

**Charlotte-Mecklenburg CoC
Governing Board Meeting**
July 25, 2024
Location: Ada Jenkins Center

Board Members			
Trish Hobson, Chair	Jessica Lefkowitz, Vice Chair	Adelaide Martin	Karen Pelletier
Rebecca Pfeiffer	Temeka Couch	Brittany Marshall	Sonia Jenkins
O'Shauna Hunter	Susan Crawford	Kaedon Grinnell	James Lee
Kenny Robinson	Andrew Yavorski	Shaq Clarke	Tchernavia Montgomery
Cherelle Rozie	Glennis Davis		

Agenda

Time	Item	Facilitator
11:00am-11:10am	Welcome, attendance, guest introductions Motion: Adopt meeting agenda & approve meeting minutes from May 23, 2024 Board meeting	Trish Hobson Branden Lewis (facilitate introductions)
11:10am-11:20am	National Alliance to End Homelessness Conference Report out	Jessica Lefkowitz, Karen Pelletier, O'Shauna Hunter, Andrew Yavorski, Rebecca Pfeiffer
11:20am-11:30am	A Home for All Framework Implementation Motion: Approve utilizing planning grant funds to contract with Impact Consulting for the A Home for All Property Provider Implementation Team	O'Shauna Hunter
11:30am-11:40am	One Number Update	Mary Ann Priester
11:40am-11:55am	Committee & Workgroup Report Out 1) Veteran Workgroup: Housing our Heroes 2) Ranking Committee: Motion: Approve reallocation of returned Street Outreach funding	Jessica Rice and Kecia Robinson, Co-Chairs Rebecca Pfeiffer and Andrew Yavorski
11:55am-12:00pm	Public Comment	Trish Hobson
12:00pm-12:20pm	Collaborative Applicant Staff Updates: 1. CoC Written Standards • Motion: Approve Written Standards 2. CEOC Charter Motion: Approve updates 3. Funding competition updates: NCDHHS ESG & CoC Funding • Motion: Approve CoC funding scorecard 4. 3 rd Quarter Monitoring Report Out	Branden Lewis Erin Nixon
12:20pm-12:50pm	Board Small Group Report Out	Trish Hobson
12:50pm-1:00pm	Agency Updates Request for September meeting agenda items	All

Our Vision: Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg Community. Everyone has housing choices and prompt access to a variety of housing resources and supports that meet their needs.

1:00pm	Adjourn	Trish Hobson
--------	---------	--------------

- **Next CoC Governing Board meeting:** Thursday, September, 26 2024 2:00pm-4:00pm; Location: TBD
- **Next CoC Full Membership meeting:** Wednesday, August 14, 2024, 2:00pm-3:30pm; Location: Hope Haven
 - Who should attend: All CoC member agencies/individuals, members of the public and CoC Board members

Our Vision: Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg Community. Everyone has housing choices and prompt access to a variety of housing resources and supports that meet their needs.

**CoC Governing Board
Meeting Minutes
May 23, 2024**

The meeting of the CoC Governing Board was held on May 23, 2024, as an in-person meeting at the Carole Hoefener Center, 615 E. 6th St., Charlotte, NC 28202. The meeting began at 2:00pm.

Board Members Present: Trish Hobson, Brittany Marshall, Jessica Lefkowitz, Karen Pelletier, Kenny Robinson, Temeka Couch, Glennis Davis, Venita Hood, Tchernavia Montgomery, Rebecca Pfeiffer, Susan Crawford, O'Shauna Hunter, Adelaide Martin, Andrew Yavorski, Cherelle Rozie

Board Members Absent: James Lee, Sonia Jenkins, Anna London, Kaedon Grinnell, Shaq Clarke

CoC Staff Present: Branden Lewis, Erin Nixon, Shamika Agbeviade, Mary Ann Priester, Emilie Tinker, Ja'Cole Knight

Guests Present: Albrea Crowder (Carolinas Care Partnership), Taylor Johnson (Youth Action Board), Lanija Brown (Youth Action Board), Veronica Lewis and Kris Freed (Impact), Sarah Mikhail (Time Out Youth)

Welcome- Meeting began with everyone introducing themselves along with affiliation. Motion to adopt the meeting agenda – stands and motion to approve the minutes – Jessica. Motion to approve minutes from the April 25th meeting- Jessica. All in favor.

A Home for All Update – O'Shauna Hunter is joined on the via Zoom with Impact, consultants of the property provider recruitment and retention initiative – that implementation team met for the first time this year in May. Impact will share their strategy later in the meeting.

- Every year we apply for a planning grant. This year we have about \$170,000 left in our planning grant. O'Shauna Hunter and her team (A Home for All) are asking that we consider using the funding to help extend the contract with Impact. Impact works with the property provider recruitment and retention implementation team and will help work with Housing Collaborative on how to bring more property providers to the table to house more people. The contract United Way has signed with Impact is for approximately a year. A Home for All originally received funding from the City of Charlotte for Impact to engage once the contract started. Requesting an additional \$40,000 from the CoC to have the engagement go through out next year to give Housing Collaborative technical assistance for a full year. County staff and United Way will discuss further how the contract with Impact will move forward.

Planning Grant Policy- Anytime a request is over 10 percent of the remaining balance- the board must vote.

- Negotiation needs to take place regarding the contract and will see if it is necessary to come back to the Board with a proposal to vote on.

System Improvement Wins (Karen Pelletier): Young Adult Supportive Housing- aged out youth project Relatives was awarded this project, it's the first one in the state. It's a county funded project working with Mecklenburg County Youth and Family Services to provide rapid re-housing for youth who have aged out of foster care. Receiving technical assistance from First Place for Youth. The goal is to have 15 young adults housed by June 30, 2024; currently housed 12. The goal is for as young adults who have

**CoC Governing Board
Meeting Minutes
May 23, 2024**

aged out of foster care to go from their foster home into their own housing instead of entering the homeless system. July 1 next fiscal year we will add to the capacity with 15 more units. Applies to young adults who have emancipated from Mecklenburg County who have a voluntary placement agreement. Young adults with the voluntary placement agreement must be working or going to school.

Youth can enter at 18 and have two years of support or youth could enter a day before their 21st birthday and still receive the two years of support. Partnered with Ascent Housing to be able to take the referrals received from the Relatives and the County and then able to pair them with a subsidy to cover the full rent during the duration of their two years of support.

Property managers are engaging and checking in on the young adults, assist to keep them in place even when they are making mistakes. To have a property manager willing to work with the young adults instead of trying to put them out along with the free rent brings so much value. The money that the young adult contributes to their rent goes into a savings for the tenure of their two years of support and when they leave, they will receive those funds. Through this program the young adults will leave with a rental history, and with savings. There is a case manager from The Relatives working on this project that is assisting with job training.

Youth Action Board (YAB) Update (Taylor Johnson & LaNija Brown)– was created because The Relatives were seeking people who would advocate from different walks of life to expand the representation of youth who feel like they can utilize services and resources within the community. The group was put together with the youth that The Relatives have helped facing different challenges, housing stability, homelessness, joblessness, etc.

YAB brings fun events to the youth giving them the position of power, making youth feel empowered, and important especially being in a position where you might feel powerless, voiceless, or ignored. Giving the youth adults a position of value where their voice and ideas are heard. June 13, 2024, the YAB is hosting Open Mic Night at The Relatives (Ally Center) 6:00pm-8:00pm. Board members are encouraged to attend and support the YAB.

