008 Section 8 Property Rating System	A quantitative evaluation rating system for the exterior appearance of a Section 8 property was developed to improve the housing quality standards of participating property owners to encourage an increase in the percentage of high-quality HCV rental units.	2008	January, 2009	2011	The activity was discontinued due to costs versus the overall impact upon housing choice families.



# V. PLANNED APPLICATION OF MTW FUNDS

## A. Planned Application of MTW Funds

### Estimated Sources and Uses of MTW Funding for the Fiscal Year

FDS LINE-ITEM NUMBER	FDS LINE-ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$0
70600	HUD PHA Operating Grants	\$126,018,338
70610	Capital Grants	\$2,648,824
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	\$0
71100+72000	Interest Income	\$50,000
71600	Gain or Loss on Sale of Capital Assets	\$0
71200+71300+71310+71400+71500	Other Income	\$13,868,281
70000	Total Revenue	\$142,585,443

### Estimated Application of MTW Funds

FDS LINE-ITEM NUMBER	FDS LINE-ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$8,754,679
91300+91310+92000	Management Fee Expense	\$2,555,791
91810	Allocated Overhead	\$0
92500 (92100+92200+92300+92400)	Total Tenant Services	\$5,271,894
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$0
93500+93700	Labor	\$0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$103,247
95000 (95100+95200+95300+95500)	Total Protective Services	\$0
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$29,000
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$0
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$0
97100+97200	Total Extraordinary Maintenance	\$0
97300+97350	HAP + HAP Portability-In	\$82,811,431
97400	Depreciation Expense	\$0
97500+97600+97700+97800	All Other Expense	\$43,059,401
90000	Total Expenses	\$142,585,443

## **Description of Planned Application of MTW Funding Flexibility**

INLIVIAN continues to use MTW Single Fund Flexibility to support various housing programs and services as well as invest in development projects to further the agency’s mission and strategic goals. The flexibility allows INLIVIAN to balance the funding needs among various programs to achieve higher outcomes that would otherwise be constrained by inadequate resources. Planned uses of MTW Single Fund Flexibility includes supporting the following programs:

### **Housing Choice Voucher (HCV) Program**

The HCV Program enables low-income families, the elderly and the disabled to afford decent and safe housing in the private market. The HCV Program is a major use of MTW Single Fund Flexibility, which allows the agency to direct funding towards addressing specific local needs, such as increasing greater access to opportunity zones and increasing housing supply via landlord incentives and outreach initiatives.

### **CORE, Inc. (CORE)**

CORE consists of the Client Services Department, which delivers supportive services to residents in gaining the necessary skills for success intended to increase the resident’s quality of life. The program goal is to help families become financially stable and decrease their dependence on housing subsidy. Case managers work with families to identify barriers and coordinate resources to address these barriers. MTW Single Fund Flexibility provides for CORE operating activities and special resources such as the following:

### **The Center for Employment Services (CES)**

The CES is a Moving Forward Initiative to promote employment and self-reliance in West Charlotte. One of the barriers to employment that residents face is the lack of job skills or training. The CES focuses on addressing this issue by providing the necessary services, training and support to Public Housing Residents and Housing Choice Voucher participants. Through partnerships with various organizations, such as Grace-Mar Services, the CES provides basic literacy classes, computer training, pre-employment workshops, completion of GED, and onsite employment assessments.

### **With Every Heartbeat is Life (WEHL) Program**

The WEHL Program educates our residents on the importance of cardiovascular disease awareness, making healthy food selections, and the importance of physical activity. The WEHL Program strongly believes in the “each one, teach one” method. This means sharing what you learn with others. This method is used to extend awareness as much as possible to Public Housing Communities to promote better health choices in hopes of developing healthy communities.

### **MAXimize Your Potential Academic Enhancement Program (MAX)**

The MAX Program is a youth development program that aims to provide the skills needed to prepare high school students for academic success in high school, college and beyond. Over the course of a school year, students participated in stimulating college and career readiness workshops





and activities designed to develop intrinsic motivation and the confidence students need to be successful in their post-secondary future. To help improve their academic performance, students received tutoring via one-on-one and group sessions. Though the program is focused on improving academic success, it also provides inspiration for students to do their very best. The MAX Program empowers students by drawing on their unique talents, strengths, and capabilities. By holding to these standards, the Program strives to reinforce self-motivation and personal responsibility and propel students toward academic excellence.

**Development Projects**

MTW Single Fund Flexibility is used for development and revitalization projects to increase the supply of diverse price point housing. INLIVIAN maintains its mission to expand quality affordable housing opportunities through these real estate development initiatives, which may include predevelopment, redevelopment, administrative costs related to the capital project and other investments involving public-private partnerships.

**Planned Application of Unspent Operating Fund and HCV Funding**

Original Funding Source	Beginning of FY - Unspent Balances	Planned Application of PHA Unspent Funds during FY
HCV HAP*	\$ 44,144,198	\$ 26,093,310
HCV Admin Fee	\$	\$
PH Operating Subsidy	\$ 26,354,220	\$
<b>TOTAL:</b>	<b>\$ 70,498,418</b>	<b>\$ 26,093,310</b>

**Discription or Planned Expenditures of Unspent Operating Fund and HCV Funding**

Uses of unspent funds include the funding for the development efforts of Trella Uptown, Centre South, and land acquisition and redevelopment at Dillehay and Moorehead Street. Capital and renovation projects will be funded at Fairmarket Place, McAlpine Terrace, Meadow Oaks, the Oaks at Cherry Parktowne Terrace, Savanna Woods, Sunridge, Wallace Woods, the Vistas at 707, and other properties, as well as an updated Physical Needs Assessment. Additionally, funding will be used for the redevelopment of Montgomery Gardens, Nia Point, Seneca Woods, Dillehay Courts, Grove Place, Little Rock, McAden Park, Oak Valley and Valley View.