Public Comment- No Public Comment

System Performance Measure YTD Update (Mary Ann Priester) – submitted the measures a few months ago, they information is provided on the HUD Fiscal year.

- Length of time homeless- (two different metrics) A- People who were in emergency shelter, safe haven, or transitional housing and what their average and median length time of homelessness is, and then B- Includes permanent housing;
- Return to homelessness – people exit the system to a permanent destination two years ago- currently in the wrong direction FY23 submitted 23 percent, target for FY24 was 18.5 and currently we are at 25.76
- Exits to permanent housing
- Changes in income- employment income down from FY23 which was at 4.8% FY24 to date we are at 2.23
- Non employment income increase is down from FY23 which was 40% FY24 to date at 33.1%

**CoC Governing Board
Meeting Minutes
May 23, 2024**

- PIT Count – Numbers in sheltered count has increase- mainly due to adding Hope Haven to the transitional housing count including 122 transitional housing beds. More engagement this year with people experiencing unsheltered homelessness.
- Annual count- Last year was only 5,212 with half the year gone in FY24 to date we are at 3,954 we are serving much more people experiencing sheltered homeless in our community.
- First time homeless -Almost at 2,000 people 7 months into the year. (FY23 reported 2870.)
- Successful exits to permanent housing from street outreach – FY23 reported 362, FY24 to date 7 months in we are at 486.

CoC Staff Update (Erin Nixon) -entering competition season for HUD and NC DHHS funding, part of that process is the board must approve funding priorities.

Reallocation Policy- unchanged from last year any project as of June 1 – are they performing, and did you spend 90 percent of your grant, and did you serve at least 90 percent of the people stated would be served. If not, it could mean some funding could be taken or reduced to allow new projects and new agencies to apply for the funding.

Jessica- motion to approve allocations.

Rebecca -propose to move renewal projects who have not completed 1 full calendar year to move them to the ranking order to tier 1 versus last in the ranking order.

Jessica- facilitated the vote which was second.

State ESG Competition starts in a couple of weeks - emergency shelter, street outreach, rapid re-housing and homelessness prevention are eligible activities.

Currently don't have any transitional housing funded through HUD funding. No projects currently funded by ESG homeless prevention. For ESG, the board must split the total amount of funding. The recommended split 40 percent towards shelter and street outreach 60 percent toward rapid re-housing. CoC did lose a rapid rehousing project last year.

Motion to approve the 40 -60 split. No one opposed.

- **Executive Committee Report Out:**

Trish, James, Rebecca, Andrew, were responsible for the piece that came up at the Board retreat around case management. The idea was that the CoC put out an RFI to see if a consultant could give us a proposal or show a study (white paper) on case management. Scope of work - questions we would like answered and additional expertise:

**CoC Governing Board
Meeting Minutes
May 23, 2024**

- Approach- is there a community wide case management model we should be using – include an analysis of how peer communities have approached case management for rapid re-housing and permanent supportive housing.
- Is there a team approach and how does peer support/lived experience play a role in how we approach a team of case managers.
- Documentation standards- is there a best practice we need to implement around the standards of case management.
- Turnover- What is leading to the case management turnover i.e. compensation, lack of resources etc. Recommendations for resolving turnover causes.
- Caseload – Is there a best practice for several clients on a caseload?
- Time- Is there a standard amount of time a client should remain on case management?
- Technology – Is there a case management tool we should add to HMIS?
What technology do case managers need to do their jobs effectively and efficiently?
- How many case managers are needed for our community? (added during the meeting)

Andrew motion to vote -to direct CoC staff to put out RFI for case management purposes-

Vote: No one opposed.

Meeting Adjourn

United Way of Greater Charlotte and The Impact Consulting Group, LLC
Exhibit A

As outlined in the response submitted by Impact Consulting Group, LLC to the RFP titled Property Provider Recruitment and Retention Request of Technical Assistance to Design Pilot Program (attached as Exhibit D and incorporated by reference), the following summarizes the proposed scope of work, deliverables and timeline:

SCOPE OF WORK

I. CONSULTATION & COORDINATION:

- A. Service provider & community buy-in: Through collaboration with providers and community stakeholders, the Impact team will develop communication strategies designed to garner community support. Engagement efforts will focus on the following strategies:
 - 1. Elicit community input to clarify issues and strengthen solutions
 - 2. Engage community members most affected at the front end of the planning process
 - 3. Community outreach, meetings, events and focus group
 - 4. Consider web-based engagement tools for community members unable to attend in-person meetings

- B. Policy & procedure development: In collaboration with key pilot stakeholders, develop written policies and procedures to ensure fair, transparent, and efficient program operations pertaining to program components including:
 - 1. Program Entry / Intake
 - 2. Move-Ins and unit utilization
 - 3. Evictions
 - 4. Property Damages
 - 5. Inspections (at move-in and throughout tenancy)
 - 6. Complaints
 - 7. Confidentiality, Consent and Release of Information
 - 8. Team & Partner Roles and Responsibilities

- C. Dashboard content and design: In partnership with key stakeholders, the Impact team will facilitate the process for the design and implementation of a data tracking dashboard, to include the following program activities:
 - 1. Landlords Approached to Participate
 - 2. Landlords Renting to Program Participants
 - 3. Units Committed
 - 4. Unit Showings
 - 5. Program Participant Entry Date / Program Participant Move-In Date
 - 6. Program Participants Not Housed
 - 7. Evictions (and reason)
 - 8. Planned Move-Outs (reason)
 - 9. Rehoused Participants (and reason)
 - 10. Damage Claims Submitted (and amount)
 - 11. Failed Unit Inspections (and reasons)
 - 12. Complaints received from tenants and landlords (and reasons)

- D. Incentive & risk mitigation guidelines: Assist in the development of guidelines and policies for the use of landlord incentives and risk mitigation funds.
- E. Marketing materials (property providers): Oversight and guidance in the development of effective marketing strategies to promote the pilot to landlords and other key stakeholders.
- F. Community/Stakeholder engagement (focus groups): Impact will facilitate/co-facilitate stakeholder and community engagement for the purpose of creating buy-in, obtaining input, and managing the challenges presented by pending change. Focus groups can be virtual and/or in-person. For any focus groups please prepare and provide all transcripts and notes.
- G. Change Management: With the aim of addressing misinformation and building buy-in, the Impact team will work collaboratively to meet with provider leadership, direct staff, property providers, program participants, and the community in general to help all involved effectively acclimate to the change in status quo promoted by the pilot program.
- H. Coordination between recruitment unit and providers: Impact will coordinate joint meetings between the recruitment unit and providers to work toward defining roles and building positive working relationships for the purpose of establishing a strong foundation for program operations. For any partner experiencing difficulty in understanding/accepting the proposed (pilot) approach, Impact will provide individual coaching/change management.
- I. Property provider input survey: Development of a survey tool (online, phone, and/or print) to gather ongoing feedback from property providers.

II. ONGOING SOLUTION-FOCUSED SUPPORT

- A. Coaching/Mentoring: Ongoing support to pilot program staff and leadership.
- B. Ongoing change management: For any key stakeholders who continue to struggle with buy-in and participation, the Impact team will provide additional change management assistance.
- C. Fine-tuning and problem solving: Through the duration of the contract, Impact will remain available to address any program issues that arise and work collaboratively to fine-tune and problem solve with key stakeholders.

III. TRAINING

- A. System Orientation: Thorough overview of the pilot program specifically targeting participating service providers to familiarize them with the purpose, structure, and benefits available to clients and landlords.
- B. Landlord Engagement: Training on strategies and nuances of effective landlord engagement and recruitment.
- C. Shared Housing Strategies: For the purpose of maximizing housing resources and increasing housing placement capacity, the Impact team will provide training on utilization of the shared housing model.

DELIVERABLES AND TIMELINE

Phase/Component	Key Milestones	Estimated Timeline
Phase I	Develop Policies & Procedures for Recruitment Unit Utilization	May- July 2024
	Building Community Buy-In Strategies for Providers	
	Advise on Dashboard Design (Outcomes Tracking Plan)	
	Monthly Check-In with Lead Agency & Recruitment Unit along with, routine meetings with United Way, and Monthly Implementation Team meetings	
Phase II	Incentive Use & Risk Mitigation Guidelines	June- October 2024
	Marketing Plan & Materials for Property Provider Recruitment	
	Provider Training (trainings may be in-person or virtual) / Change Management (Ongoing)	
	Coordinate Recruitment Unit/Provider Communication	
	Monthly Check-In with Lead Agency & Recruitment Unit along with, routine meetings with United Way, and Monthly Implementation Team meetings	
Phase III	Coaching/Mentoring Property Provider Outreach	October 2024 - April 2025
	Property Provider Survey Implementation	
	Problem Solving/Fine Tuning/Ongoing Change Management	
	Monthly Check-In with Lead Agency & Recruitment Unit along with, routine meetings with United Way, and Monthly Implementation Team meetings	

I. PROPOSED BUDGET AND PROJECT SCHEDULE

A. Breakdown of Costs Associated with the Full Project

LINE ITEM	COST/EXPENSE	PROPOSED TOTAL
CONSULTATION & COORDINATION: <ul style="list-style-type: none"> • SERVICE PROVIDER & COMMUNITY BUY-IN; • POLICE & PROCEDURE DEVELOPMENT; • DASHBOARD CONTENT AND DESIGN; • INCENTIVE & RISK MITIGATION GUIDELINES; • MARKETING MATERIALS (PROPERTY PROVIDERS); • COMMUNITY/STAKEHOLDER ENGAGEMENT (FOCUS GROUPS); • CHANGE MANAGEMENT; • COORDINATION BETWEEN RECRUITMENT UNIT AND PROVIDERS; • PROPERTY PROVIDER INPUT SURVEY; AND • ONGOING SOLUTION-FOCUSED SUPPORT 	296 hours @ \$250/hour	\$74,000.
TRAVEL: 2 TRIPS FOR 2 PEOPLE FOR ROUGHLY 3-4 DAYS OF BEING ONSITE. CAN BE MOVED AROUND AS NECESSARY.	Transportation & Lodging	\$ 10,000.
TRAINING: SYSTEM ORIENTATION, LANDLORD ENGAGEMENT AND SHARED HOUSING STRATEGIES	At least 50 participants	\$ 6,000.
TOTAL		\$ 90,000.

Charlotte-Mecklenburg Continuum of Care
Community Written Standards for Providing Assistance
To End Homelessness

For Continuum of Care and
Emergency Solutions Grant Programs

NC- 505

Approved by CoC Governing Board: July 24, 2024

TABLE OF CONTENTS

INTRODUCTION

BACKGROUND AND PURPOSE

STANDARDS FOR ALL PROJECT TYPES

COORDINATED ENTRY

HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

SYSTEM PERFORMANCE MEASURES

HOUSING FIRST

HOUSING CHOICE

VIOLENCE AGAINST WOMEN ACT

ENVIRONMENTAL REVIEWS

CONSUMER GRIEVANCE

EQUAL ACCESS AND AFFIRMATIVELY FURTHERING FAIR HOUSING

RECORD RETENTION

AREA-WIDE SYSTEM COORDINATION

PARTICIPANT INCLUSION

EDUCATION LIAISON

HOMELESS ASSISTANCE SERVICES AVAILABLE

PROGRAM MODEL DESCRIPTION CHARTS

STREET OUTREACH

HOMELESSNESS PREVENTION

EMERGENCY SHELTER

RAPID RE-HOUSING

PERMANENT SUPPORTIVE HOUSING

TEMPORARY HOUSING PRIORITIZATION POLICY (FOR COVID-19)

APPENDICES (LINKED)

- I. [HUD DEFINITIONS OF HOMELESSNESS AND AT-RISK OF HOMELESSNESS](#)
- II. [EMERGENCY TRANSFER PLAN FOR VICTIMS OF DOMESTIC VIOLENCE](#)
- III. [CHARLOTTE-MECKLENBURG VAWA POLICY](#)
- IV. [VAWA LEASE ADDENDUM FORM](#)
- V. [COORDINATED ENTRY POLICIES AND PROCEDURES](#)
- VI. [NC HMIS POLICIES AND PROCEDURES](#)
- VII. [NC505 HMIS DATA QUALITY STANDARDS](#)
- VIII. [PRIORITIZATION POLICY](#)
- IX. [SYSTEM PERFORMANCE MEASURES](#)
- X. [EQUAL ACCESS AND AFFIRMATIVELY FURTHERING FAIR HOUSING](#)
- XI. [COC ENVIRONMENTAL REVIEW FLOW CHART](#)

INTRODUCTION

Background and Purpose

These written standards are intended to support the Charlotte-Mecklenburg Community's Continuum of Care (CoC) by establishing standards and expectations for homeless housing service providers and funders in Mecklenburg County. These standards also make the local priorities for use of funding transparent to the public. The standards comply with the federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, which provides Continuum of Care funding, and North Carolina Department of Health and Human Services (NCDHHS) Emergency Solutions Grant requirements. The standards are subject to annual review and may be amended by the CoC Governing Board, per the Charter. The CoC's written standards were initially written for the Coordinated Entry system. Subsequently, written standards were added for other CoC-guided operations, such as Permanent Supportive Housing, Rapid Re-Housing, and other housing program models. In the fall of 2020, the CoC undertook a process of updating and consolidating its written standards, providing an opportunity to examine its underlying guiding principles, and ensuring that its policies and procedures are in conformance. The most current approved written standards, approved by the CoC Governing Board, will be posted on the CoC website. All programs regardless of funding source are encouraged to adhere to the guidelines laid out in this document.

The Mission

The mission of the CoC is to end homelessness and alleviate its negative impacts by:

- Engaging the community to address underlying causes,
- Providing prompt and straight-forward access to a coordinated continuum of shelter and affordable housing options and supports that meets the needs of diverse homeless individuals and families, and
- Expanding, sustaining, and developing new affordable housing options and supports to meet the changing circumstances of individuals and families who are at-risk of homelessness, currently homeless, or recently homeless in our community.

The Vision

Homelessness is rare, brief and non-recurring in the Charlotte-Mecklenburg community. Racial disparities are eliminated, and everyone has housing choices and prompt access to the housing resources and supports that meet their needs.

Governance

The CoC has a Governance Charter, which describes oversight, coordination, and planning responsibilities. The Charter is reviewed at minimum annually by the CoC membership and the Board.