**Local Asset Management Plan**

**Is INLIVIAN MTW Allocating Costs Within Statute?**

Yes.

**Is INLIVIAN Implementing a Local Asset Management Plan (LAMP)?**

No, therefore No LAMP documentation provided in Appendix. INLIVIAN does not plan or intend to make any associated changes during the plan year.

**Has the MTW PHA provide a LAMP in the appendix?**



N/A

**If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.**

N/A

## **Rental Assistance Demonstration (RAD) Participation**

### **Description of RAD Participation**

INLIVIAN is close to completing a RAD portfolio conversion with one community remaining in Public Housing: Dillehay Courts. INLIVIAN anticipates converting the operating subsidies of the 136 Dillehay units in 2021/2022. INLIVIAN is converting all of the Public Housing subsidies in Phase I (36 units) to the RAD PBV program and will use the RAD Transfer of Assistance to preserve the 100 remaining affordable units at Dillehay, and at other HDP owned communities.

### **Has INLIVIAN submitted a RAD Significant Amendment in the Appendix?**

Yes.

### **Is INLIVIAN Implementing the RAD Significant Amendment Submitted in the Appendix the First?**

The original RAD Significant Amendment was introduced in the FY 2016 MTW Plan. The most recently submitted amendments were included as part of INLIVIAN's FY 2021 MTW Plan.



## **VI. ADMINISTRATIVE**

### **A. Board Resolution and Certifications of Compliance**

Certification of Compliance is included as Appendix A of the Plan. The signed Board Resolution is included in Appendix B of the Plan.

### **B. Documentation of Public Process**

Documentation of Public Process is listed in Appendix C of the Plan.

### **C. Planned and Ongoing Evaluations**

INLIVIAN has transferred the evaluation contract from UNC-Chapel Hill to Community Science. Utilizing Community Science, INLIVIAN aims to regularly examine MTW and related policy outcomes to determine if policies: meet the statutory requirements outlined by HUD and/or can be improved or streamlined. Community Science will produce a year end evaluation report for FY2022 MTW which will be included as part of INLIVIAN's 2022 MTW Report.

### **D. Lobbying Disclosures**

Appendix G of the Plan.

## VII. Appendices

- Appendix A: Certification of Compliance
- Appendix B: Board Resolution
- Appendix C: Documentation of Public Process
- Appendix D: Community Based Rental Assistance (CBRA) Policy
- Appendix E: Planned Additional Agency Activities for FY 2023
- Appendix F: RAD Significant Amendment
- Appendix G: Lobbying Disclosures

September 15, 2023

To Whom It May Concern:

The Lived Experience Committee (LEC) and Youth Action Board (YAB) of the Charlotte-Mecklenburg Continuum of Care (CoC) is pleased to support the CoC in its vision that homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg community and that everyone has housing choices and prompt access to a variety of housing resources and supports that meet their needs.

We, members of the LEC and YAB, attend full membership, governing board, committee and workgroup meetings of the CoC, including the Unsheltered Homelessness Workgroup and Property Provider Engagement Workgroup. One of our LEC members holds an elected seat on the Coordinated Entry Oversight Committee. It was because of our advocacy, that we pushed for the need to have more street outreach workers and make Coordinated Entry more accessible to those who are living unsheltered. We also served as volunteers for the 2023 Point in Time Count and plan to do so again in 2024.

One member of the LEC holds a seat on the CoC Governing Board where they were directly involved in approving the recommended FY23 CoC NOFO project rankings as presented by the Ranking Committee. One of our YAB members also serves on the Ranking Committee and scored and ranked projects that were recommended for funding.

We look forward to continuing the work of our important committees with the Charlotte-Mecklenburg Continuum of Care through this funding opportunity and beyond.

Sincerely,

*Daniel Simmons*

Daniel Simmons

*James B Lee*

James Lee

*Janie Cuthbertson*

Janie Cuthbertson



Latonya Simmons

*Seth Peters*

Seth Peters

*Shara Clark*

Shara Clark

*Steven McCain*

Steven McCain

*Valerie Townsend*

Valerie Townsend

Q1. Agency Name

Roof Above

Q2. Project Name & HMIS Project ID

State ESG RRH 7331

Q3. Is this project CoC- or NCDHHS ESG-funded?

CoC

NCDHHS ESG

Q4. Data Quality: Personally Identifiable Information Overall Score

Source: CoC APR: Q6a Overall Score (%)

Reporting period: 2/1/2022-1/31/2023

Benchmark: <5% overall score

0%

Q5. Performance Measure: Number of Households Served

Source: CoC APR: 8a

Reporting period:2/1/2022-1/31/2023

47

Q6. New or Increased Income: Percentage of participants who gained or increased **earned** income from entry to exit.