Applicability of Requirements

Once adopted by the CoC Governing Board, the Written Standards will be applied to relevant programs based on funding source. Currently, programs and projects funded through the HUD CoC Program, NCDHHS ESG Program, City of Charlotte ESG Program, City of Charlotte HOME-

ARP and Mecklenburg County's Community Support Services Department must abide by the Standards. Agencies wishing to apply for funding under these programs must demonstrate alignment to and use of the Standards. For optimal coordination and outcomes across the Continuum, all agencies providing homelessness and housing services would adopt the CoC's Standards.

ESG funds may be used for: Street Outreach, Homelessness Prevention, Emergency Shelter, Rapid Re-housing, and Homeless Management Information System (HMIS).

CoC funds may be used for: Permanent Supportive Housing, Rapid Re-housing, Joint Transitional Housing-Rapid Rehousing, Supportive Services Only for Coordinated Entry, and the Homeless Management Information System.

Annual Project Selection

The CoC evaluates projects funded with CoC Program dollars annually in preparation for HUD's Program Funding competition. Locally developed objective criteria incorporate HUD's priorities laid out in the Notice of Funding Opportunity (NOFO) and CoC Program Interim Rule. The local evaluation informs project selection and ranking for the NOFO. The CoC also evaluates projects funded with North Carolina Department of Health and Human Services Emergency Solutions Grant funding. Locally developed objective criteria incorporate NCDHHS priorities. The CoC notifies project applicants whether a project is recommended for funding, according to HUD timelines.

STANDARDS FOR ALL PROJECT TYPES

Coordinated Entry

The implementation of Coordinated Entry (CE) is a requirement under [24 CFR 578.7\(a\)\(8\)](#) for receipt of Emergency Solutions Grant (ESG) and Continuum of Care (CoC) funds from the U.S. Department of Housing and Urban Development (HUD) and is considered national best practice. CE is the front door of a process used to assess and assist homeless people to become re-housed as quickly and efficiently as possible. Key components include:

- Centralized call number as entry point for all persons experiencing homelessness
- A designated set of CE physical locations and staff members
- Street Outreach
- Fair and equitable access to housing
- The use of standardized assessment tools to assess consumer housing needs
- Referrals, based on the results of the assessment tools, to homelessness assistance programs, and other related programs when appropriate
- Capture and management of data related to assessment and referrals in a Homeless Management Information System (HMIS)
- Prioritization of HUD Continuum of Care and Emergency Solutions Grant Funds for consumers with the most barriers to returning to housing.

All CoC and ESG funded programs, and other programs as required by funding source, must follow the Charlotte-Mecklenburg Coordinated Entry (CE) Process. Additionally, other housing programs in the community are encouraged to participate.

The CE process is intended to serve people experiencing literal homelessness and those

at imminent risk of homelessness. Both populations are defined in accordance with the [HUD definitions](#) and record keeping requirements. People who do not meet the definition, but need assistance, are directed to other prevention or crisis-oriented resources that are available in the community.

All persons who are literally homeless or at imminent risk of homelessness call the CE hotline to be assessed for eligibility and referred to appropriate resources. Callers who identify as fleeing domestic violence, sex trafficking, dating violence, sexual assault and stalking are immediately referred to the Domestic Violence Shelter hotline and offered to participate in the CE assessment after understanding the risks & benefits of such. All participants who are assessed for crisis and housing needs receive individualized “next steps” that reflect the consumer’s housing goals and circumstances. The “next steps” inform the consumer of available resources specific to their needs. Information about how to access Coordinated Entry can be found at: www.charmeckcoc.org.

CE Information including CE hours of operation and sites throughout Charlotte-Mecklenburg, are posted on websites of organizations across the County.

All homeless service providers (crisis services, prevention, permanent housing), mainstream agencies who provide essential support services that meet the needs of homeless or at-risk households, consumers, and others are provided opportunities throughout the year to meet with the Coordinated Entry Oversight Committee to coordinate activities and improve processes to enhance housing stability and safety of all persons in Charlotte-Mecklenburg.

The most updated version of the CE Policies and Procedures are found on the CoC website: charmeckcoc.org.

Homeless Management Information System (HMIS) or Comparable Database Participation

Participation in the HMIS is a requirement for all recipients and subrecipients of CoC and ESG funds other than organizations categorized as victim service providers. Programs that serve survivors of domestic violence, human trafficking, dating violence and/or stalking are required to use a comparable database.

The purpose of the HMIS is to record and store client-level information about the numbers, characteristics and needs of persons who use homeless, housing and supportive services. The HMIS facilitates data collection to improve service delivery throughout NC-505. Participation in HMIS provides these benefits:

- Improves coordination of services for people participating in the programs
- Facilitates evaluation of system performance and program performance over time
- Facilitates exploration of disparities in outcomes among groups of consumers

The HMIS Lead Agency is the agency designated by the CoC to establish and operate the CoC’s HMIS. From 2015 to 2023, the Charlotte-Mecklenburg CoC was part of NCHMIS, a multi-jurisdictional HMIS implementation in North Carolina which has contracted with the Michigan Coalition Against Homelessness (MCAH) to carry out a significant portion of the HMIS Lead responsibilities. The multi-jurisdictional implementation is managed by the NCHMIS Governance Committee which includes

representation from the member CoCs. In 2022, the CoC began an evaluation process to determine if the current HMIS was meeting the needs of end users and stakeholders. After engaging HUD TA and completing a comprehensive evaluation, the HMIS Sub-Committee initiated issued an RFP for a new vendor. After seeing multiple demos, the HMIS Sub-Committee recommended the CoC leave the NCHMIS implementation and contract with BitFocus Clarity Human Services. The CoC Governing Board approved this recommendation in December 2022.

Mecklenburg County's Community Support Services Department serves as the HMIS Lead and Local System Administrator for the HMIS in the Charlotte-Mecklenburg CoC. The HMIS Lead, in concert with the System Administrator, is responsible for:

- **Project management:** Oversees the general management of the HMIS project. May also supervise HMIS staff. Usually interacts with CoC leadership, program leadership, and the HMIS Lead agency's leadership.
- **System administration:** Manages the technical aspects of the day-to-day operations of the HMIS. Works directly with the end users and the HMIS software vendor to ensure authorized access to client information, accessibility of the HMIS software, software performance, correct set up and monitoring of system security, and adherence to CoC privacy policies within the software.
- **Training:** Develops, conducts, and documents training for HMIS users and data collectors.
- **Helpdesk support:** Receives, triages, and resolves technical issues in the HMIS experienced by the end users. Works with the system administrator to identify HMIS software issues and with HMIS training staff to identify end user training needs.
- **Data analysis and reporting:** Analyzes data for the CoC, including non-HMIS data. Interprets, visualizes, and presents data to the CoC. Ensures CoC reporting requirements are met.
- **Communications:** Disseminates information to the community and manages communications related to data on behalf of the CoC.

Key HMIS standards include items 1-5 below:

1. All participating agencies must have Data Use Agreement/Administrative Qualified Service Organization Business Associate Agreement (QSOBAA), Participation agreements, Sharing QSOBAA, Confidentiality Policy, Grievance Policy and Privacy Policy. Federal law prohibits Victim Service Providers from entering participant information into HMIS. Instead, the federal law requires Victim Service providers use an HMIS comparable data system.
2. Prior to every client's initial intake and assessment, staff must provide a verbal explanation that the client's information will be entered and stored into an electronic database and an explanation of the HMIS/Comparable Database Release of Information (ROI). A participant's refusal to sign a ROI does not disqualify a participant from access to services. Programs will maintain all applicable MeckHMIS or comparable dataset releases, case notes, verification of homeless status, and all pertinent demographic and identifying data as required by funding source.
3. All participating agency staff performing data entry must use the latest copy of the workflow guidance and consenting participants must be entered into HMIS or comparable database no later than five (5) days from the intake date. Agencies must actively monitor project participation and participant exits. All participants must be exited within 30 days of last contact, unless project guidelines specify otherwise. All

HMIS participant agencies are required to enter at minimum, the Universal Data Elements (UDEs). All required project information and additional updates must be collected as defined by the funding stream.

4. All participating agencies are required to have the HUD Public Notice on HMIS posted and visible to participants in locations where information is collected and at all Coordinated Entry access sites. Notices should be posted both in English and Spanish.
5. All participating agencies must uphold the privacy protection standards established by the MeckHMIS Operating Policies and Procedure and relevant State and Federal confidentiality laws and regulations that protect client records containing personally identifiable information, in compliance with the Health Insurance Portability and Accountability Act (HIPAA). Agencies must have appropriate Release(s) of Information (ROI) that are consistent with the type of data the agency plans to share and the time period for which the ROI is valid.

The complete MeckHMIS Operating Policies and Procedures and Mecklenburg Data Quality Standards are included in Appendices VI and VII of the Written Standards.

System Performance Measures

The federal Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act requires each CoC to establish targets toward reducing homelessness and to demonstrate annual progress. HUD has created system-level performance measures, which are calculated from HMIS data, to help communities to measure their progress. The Charlotte-Mecklenburg CoC's performance may be found on the Progress Tab of the local Housing and Homelessness Dashboard (MecklenburgHousingData.org). Measures include:

- Length of time persons remain homeless
- Exits to permanent housing
- Number homeless for the first time
- Income growth
- Returns to homelessness
- Number of people homeless.

Programs in the community that enter data into HMIS contribute to the achievement of the Performance Measures.

See Appendix IX for a more complete description of System Performance Measures.

Housing First

Housing First is an approach that has been adopted by the Charlotte-Mecklenburg CoC to assist people experiencing homelessness to return to permanent housing as quickly as possible. This approach reduces barriers for the most vulnerable populations. Its five core principles are:

- Immediate access to housing with no readiness conditions
- Consumer choice and self-determination
- Recovery orientation
- Individualized and person-driven supports
- Social and community integration

Programs that receive CoC, ESG, Veterans Administration, and Mecklenburg County CSS funding are required to use the Housing First approach with the exception of any agency that was granted an exception by the City of Charlotte when Emergency Shelter Grants were converted to Emergency Solutions Grants. All programs that serve people experiencing homelessness in the CoC are encouraged to adopt a [Housing First](#) approach wherever feasible.

Housing Choice

All clients are entitled to express their housing preferences, and all program providers are required to do their best to meet those preferences within available resources. Examples of preferences include single versus scattered site, choice of neighborhood, access to public transit and shopping, shared living, etc. Program provider staff should be trained and equipped to assist clients to locate and obtain housing units that meet their preferences. This may include helping to identify units, transporting clients to view units recruited by a Centralized Landlord Engagement Entity, if identified, helping clients to find a roommate, etc.

Violence Against Women Reauthorization Act (VAWA)

To protect survivors across HUD's covered programs including CoC- & ESG-funded programs, the Violence Against Women Act final rule (VAWA Final Rule, 24 CFR, Part 5, Subpart L) prohibits any denial, termination, or eviction that is a direct result of the fact that the applicant or tenant is or has been a victim of domestic violence [defined by HUD here](#). dating violence, sexual assault, and/or stalking, if the applicant or tenant otherwise qualifies for admission, assistance, participation, or occupancy.

Policy Statement:

- DV Victim Services Providers are prohibited from contributing client-level data into the HMIS system. However, these programs must record client level data within a comparable database and be able to generate aggregate data for inclusion in reports.
- Non-victim service providers and CE shall protect the privacy of individuals and families who are fleeing, or attempting to flee domestic violence, dating violence, sexual assault or stalking by not including intake/treatment data in HMIS, unless the risks are discussed, and client gives consent. It is explained to survivors that they may opt out of having their data shared across the system, they may have their records locked down, or they may have their data entered as an anonymous record. Clients do not have to consent to have their information entered into HMIS in order to be eligible for housing assistance.
- Agencies shall train staff to:
 1. recognize signs of DV,
 2. proactively help participants to understand their rights under VAWA, and
 3. support survivors in accessing needed and requested services related to domestic violence while in housing.
- Programs must follow the established CoC-wide emergency transfer plan for those in CoC and ESG programs fleeing DV. [See Appendix II for the Emergency Transfer Plan.](#)
- Programs will comply with the VAWA requirement to provide participants with the following forms:

- VAWA Lease Addendum
- Notice of Occupancy Rights (HUD Form 5380)
- Certification Form (HUD Form 5382) for documenting an incident of DV, Dating Violence, Sexual Assault or Stalking.

For a complete description of NC 505's policies to comply with VAWA, [see Charlotte-Mecklenburg's VAWA Policies and Procedures](#) in Appendix III .

Environmental Reviews

Activities conducted with CoC or ESG funds are subject to Environmental Review under 24 CFR part 50. HUD-assisted projects are required to comply with the National Environmental Policy Act (NEPA) by conducting an Environmental Review to determine the potential environmental impacts of a project or, if applicable, by documenting its categorical exclusion or exemption from this requirement. Under §578.31 of the Interim Rule, CoC funded activities are subject to Environmental Review consistent with 24 CFR part 50. An Environmental Review for each CoC project type must be completed prior to committing or expending CoC Program funds or local funds on any eligible program activity or acquiring, rehabilitating, converting, leasing, repairing, disposing of, demolishing, or constructing property for a CoC funded project. Per 24 CFR 576.407(d), all ESG funded activities must also meet requirements for Environmental Review. Records of completed Environmental Reviews must be retained in accordance with 24 CFR 578.103(a).

See Appendix XI for a flow chart describing the Environmental Review process.

Participant Grievance

Consumers are entitled to a fair and efficient process to present and resolve complaints and grievances. Examples of grievances can include but are not limited to unfair program termination or disrespectful treatment by program staff, etc. Each CoC- and ESG- recipient and sub-recipient, Coordinated Entry and HMIS are required to have a written grievance process that recognizes the rights of affected consumers. All homeless and housing services agencies are encouraged to have a written process to respond to participant grievances.

The grievance process in each project shall include:

- Informing participants of their right to file a grievance upon program entry
- Accepting grievances in writing or orally
- Complying with and assisting as needed a participant's request to file a grievance once requested (if other attempts to mediate the situation have not resolved the participant's concerns)
- Directing participants to the appropriate staff or supervisor not involved in the grievance
- Providing an opportunity for the participant to review decisions
- Not retaliating against the participant during or after the grievance
- Participants must be notified of a decision within 15 business days of submitting a grievance

Any participant who wishes to exercise their right of appeal upon an unsatisfactory resolution of a properly filed grievance with the project may file an appeal in writing or verbally within 15 business days with the Coordinated Entry Oversight Committee in accordance with the CEOC appeals procedure described in the [Coordinated Entry Policy and Procedures](#). Project staff must provide participant with CEOC contact information. The CEOC's decision will be final.