Source: CoC APR: Q19A2, Row 1

Reporting period:2/1/2022-1/31/2023

Benchmark: 20%

15%

Q7. New or Increased Income: Percentage of participants who gained or increased **other** income from entry to exit.

Source: APR: Q19A2, Row 3

Reporting period: 2/1/2022-1/31/2023  
Benchmark: 5%

7%

Q8. Data Quality: Number of Adults without required annual assessment  
Source: APR: Q18, Row 8  
Reporting period: 2/1/2022-1/31/2023  
Benchmark: 0

0

Q9. Length of Time Homeless: Length of Time between project start date & Housing Move-in Date  
Source: APR: Q22c  
Reporting period: 2/1/2022-1/31/2023  
Benchmark: 75 days

28

Q10. Exits to Permanent Housing: Percentage of persons participating with a Permanent Exit Destination  
Source: APR: Q23c  
Reporting period: 2/1/2022-1/31/2023  
Benchmark: 85%

52%

Q11. Coordinated Entry: 50% of project enrollments are from Coordinated Entry match  
**Source:** Referrals in Period Report  
Reporting period: 2/1/2022-1/31/2023  
Benchmark: 50%

0%

Q12. Equity: How does your agency involve individuals & families with lived experience in homelessness in shaping the delivery of services?

Roof Above employs persons with lived experience of homelessness who serve in a variety of roles including shelter specialist, shelter supervisor, peer support specialist, neighbor support specialist, and facilities technician, to name several examples. Roof Above reserves at least one seat on its Board of Directors for persons with lived experience of homelessness. Roof Above also actively solicits feedback from those we serve, all of which have lived experience of homelessness, through surveys, town hall meetings at our shelters, focus groups, and during one-on-one meetings with case managers. Feedback is reviewed by program leadership and used to inform modifications to program design and service delivery.

Q13. CoC Participation: Describe how your agency is involved in the activities of the CoC.

Our organization has a representative attend all local Continuum of Care (CoC) meetings and related workgroups. Our Chief Program Officer serves on the CoC as the permanent supportive housing chair and participates in the DEI workgroup. Our Director of Housing Navigation and Director of Shelter Services attend Coordinated Entry Oversight Committee meetings, our Vice President of Scattered-Site Housing sits on a Data Advisory Committee (DAC) and participates in the HMIS workgroup, and our Director of Shared Housing also participates in DAC and HMIS workgroup meetings. Various staff are involved in other workgroups, including Housing our Heroes and the effort to end chronic homelessness. In addition, Our N. Tryon St. Men's Shelter and Day Services Center serve as two of three coordinated entry assessment sites for Mecklenburg County.

Q14. How many staff from your agency participated in the unsheltered Point in Time count in January 2023?

At least 11 Roof Above staff participated in the 2023 PIT count. Roof Above's Day Services Center participated in the 2023 PIT count by speaking with each person served lunch at our soup kitchen and determining which individuals should complete a PIT survey. In addition, the shelter system's data was pulled for that night, including data from Roof Above's 3 emergency shelters for men and community-based winter shelter for men, women, and families.

Q15. CoC-funded projects: Please upload most recent grant financial reports showing the total amount of the grant and the amount that this project has spent to date.

ESG-funded projects: Please upload documentation from NCDHHS-ESG Office showing the remaining balance (if any) in your 2022 grant.

[NCDHHS Letter ESG Financial Verification.msg](#)

177.5KB  
application/x-cfb

Q16. If project is NOT on track to spend 90% of total grant by end of grant period, please explain why and what is the plan to reach that target?

Our project IS ON TRACK to spend the full grant award. The December amount was submitted but not yet processed so is not reflected in the financial verification document.

Q17. If project has had APR or CAPER due since last CoC monitoring (November 2022), was report submitted on time?

- Yes
- No
- N/A-No report due

Q18. Has project been monitored by HUD or NCDHHS ESG Office in the past 12 months?

- Yes
- No



Q18. If so, please upload summary reports received.

[558652 Desk Monitoring Client File Review Letter - Roof Above 2022.pdf](#)

265.2KB  
application/pdf

Q19. OPTIONAL: Provide any context that may impact your project's outcomes (i.e. reasons why the project is not meeting performance benchmarks)

Q6: We have not reached our benchmark. The majority of our referrals have come from the shelter and there is a staff on site there who works with individuals regarding employment needs. Therefore, many of our referrals come into the program with income. In other words, work regarding employment gains are not reflected in this measure due to the timing of their referral. Q10: Almost all of the negative exits were individuals who did not move into housing for a variety of reasons. One individual chose to seek substance use disorder treatment and one went to live with family or friends. Some participants decided after entering the program to leave and reenter the shelter while working on their housing goals. Some wanted to try another program that they felt better suited their needs such as shared housing. Roof Above staff continues to engage those who reentered the shelter with identifying housing options that meet their needs. It is of note that of those with successful exits, none went to live with family or friends. Q11: We learned in the process of engagement with coordinated entry staff that those referrals we thought were official CE referrals had not been input in the system as CE referrals. We communicated with CE staff to ensure that future referrals are correctly input so that we are showing that we are meeting the guidelines. We learned that the referrals must be requested by grant rather than RRH in general.

Q20. What are the greatest challenges your agency is working through right now? (staff retention, barriers related to client services, etc.)

Identifying affordable housing that will be sustainable for the participant when they exit the program so that they can sustain their housing. We have worked with shelter housing navigation staff to ensure that potential participants are educated regarding housing and financial expectations. In addition, RRH staff engage with potential participants to answer any additional questions. We are about to reinitiate "ready to rent" sessions at the shelter to help educate potential participants. Lastly, we have a housing specialist on staff who engages with landlords in the community to identify affordable housing options.

Q21. OPTIONAL: What topics would you like covered at upcoming CoC All Recipients Meetings?

Identifying housing that will remain affordable for those on limited incomes to sustain housing.

Q22. Please upload this project's CoC APR report with dates 02/01/2022-01/31/2023

[State ESG APR 2.1.22 1.31.23.pdf](#)

4.5MB  
application/pdf

Q23. Please upload the "Referrals in Report Period" report with dates 02/01/2022-01/31/2023

**Location Data**

**Location:** [\(35.2522, -80.8263\)](#)

**Source:** GeolIP Estimation



# COC NOTICE OF FUNDING OPPORTUNITY (NOFO)





# FY2023 COC NOTICE OF FUNDING OPPORTUNITY (NOFO)

The Department of Housing and Urban Development's (HUD) Notice of Funding Opportunity (NOFO) for the Fiscal Year 2023 Continuum of Care (CoC) program competition was released July 5, 2023.

Each of the 400+ Continuums of Care across the nation will submit one application for funding to meet community need. Consolidated applications are due to HUD September 28, 2023. Click [here](#) to read the Notice of Funding Opportunity (NOFO) and for more information from the HUD website.

FY 2023 CoC NOFO Local Timeline		
Item	Due Date	Responsible Party
NOFO Released	7/5/2023	HUD
LOI Period Open	7/7/2023-8/9/2023	CA Staff
CoC NOFO Info Session #1	7/10/2023	CA Staff & Agencies
CoC NOFO Info Session #2	7/17/2023	CA Staff & Agencies



New Project Presentations (subject to change)	8/1/2023 (subject to change)	Agencies
Ranking Committee meets to discuss LOIs received	8/8/2023	Ranking Committee
Application Period Open	8/10/2023-8/23/2023	Agencies
Project Applications due to CoC	8/23/2023	Agencies
RC meets to review applications & rank projects	9/8/2023 or 9/11/2023	RC
CoC Board votes to approve Ranking Committee recommendations	9/12/2023	CoC Board
Agencies notified of Board decision	9/13/2023	CA Staff
Appeals open	9/14/2023	Agencies
Appeals due to CoC	9/18/2023	CA Staff
RC meets to review appeals received	9/19/2023	RC

RC meets to review appeals received	9/19/2023	RC
Board approves Ranking Committee changes, if any & new priority list posted to the CoC website; Board approves application submission	9/21/2023	Board
Collaborative Application & Priority Ranking posted to CoC website	9/26/2023	CA Staff
Project applications and Collaborative application submitted to HUD	9/28/2023	Agencies & CA Staff
Deadline for submitting applications to HUD	9/28/2023	HUD

## HUD COC NOFO DOCUMENTS

Links to all NOFO related documents are included below:

2023:

- [FY23 HUD CoC Approved Priority List](#)



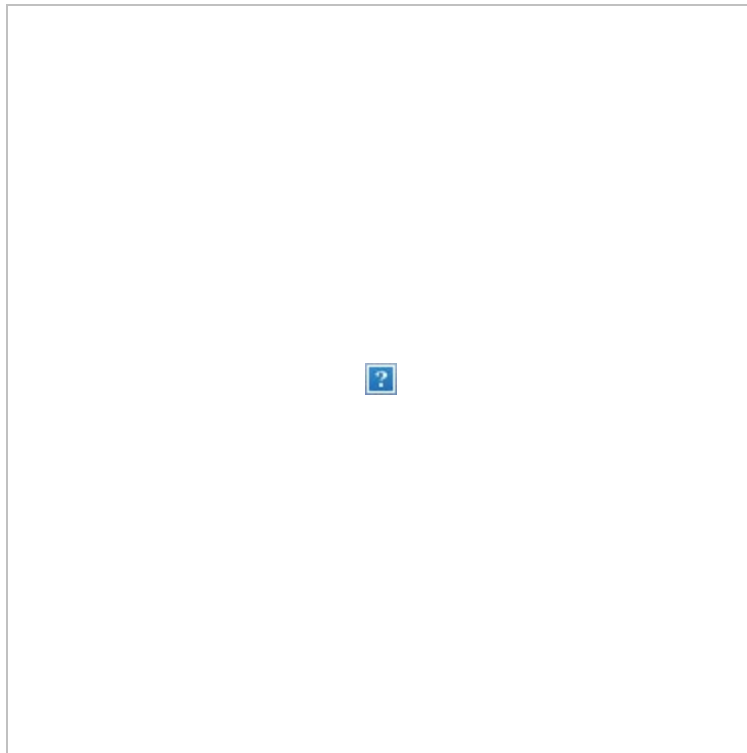
**From:** [Mecklenburg County](#)  
**To:** [Nixon, Erin](#)  
**Subject:** [External]Request for Letters of Interest: FY23 HUD CoC NOFO  
**Date:** Friday, July 7, 2023 4:40:26 PM

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**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

## Charlotte-Mecklenburg CoC

July 7, 2023



### Charlotte-Mecklenburg CoC News, Updates & Information

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**FY23 HUD Continuum of Care  
Notice of Funding Opportunity  
Request for Letters of Interest  
Due: 5:00pm, Friday, July 21, 2023**

The Department of Housing and Urban Development's (HUD) Notice of Funding Opportunity (NOFO) for the Fiscal Year 2023 Continuum of Care (CoC) Program Competition was released July 5, 2023. The entire grant

application is due on September 28, 2023, giving the community approximately 12 weeks to complete the full application process.