Equal Access and Affirmatively Furthering Fair Housing

CoC and ESG recipients and subrecipients in NC 505 must comply with the [Equal Access to Housing Final Rule \(2012\)](#) (also linked in Appendix X) and with the subsequently issued [Equal Access in Accordance with the Gender Identity Final Rule \(2016\)](#).

On September 21, 2016, HUD published a final rule in the Federal Register entitled "Equal Access in Accordance with an Individual's Gender Identity in Community Planning and Development Programs." Through this final rule, HUD ensures equal access to individuals in accordance with their gender identity in programs and shelter funded under programs administered by HUD's Office of Community Planning and Development (CPD). This rule builds upon HUD's February 2012 final rule entitled "Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity" (2012 Equal Access Rule), which aimed to ensure that HUD's housing programs would be open to all eligible individuals and families regardless of sexual orientation, gender identity, or marital status. The final rule requires that recipients and subrecipients of CPD funding, as well as owners, operators, and managers of shelters, and other buildings and facilities and providers of services funded in whole or in part by any CPD program to grant equal access to such facilities, and other buildings and facilities, benefits, accommodations, and services to individuals in accordance with the individual's gender identity, and in a manner that affords equal access to the individual's family.

In addition, CoC and ESG recipients and subrecipients in NC 505 must implement all funded programs in a manner that complies with the [Fair Housing Act](#) and that affirmatively furthers fair housing. This means that recipients and subrecipients must affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or handicap. Marketing should target those least likely to apply for services without special outreach, and records should be maintained of all marketing activities in the CoC. Where a recipient encounters a condition or action that impedes fair housing choice for current or prospective program participants, information on rights and remedies available under applicable federal, state and local fair housing and civil rights laws shall be provided. Recipients shall make a complaint when there is a perceived violation of the law.

Complaints related to Fair Housing are referred to the NC Human Relations Commission and may be made in writing to: 1318 Mail Service Center, Raleigh, NC 27601, or by telephone at 1-866-324-7474 or to the City of Charlotte Community Relations in writing at 700 Parkwood Avenue, Charlotte, NC 28205 or fairhousing@charlottenc.gov or by telephone at 704-336-5160 or online: <https://charlottenc.seamlessdocs.com/f/HDCComplaint>.

All Coordinated Entry sites post information related to housing discrimination and how to file a complaint. All providers must be knowledgeable about fair housing laws and practices.

CoC and ESG recipients and sub-recipients must comply with the accessibility requirements of the Fair Housing Act (24 CFR part 100), Section 504 of the Rehabilitation Act of 1973 (24 CFR part 8), and Titles II and III of the Americans with Disabilities Act, as applicable (28 CFR parts 35 and 36). In accordance with the requirements of 24 CFR 8.4(d), recipients and sub-recipients must ensure that their program's housing and supportive services are provided in the most integrated setting appropriate to address the needs of persons with disabilities including, but not limited to, adopting procedures that will make information available regarding the services and facilities that are accessible to persons with disabilities. Recipients and sub-recipients are required to take reasonable steps to ensure meaningful access to programs and activities for limited English proficiency (LEP) persons.

Record Retention

Agencies must maintain their own written confidentiality policy. Confidential client information may only be released with the client's or the client's guardian's consent. Providers must ensure the protection of and ultimate destruction of paper copies of any client assessment received or performed. Client files should be securely maintained with access strictly reserved for case workers and administrators who need said information. A HUD and HIPAA compliant record retention policy and procedure must be developed and enforced by all recipients and sub-recipients. CoC and ESG recipients and sub-recipients must maintain records in accordance with regulations ([24 CFR 578.103](#); [24 CFR 576.500 et seq.](#)) Program participant records, including homelessness verification, must be retained for 5 years after the expenditure of all funds from the grant under which the program participant was served.

Area-Wide System Coordination with Targeted Homeless Services and Mainstream Resources

CoC and ESG recipients and sub-recipients will coordinate and integrate, to the maximum extent practicable, with mainstream resources targeted to program participants in the area covered by NC-505. Examples include income, housing, health, employment, social services, education, childcare, youth programs, etc. CoC and CE staff should seek opportunities to streamline access to applications for these programs/benefits through the Mecklenburg County Community Resource Centers.

Participant Inclusion

Each CoC and ESG recipient and sub-recipient is expected to engage participants in program evaluation and quality improvement processes. Each program must have a process to obtain participant input and feedback. Each program must have participant representation on a governing or decision-making body and ensure clients know how to get connected to the CoC Lived Experience Committee.

Education Liaison

For CoC-funded projects that serve households with children, an individual(s) must be designated to ensure children:

- are enrolled in school,
- and, connected to appropriate services in the community, including Head Start and McKinney Vento education services.

Documenting Chronic Homelessness

HUD recordkeeping requirements provide that up to 25% of all households served by a recipient can use

self-certification as documentation for the full period of homelessness in the rare instances where persons have been unsheltered and out of contact for long periods of time. Attempts to obtain third-party documentation and the reason(s) that documentation was not obtained must be documented.

For a client to be eligible to be considered for self-certification for more than 3 months, attempts must have been made to obtain HMIS or third-party documentation including requesting homelessness verification from all NC HMIS implementations (NC HMIS, HMIS @ NCCEH, Wake HMIS) and attempting to contact persons the client has indicated may be able to verify their homelessness. To obtain this exception, the case manager must complete an attestation describing these attempts and the results, which will be reviewed by CoC staff.

When gathering third party documentation of chronic homelessness, case managers should search all 4 North Carolina HMIS Implementations (NC HMIS, HMIS @ NCCEH, Wake HMIS, MeckHMIS) and made every effort to obtain 3rd party documentation. If, despite best efforts to obtain this documentation, the case manager is unable to obtain 9 months of 3rd party verification, the case manager should include their efforts to obtain 3rd party documentation in the application attesting that they made every effort to obtain 3rd party verification and then verify the client's remaining time homeless.

HOMELESS ASSISTANCE SERVICES AVAILABLE

Section 1: Street Outreach

STREET OUTREACH				
<p>Street Outreach provides services to individuals and families experiencing unsheltered homelessness, connecting them with emergency shelter, housing, and/or critical services, and providing them with urgent, non-facility-based care. Unsheltered homelessness is defined as having a primary night-time residence that is a public or private place not designed for, or ordinarily used as a regular sleeping accommodation for human beings, including, but not limited to: a car, park, abandoned building, bus or train station, airport, or camping ground. An encampment is defined as a set-up of an abode or place of residence of one or more persons on public or private property or including an accumulation of personal belongings that is present even when the individual may not be.</p>				
Program Description	Essential Program Elements	Time Frame	Population	Desired/Expected Outcomes
<p>This work is not office-based. Staff are out in the community and attempt to engage individuals and families experiencing unsheltered homelessness in the field at the area where they usually sleep with the goal of connecting them with emergency shelter, housing and other essential supports.</p>	<p>Engagement</p> <ul style="list-style-type: none"> • Build trust & rapport with clients • Meet clients regularly where they currently live • Initial assessment of needs and eligibility • Crisis counseling • Addressing urgent physical needs • Actively connecting and providing information and referral • Document camps and location of unsheltered persons in the community • Assist with obtaining identification documents and access to mainstream benefits. • Housing-Focused Case management 	<p>None</p>	<p>Individuals and families experiencing unsheltered homelessness.</p> <p>Prioritization: Not Applicable.</p>	<p>Unsheltered individuals and families will be connected to shelter and housing.</p> <p>Indicators: Percent of persons served in Street outreach who exit to Emergency Shelter, safe haven, transitional housing or a permanent housing destination</p>

	<ul style="list-style-type: none"> • Complete CE assessments • Assessing housing and service needs • Arranging, coordinating, and monitoring delivery of services • Connect clients to or directly provide: Emergency Health Services • Emergency Mental Health Services 			
--	---	--	--	--

Transportation

Street Outreach Performance Benchmarks:

Measure	Benchmark	
Exit destinations (anything other than unsheltered is positive)	50%	

Guiding Principles for Outreach activities are:

- Housing First, no barriers to entry
- Standard reasons for termination include safety
- Maintain engagement with participants with no expectation of compliance, behavioral norms or reciprocity.
- ESG- & County-funded street outreach positions should spend 90% of their time in the field actively engaging and building trust with clients experiencing unsheltered homelessness.

Required Components:

1. Enter into an MOU with the designated Lead Street Outreach agency, Hearts for the Invisible Charlotte, which is responsible for ensuring that the entire geography of Mecklenburg County has strategic street outreach coverage.
2. Receive referrals from Coordinated Entry
3. Complete Coordinated Entry assessments in the field or neutral setting as determined by client.
4. Assess client needs to develop person-centered goals related to obtaining housing
5. Assist with obtaining ID, Social Security Card, birth certificates, and access to mainstream benefits.
6. Assist with referrals to primary health, mental health, and substance abuse treatment and other benefits and services at client request.
7. Complete housing applications and documentation of chronic homeless verification, if applicable and participate in community match meeting(s) and facilitate warm handoff to housing program, if applicable

8. Advocate for client rights and appropriate treatment in the criminal justice system, institutional settings, and with housing providers
9. Follow up on referrals from the community (i.e., law enforcement, first responders, hospital social workers, faith-based organizations, etc.).
10. Ensure the unsheltered population is prepared for any inclement weather.
11. Document camps and location of unsheltered participants in the community.
12. Maintain client and program files with all information and forms required by funding source including service plans, case notes, referral lists, and service activity logs for services provided directly by the housing program and indirectly by other community service providers.
13. Coordinate with other agencies who are doing Street Outreach in the community to avoid duplication of services and to ensure the entire County is covered.
14. Participant information should be entered in HMIS in accordance with NC 505 rules, and any additional agency requirements.
15. Participant files must contain all information and forms required by HUD 24CFR576.500, the NC ESG office and/or the City of Charlotte ESG Office. Participant files shall be kept a minimum of five (5) years after the expenditure of all funds from the grant under which the program participant was served.
16. All Emergency Solution Grant (ESG) Outreach activities must follow local/state funders and HUD regulations.

Street Outreach Case management standards

- Case managers should respond to referrals within 3 business days.
- Meet with clients as needed; aim for every 2 weeks but following client lead.
- Strive to connect participants to permanent housing within 30 days of engagement.

Section 2: Emergency Shelter

EMERGENCY SHELTER

Emergency Shelter provides temporary shelter for individuals and families in need of emergency housing with the goal of assisting them through their housing crisis by quickly assessing their needs and providing appropriate services.

Program Description	Essential Program Elements	Time Frame	Population	Desired/Expected Outcomes
Provide safe emergency housing for clients with a housing crisis, and facilitate moves from emergency shelter to permanent, stable housing.	<p>Shelter Services:</p> <ul style="list-style-type: none"> • Case management: assessing, arranging, and coordinating individualized services in order to assist clients to move into stable housing as quickly as possible. • Safe beds, meals, toilet, and shower facilities. • Access to assistance with employment and health needs. 	90 days Goal is to exit to permanent housing as quickly as possible.	<ul style="list-style-type: none"> • Literally Homeless individuals and families, as defined by HUD, • and persons fleeing DV, sex trafficking dating violence, sexual assault, and stalking. • Salvation Army: families with children when space is available • Roof Above & Salvation Army have contract beds for Veterans • Prioritization: Roof Above: lottery process Salvation Army: Prioritizes families with children Safe Alliance: those in imminent danger due to fleeing domestic violence 	<p>Indicators:</p> <p>Average length of stay: 118 days. Median length of stay: 62 days. Exits to PH Returns to homelessness (2 years) Exits to safety (Safe Alliance)</p> <p>HMIS entry date: TSA & RA: 1st night, SA after intake</p>

Emergency Shelter Performance Benchmarks:

Measure	Benchmark	
---------	-----------	--

Utilization Rate	90%	
Exits to Permanent Destination	40%	
Length of Stay	68 days	

Guiding Principles: The Charlotte-Mecklenburg CoC’s Guiding Principles for Emergency Shelter Activities are:

- Housing First, low barrier shelter.
- Standard reasons for termination include safety and/or criminal activity.
- Will not screen out based on employment status, history of disruptive behaviors in shelter settings or criminal history. Shelters use own discretion regarding serving those on the sex offender registry.

Required components:

1. All NCDHHS- and City-ESG funded Emergency Shelter activities must follow HUD, state and local regulations including but not limited to: Participants must meet the program eligibility requirements in emergency shelter per HUD’s definition for Literally homeless and/or Persons fleeing domestic violence, sex trafficking, dating violence, sexual assault and stalking.
2. Agencies must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:
 - a. Participant Self-certification
3. Programs can turn away individuals and families experiencing homelessness from program entry only for the following reasons:
 - a. Household makeup (provided it does not violate HUD’s Fair Housing and Equal Opportunity requirements): singles-only programs can disqualify households with children; families-only programs can disqualify single individuals
 - b. All program beds are full
 - c. History of previously disruptive behaviors in shelter settings
4. Coordinate with other mainstream resources as referenced above (**Area-Wide System Coordination with Targeted Homeless Services and Mainstream Resources**).
5. Participant’s information must be entered into HMIS - Comparable Database. Note: A participant’s refusal to sign a Release of Information does not disqualify a participant from access to Emergency Services or other related services.
6. Shelters that receive ESG funding must receive clients through the Continuum of Care’s Coordinated Entry process.
7. Shelters should maintain in participant case files all information and forms required by funding sources, including service plans, case notes, referral lists, and service activity logs, for services provided directly by the housing program and indirectly by other community service providers.
8. Assess for diversion at the front door and continue to assess for delayed diversion.

Case management standards

- Connect clients with case managers within 7 days of entry.
- Develop housing-focused goals based on overall needs assessment with participant generally within 7 days of entry.
- Case managers will connect client to mainstream benefits as available including all potential

income resources.

- Meet with clients every 2 weeks at a minimum.
- Staff participate in community match meetings and assist client in getting “document ready” for housing program when matched and facilitate a warm handoff to the housing program, if applicable.
- Shelters strive to connect participants to permanent housing within 30 days of entering shelter.