The NOFO, and additional information regarding the competition, is available on the HUD website [here](#).

This announcement serves as the opportunity for agencies to submit a Letter of Interest (LOI) form to express their interest in submitting renewal, new or expansion projects as part of the HUD Continuum of Care (CoC) Homeless Assistance Grants competition.

Agencies considering submitting a Letter of Interest form must be able to clearly demonstrate their ability to successfully meet CoC program outcomes in one or more of the activity areas as outlined in the Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program; Interim Final Rule (24 CFR Part 578; Docket No. FR-5476-I-01).

**The CoC anticipates that HUD will allow Charlotte-Mecklenburg to apply for (at minimum) \$6,046,319 in this competition. Please click [here](#) for the CoC Board's priorities for this funding.**

**CoC staff will hold two information sessions for those interested in submitting a LOI:**

**Monday, July 10th at 4:00pm. Join [here](#).**  
**Monday, July 17th at 11:00am. Join [here](#).**

[Review LOI Information Document here!](#)

[Submit Letter of Interest here!](#)

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### Interested in joining the CoC?

The Charlotte-Mecklenburg Continuum of Care fosters collaboration by having an open and inclusive process for inviting new members to participate in the CoC. Organizations and individuals are welcome to join the CoC at any time. If you are interested in becoming a member click below.

[Become a member of the CoC!](#)

[Sign up to receive the Building Bridges Blog](#)

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*Email [charmeckcoc@mecknc.gov](mailto:charmeckcoc@mecknc.gov) to request information/updates/resources be added to the CoC Weekly Digest. The CoC Weekly Digest is emailed weekly on Fridays. Requests must be received by Thursday at 12 p.m. each week. Any requests received after this time will be included in the following week's digest.*

Charlotte-Mecklenburg Continuum of Care · 3205 Freedom Dr., Suite 2000 ·  
Charlotte, NC 28208-2866 · USA  
980-314-8979 · [www.charmeckcoc.org](http://www.charmeckcoc.org)



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# 2023 HDX Competition Report

## PIT Count Data for NC-505 - Charlotte/Mecklenberg CoC

### Total Population PIT Count Data

	2020 PIT	2021 PIT *	2022 PIT	2023 PIT
Total Sheltered and Unsheltered Count	1604	1947	1761	1916
Emergency Shelter Total	1,108	1,432	1,297	1277
Safe Haven Total	0	6	5	9
Transitional Housing Total	282	240	307	342
Total Sheltered Count	1390	1678	1609	1628
Total Unsheltered Count	214	269	152	288

### Chronically Homeless PIT Counts

	2020 PIT	2021 PIT *	2022 PIT	2023 PIT
Total Sheltered and Unsheltered Count of Chronically Homeless Persons	286	426	341	403
Sheltered Count of Chronically Homeless Persons	203	330	301	283
Unsheltered Count of Chronically Homeless Persons	83	96	40	120

# 2023 HDX Competition Report

## PIT Count Data for NC-505 - Charlotte/Mecklenberg CoC

### Homeless Households with Children PIT Counts

	2020 PIT	2021 PIT *	2022 PIT	2023 PIT
Total Sheltered and Unsheltered Count of the Number of Homeless Households with Children	141	189	155	171
Sheltered Count of Homeless Households with Children	140	189	155	170
Unsheltered Count of Homeless Households with Children	1	0	0	1

### Homeless Veteran PIT Counts

	2011 PIT	2020 PIT	2021 PIT *	2022 PIT	2023 PIT
Total Sheltered and Unsheltered Count of the Number of Homeless Veterans	248	123	171	126	143
Sheltered Count of Homeless Veterans	242	112	155	118	126
Unsheltered Count of Homeless Veterans	6	11	16	8	17

\*For CoCs that did not conduct an unsheltered count in 2021, 2020 data were used.

# 2023 HDX Competition Report

## HIC Data for NC-505 - Charlotte/Mecklenberg CoC

### HMIS Bed Coverage Rates

Project Type	Total Year-Round, Current Beds	Total Current, Year-Round, HMIS Beds	Total Year-Round, Current, Non-VSP Beds*	HMIS Bed Coverage Rate for Year-Round Beds	Total Year-Round, Current VSP Beds in an HMIS Comparable Database	Total Year-Round, Current, VSP Beds**	HMIS Comparable Bed Coverage Rate for VSP Beds	Total Current, Year-Round, HMIS Beds and VSP Beds in an HMIS Comparable Database	HMIS and Comparable Database Coverage Rate
ES Beds	1,354	1,224	1,242	98.55%	112	112	100.00%	1,336	98.67%
SH Beds	10	10	10	100.00%	0	0	NA	10	100.00%
TH Beds	447	351	435	80.69%	12	12	100.00%	363	81.21%
RRH Beds	968	926	968	95.66%	0	0	NA	926	95.66%
PSH Beds	1,455	1,081	1,455	74.30%	0	0	NA	1,081	74.30%
OPH Beds	744	699	744	93.95%	0	0	NA	699	93.95%
Total Beds	4,978	4,291	4,854	88.40%	124	124	100.00%	4,415	88.69%

2023 HDX Competition Report  
HIC Data for NC-505 - Charlotte/Mecklenberg CoC

# 2023 HDX Competition Report

## HIC Data for NC-505 - Charlotte/Mecklenberg CoC

**Notes**

\*For OPH Beds, this does NOT include any beds that are Current, Non-VSP, Non-HMIS, and EHV-funded.

\*\*For OPH Beds, this does NOT include any beds that are Current, VSP, Non-HMIS, and EHV-funded.

In the HIC, "Year-Round Beds" is the sum of "Beds HH w/o Children", "Beds HH w/ Children", and "Beds HH w/ only Children". This does not include Overflow ("O/V Beds") or Seasonal Beds ("Total Seasonal Beds").

In the HIC, Current beds are beds with an "Inventory Type" of "C" and not beds that are Under Development ("Inventory Type" of "U").

### PSH Beds Dedicated to Persons Experiencing Chronic Homelessness

Chronically Homeless Bed Counts	2020 HIC	2021 HIC	2022 HIC	2023 HIC
Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC	733	785	828	893

### Rapid Rehousing (RRH) Units Dedicated to Persons in Household with Children

Households with Children	2020 HIC	2021 HIC	2022 HIC	2023 HIC
RRH units available to serve families on the HIC	157	211	274	224

### Rapid Rehousing Beds Dedicated to All Persons

All Household Types	2020 HIC	2021 HIC	2022 HIC	2023 HIC
RRH beds available to serve all populations on the HIC	560	857	1105	968

2023 HDX Competition Report  
HIC Data for NC-505 - Charlotte/Mecklenberg CoC

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

### Summary Report for NC-505 - Charlotte/Mecklenberg CoC

#### Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

**Metric 1.1:** Change in the average and median length of time persons are homeless in ES and SH projects.  
**Metric 1.2:** Change in the average and median length of time persons are homeless in ES, SH, and TH projects.

a. This measure is of the client's entry, exit, and bed night dates strictly as entered in the HMIS system.

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2021	FY 2022	Submitted FY 2021	FY 2022	Difference	Submitted FY 2021	FY 2022	Difference
1.1 Persons in ES and SH	3957	4802	126	135	9	90	55	-35
1.2 Persons in ES, SH, and TH	4376	5217	174	150	-24	101	63	-38

b. Due to changes in DS Element 3.17, metrics for measure (b) will not be reported in 2016.

This measure includes data from each client's "Length of Time on Street, in an Emergency Shelter, or Safe Haven" (Data Standards element 3.17) response and prepends this answer to the client's entry date effectively extending the client's entry date backward in time. This "adjusted entry date" is then used in the calculations just as if it were the client's actual entry date.

NOTE: Due to the data collection period for this year's submission, the calculations for this metric are based on the data element 3.17 that was active in HMIS from 10/1/2015 to 9/30/2016. This measure and the calculation in the SPM specifications will be updated to reflect data element 3.917 in time for next year's submission.



2023 HDX Competition Report  
**FY2022 - Performance Measurement Module (Sys PM)**

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2021	FY 2022	Submitted FY 2021	FY 2022	Difference	Submitted FY 2021	FY 2022	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	4342	5328	482	465	-17	241	161	-80
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	4816	5711	486	468	-18	233	168	-65

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

### Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)	Returns to Homelessness in Less than 6 Months		Returns to Homelessness from 6 to 12 Months		Returns to Homelessness from 13 to 24 Months		Number of Returns in 2 Years	
		FY 2022	% of Returns	FY 2022	% of Returns	FY 2022	% of Returns	FY 2022	% of Returns
Exit was from SO	83	6	7%	7	8%	6	7%	19	23%
Exit was from ES	1126	163	14%	48	4%	86	8%	297	26%
Exit was from TH	234	2	1%	0	0%	7	3%	9	4%
Exit was from SH	0	0		0		0		0	
Exit was from PH	513	14	3%	15	3%	22	4%	51	10%
TOTAL Returns to Homelessness	1956	185	9%	70	4%	121	6%	376	19%

### Measure 3: Number of Homeless Persons

#### Metric 3.1 – Change in PIT Counts

## 2023 HDX Competition Report

### FY2022 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

	January 2021 PIT Count	January 2022 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	1947	1761	-186
Emergency Shelter Total	1432	1297	-135
Safe Haven Total	6	5	-1
Transitional Housing Total	240	307	67
Total Sheltered Count	1678	1609	-69
Unsheltered Count	269	152	-117

### Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2021	FY 2022	Difference
Universe: Unduplicated Total sheltered homeless persons	4827	5339	512
Emergency Shelter Total	4405	4916	511
Safe Haven Total	28	22	-6
Transitional Housing Total	483	480	-3

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

### Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults (system stayers)	294	299	5
Number of adults with increased earned income	17	15	-2
Percentage of adults who increased earned income	6%	5%	-1%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults (system stayers)	294	299	5
Number of adults with increased non-employment cash income	128	141	13
Percentage of adults who increased non-employment cash income	44%	47%	3%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults (system stayers)	294	299	5
Number of adults with increased total income	134	150	16
Percentage of adults who increased total income	46%	50%	4%

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults who exited (system leavers)	75	115	40
Number of adults who exited with increased earned income	5	13	8
Percentage of adults who increased earned income	7%	11%	4%

Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults who exited (system leavers)	75	115	40
Number of adults who exited with increased non-employment cash income	20	21	1
Percentage of adults who increased non-employment cash income	27%	18%	-9%

Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2021	FY 2022	Difference
Universe: Number of adults who exited (system leavers)	75	115	40
Number of adults who exited with increased total income	24	34	10
Percentage of adults who increased total income	32%	30%	-2%

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

### Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2021	FY 2022	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	4347	4440	93
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	1334	1156	-178
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	3013	3284	271

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2021	FY 2022	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	5090	5369	279
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	1674	1611	-63
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	3416	3758	342

## 2023 HDX Competition Report

### FY2022 - Performance Measurement Module (Sys PM)

#### Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2022 (Oct 1, 2021 - Sept 30, 2022) reporting period.

#### Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2021	FY 2022	Difference
Universe: Persons who exit Street Outreach	388	335	-53
Of persons above, those who exited to temporary & some institutional destinations	140	39	-101
Of the persons above, those who exited to permanent housing destinations	99	81	-18
% Successful exits	62%	36%	-26%

Metric 7b.1 – Change in exits to permanent housing destinations

# 2023 HDX Competition Report

## FY2022 - Performance Measurement Module (Sys PM)

	Submitted FY 2021	FY 2022	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	3421	4049	628
Of the persons above, those who exited to permanent housing destinations	1270	1355	85
% Successful exits	37%	33%	-4%

### Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2021	FY 2022	Difference
Universe: Persons in all PH projects except PH-RRH	1036	1517	481
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	1003	1452	449
% Successful exits/retention	97%	96%	-1%



2023 HDX Competition Report  
**FY2022 - SysPM Data Quality**  
**NC-505 - Charlotte/Mecklenberg CoC**

	All ES, SH			All TH			All PSH, OPH			All RRH			All Street Outreach		
	Submitted FY2020	Submitted FY2021	FY2022	Submitted FY2020	Submitted FY2021	FY2022	Submitted FY2020	Submitted FY2021	FY2022	Submitted FY2020	Submitted FY2021	FY2022	Submitted FY2020	Submitted FY2021	FY2022
1. Number of non-DV Beds on HIC	851	1163	1175	312	310	401	1569	1434	1614	560	857	1075			
2. Number of HMIS Beds	839	1151	1163	256	246	319	1060	1188	1212	560	857	1075			
3. HMIS Participation Rate from HIC ( % )	98.59	98.97	98.98	82.05	79.35	79.55	67.56	82.85	75.09	100.00	100.00	100.00			
4. Unduplicated Persons Served (HMIS)	4053	4419	4908	486	484	479	1441	1569	2093	1458	2116	2070	596	611	260
5. Total Leavers (HMIS)	3111	3625	3822	336	283	313	198	246	297	543	751	1077	433	429	168
6. Destination of Don't Know, Refused, or Missing (HMIS)	1737	1664	2167	18	17	10	4	9	19	19	13	15	5	11	23
7. Destination Error Rate (%)	55.83	45.90	56.70	5.36	6.01	3.19	2.02	3.66	6.40	3.50	1.73	1.39	1.15	2.56	13.69

2023 HDX Competition Report  
**FY2022 - SysPM Data Quality**

# 2023 HDX Competition Report

## Submission and Count Dates for NC-505 - Charlotte/Mecklenberg CoC

### Date of PIT Count

	Date	Received HUD Waiver
Date CoC Conducted 2023 PIT Count	1/25/2023	

### Report Submission Date in HDX

	Submitted On	Met Deadline
2023 PIT Count Submittal Date	4/28/2023	Yes
2023 HIC Count Submittal Date	4/28/2023	Yes
2022 System PM Submittal Date	2/27/2023	Yes

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
***Charlotte Transgender Healthcare***  
***Group***  
**and**  
***Carolinas CARE Partnership***

This is an agreement between *Charlotte Transgender Healthcare Group* hereinafter called “CTH” and *Carolinas Care Partnership* hereinafter called “CCP.”

WHEREAS, CCP will provide rental assistance and housing-related supportive services to clients identified by CTH that meet the eligibility requirements of the project;

WHEREAS, CTH will provide mental healthcare and gender affirming health care services to transgender clients housed through the project;

NOW, THEREFORE, CTH and CCP, in consideration of the mutual promises and undertakings herein contained, agree as follows:

**I. PROJECT NAME**

PSH for Marginalized Chronically Homeless Communities, hereinafter called “PSH Program.”

**II. SCOPE**

CCP will apply for funds through the Housing & Urban Development’s (HUD) Continuum of Care (CoC) Program Competition under the Healthcare & Housing Bonus funds and request funding for housing subsidies and housing-related supportive services. The funding request will include Permanent Supportive Housing (PSH) rental subsidies to serve up to 16 households to include 11 households without children and five households with dependent children. The funding will also help CCP secure one (1) housing case managers, one (1) therapist and funds needed to administer the project.

Proposed project dates (subject to change based upon when funding becomes available from HUD): July 1, 2024 to June 30, 2025.

The CCP PSH Program will serve all individuals or households who meet the eligibility criteria of chronic homelessness. As leaders in LGBTQ+ social services, CCP recognizes that queer communities in general, and transgender people especially, are more likely than the general population to experience homelessness and face challenges in accessing housing support services. In an effort to ensure that transgender communities are not lost to support through the PSH program, CCP will partner with CTH for the duration of the program period of performance, to provide additional mental health and gender affirming services to transgender clients who participate in the PSH Program. This partnership will also create an additional referral pathway for transgender clients experiencing chronic homelessness to participate in the PSH Program.

**Housing Eligibility criteria for the project are as follows:**

- Chronic homelessness must be documented by a 3<sup>rd</sup> party and is defined as at least 12 consecutive months of literal homelessness (unsheltered or in an emergency shelter) OR 4 episodes of literal homelessness in 3 years that total 12 months AND a documented disability.

**Housing Referral process:**

- CTH identifies eligible clients, completes referral form & emails to CCP contact (Case Manager and/or Director, LGBTQ+ Programs)
- CCP verifies client's chronic homeless status via Homeless Management Information System (HMIS), street outreach or other verified third party
- If client is not in HMIS, CCP refers client to complete a Coordinated Entry (CE) assessment to determine chronicity and prioritization score.

**Outcomes of the project are that clients will:**

- Increased mental health outcomes
- Increased access to, and engagement with, mental health providers
- Increased access to, and engagement with, gender affirming healthcare providers
- Maintained housing, which should cause reduction in interactions with other systems to include the criminal justice system

**III. CTH RESPONSIBILITIES**

Subject to CTH policies and all applicable laws and regulations, CTH shall undertake the following activities:

- Refer all eligible clients to CCP
- Provide all transgender clients engaged in PSH Program with free mental health services and/or free gender affirming healthcare services
- Report to CCP agreed upon outputs and outcomes of client engagement in mental health and/or gender affirming healthcare services
- The value of the in-kind contribution to the project is \$40,000

**IV. CCP RESPONSIBILITIES**

CCP shall undertake the following activities:

- Ensure clients meet project eligibility for the PSH Program
- Complete housing needs assessment at intake
- Locate housing & negotiate lease terms with landlord or property manager
- Provide housing case management:
  - Connect to mental health, substance use services, and other identified entitlements.
- Provide connection to employment opportunities and job skills training
- Administer rental subsidy & utility payments
- Adhere to Housing First model
- Complete all required data entry into HMIS
- Provide housing outcome data to CTH

## V. IT IS MUTUALLY UNDERSTOOD AND AGREED BY AND BETWEEN THE PARTIES

### THAT:

- A. Terms of Agreement.** The Term of Agreement shall be one (1) year beginning 60 days after CCP receives the grant agreement from HUD. Notwithstanding the foregoing, both parties may mutually agree to terminate this Agreement at any time; and either party may terminate this Agreement by giving written notice of termination to the other party at least ninety (90) days prior to the date of termination specified in such notice. In the event of termination, CTH shall not be responsible for any costs or expenses incurred by CCP in connection with this Agreement or the services provided hereunder, including without limitation, CCP staff-related costs or expenses.
- B. No Discrimination.** When carrying out this Agreement, each party agrees not to discriminate on the basis of religion, race, creed, and national or ethnic origin, gender identity, gender expression, natural hairstyles, pregnancy, age, disability, political affiliation, sexual identity, disability, status as a veteran, Title IX of the Education Amendments of 1972, and other applicable laws.
- C. Applicable Law.** The laws of North Carolina shall govern this Agreement. By entering into this Agreement, the parties specifically intend to comply with all applicable laws, rules, and regulations as they may be amended from time to time. In the event that any part of this Agreement is determined to violate federal, state, or local laws, rules, or regulations, the parties agree to negotiate in good faith revisions to the provision or terms as required to bring the entire Agreement into compliance.
- D. Indemnification.** Each party will be solely responsible for administration of those elements of the program for which it is responsible under this Agreement and as required by applicable laws and regulations including those promulgated by HUD. CCP will indemnify and defend CTH, and hold CTH harmless from, any claims, losses, liability, or damages, that CTH may incur, suffer or become subject to, that arise out of, result from, or relate to any services provided by CCP, any action or inaction of CCP in the administration of the program contemplated by this Agreement, or related to the administration of the program itself. CTH will indemnify and defend CCP, and hold CCP harmless from, any claims, losses, liability, or damages, CCP may incur, suffer or become subject to, that arise out of, result from, or relate to any services provided by CTH, any action or inaction of CTH in connection with the administration of its responsibilities under the program contemplated by this Agreement.
- E. Further Agreements.** By this MOU, the parties are agreeing to the basic principal terms of the program contemplated by this MOU. If successful securing the requested funding, it is anticipated that the parties will enter into one or more agreements addressing the implementation of the program contemplated by this MOU.

**VI. EFFECTIVE DATE AND SIGNATURE**

This MOU shall be effective upon the signature of authorized officials from Supportive Housing Communities and CTH Health. It shall be in force during the same project dates listed in the grant agreement between HUD & Supportive Housing Communities. Supportive Housing Communities & CTH Health indicate agreement with this MOU by their signatures below.

**Carolinas CARE Partnership**

**Charlotte Trans Health**

By: Bethany Corrigan

By: Holly Savoy

Title: Director, LGBTQ+ Programs, CCP

Title: Executive Director, CTH

Signed: 

Signed: Holly Savoy, PhD

Date: 9/24/2023

Date: 9/24/2023