Section 3: Diversion

DIVERSION				
Diversion assistance diverts entry to emergency shelter or reduces stay at emergency shelter to less than 14 days. Diversion should be attempted with all households seeking homeless services assistance				
Program Description	Essential Program Elements	Time Frame	Population	Desired/Expected Outcomes
CE staff initiate a conversation to identify potential alternatives to the household entering homelessness. If household enters emergency shelter, the shelter staff follow up on those conversations to solidify alternatives and provide financial assistance, if needed. Examples: -financial assistance with household expenses to friends or family members	Financial assistance, if provided, must go to vendors, if applicable, but can also purchase gas cards or gift cards Initial assessment of needs and eligibility	Within 14 days of shelter entry	Those seeking homeless services assistance and have an identified solution to prevent homelessness.	Households avoid emergency shelter and/or homelessness Households don't return to homelessness at 6 months and at 12 months

Eligible Expenses

- Transportation to a confirmed housing solution
- Expenses related to maintaining or obtaining housing

Section 4: Homelessness Prevention

HOMELESSNESS PREVENTION				
Homelessness Prevention provides housing relocation and stabilization services and short and/or medium-term rental assistance as necessary to prevent an individual or family from entering an emergency shelter, a place not meant for human habitation, or another place described in HUD's homeless definition.				
Program Description	Essential Program Elements	Time Frame	Population	Desired/Expected Outcomes
Provide housing relocation and stabilization services and rental assistance to prevent persons from becoming homeless.	<ul style="list-style-type: none"> • Assessment of housing barriers needs and preferences. • Housing search, outreach and negotiations with landlords • Assistance with submitting rental applications and understanding leases • Assistance with obtaining utilities and making moving arrangements • Monitoring and evaluating program participant progress • Assessing compliance with habitability of unit, lead-based paint and rent reasonableness requirements • Mediation with property owner and program participant to avoid participant losing housing • Short-term rental assistance (up to 3 months), Medium- 	Short- and Medium-Term Rental Assistance based on assessment of client need. In no case can assistance exceed 24 months.	<p>Individuals and families at risk or at imminent risk of homelessness and the household lacks the resources or support networks needed to obtain other permanent housing</p> <p>Prioritization: Targeting tool determines prioritization for ESG & CARES Act-funded Prevention Assistance</p> <p>Entitlement funding: Income at or below 30% AMI at entry; re-certify income every 3 months</p> <p>CARES Act funding: at or below 50% AMI at entry re-certify every 6 months</p>	Individuals and families at risk of homelessness will receive assistance that prevents them from becoming homeless and diverts them from having to access emergency shelter. Indicators: Exits to PH Maintaining PH

	<p>term assistance (up to 24 months), and one-time payment of arrears (6 months maximum). Combination cannot exceed 24 months of assistance during 3-year period.</p>			
--	---	--	--	--

Guiding Principles for Homeless Prevention Activities are:

- Housing First
- Progressive Engagement
- Standard reasons for involuntary termination
- Will not screen out based on poor credit history, criminal history including sex offender registry, employment status, or prior housing program participation

Required Components:

1. Agencies receiving ESG-prevention funds must receive referrals from the Coordinated Entry System, which utilizes a targeting tool to determine who receives assistance.
2. Homeless verification: imminent risk and at-risk of homelessness defined [here](#).
3. Agency must determine amount of rent and utility costs each participant must pay while receiving prevention financial assistance using the CPD Income Eligibility Calculator or with the example income calculation worksheet here. (only applicable for Participants with income).
4. Participants should pay no more than 30% of monthly income minus utility allowance, which is calculated using the [utility worksheet](#).
5. Agency must determine maximum number of months a program participant will be provided with rental assistance based on participant need and lease end dates.
6. Agencies will re-certify participants' income at minimum every 90 days to determine participant's ongoing eligibility for assistance.
7. ESG-funded prevention requires that agencies demonstrate that the unit assisted meets current year Fair Market Rent established by HUD, as provided under 24 CFR part 888 AND complies with HUD's standard of rent reasonableness as established under 24 CFR 982.507.
8. Agencies must demonstrate that units meet the habitability standards as detailed in 24CFR576.403 including lead-based paint inspection
9. Agencies must maintain participant case files that contain all information and forms required by funding source, service plans, case notes, referral lists, and service activity logs, including services provided directly by the housing program and indirectly by other community service providers to avoid

duplication of services.

10. Participate in MeckHMIS as referenced above (**Homeless Management Information System (HMIS) or Comparable Database Participation**).
11. Maintain client files as referenced above (**Record Retention**).
12. Coordinate with other mainstream resources as referenced above (**Area-Wide System Coordination with Targeted Homeless Services and Mainstream Resources**).

See 24 CFR 576.105, 24 CFR 576.106, 24 CFR 576.500, 24 CFR 576.400

Section 5: Rapid Re-Housing (RRH)

Program Description	Essential Program Elements	Time Frame	Population
<p>RRH is an intervention designed to help individuals and families quickly exit homelessness, return to housing in the community, and not become homeless again.</p> <p>Its three core components are: housing identification, rent and move-in assistance, and case management and services.</p>	<p>Receive referrals through Coordinated Entry. CoC & ESG-funded agencies must receive at least 50% of program referrals through the CoC match process</p> <p>Housing Identification: Programs consider the needs and preferences of households in terms of location, cost, transportation availability, etc. Programs actively assist participants to locate appropriate units</p> <p>Rent and move-in assistance: Programs may assist with application fees, moving costs, security deposits, etc. Programs have clear policies and procedures for determining how much participant households will contribute toward the monthly rent payment, and for periodic review.</p> <p>Case management: Services are voluntary for the program participant. Case managers build rapport, use progressive engagement and a housing first philosophy.</p>	<p>Max. of 24 months of rental assistance</p>	<p>Literally homeless households.</p> <p>No income criteria at entry, but need to be at or below 30% at the 2nd year</p> <p>Chronically homeless households with homeless status documented at entry to RRH can bridge to PSH pending resource availability</p>

Rapid Rehousing Performance Benchmarks:

Measure	Benchmark	
Length of time from program intake to Housing Move in Date	60 days	
Returns to homelessness within	22%	

2 years		
% of exits to positive destination	80%	
% of clients who maintain or increase their income	70%	

Guiding Principles:

- Housing First
- At a minimum, programs should assist clients in moving to a new unit at least once if the first housing placement did not work out.
- Will not screen out based on poor credit history, employment status, or history of disruptive behaviors in other housing programs. Persons with an extensive criminal history including sex offender registry will be considered individually and the program’s ability to house the person will depend on availability of landlords willing to accept certain criminal charges.
- Standard reasons for termination include safety and/or drug-related concerns.

The three core components of rapid re-housing programs: housing identification, rent and move-in assistance, and case management and services.

A. Housing Identification

1. Housing Location Services

- Within five (5) business days of enrollment, program staff conducts a tenancy barriers assessment to identify and address any possible barriers including prior eviction(s) or criminal convictions. This assessment does not hinder participant access to services.
- Case managers meet with clients weekly throughout the housing search.
- Program staff assists households in identifying their needs and preferences in terms of location, cost, number of bedrooms, ease of access for persons with mobility challenges, and other pertinent information when moving a household into housing.
- Program staff should define the housing process. A successful RRH program will use a multitude of creative housing options including shared housing. Shared housing may be the best option for both individual and family households, particularly in tight housing markets or when participant income may be severely limited and unlikely to increase.
- CoC & NCDHHS ESG funds can be used to house clients outside of Mecklenburg County as long as the program can still provide case management services to the client.

2. Inspection and Landlord Agreement:

- Programs will assess potential housing units for compliance with program standards for habitability including and lead-based paint prior to the individual or family signing a lease and the program signing a housing assistance payment agreement with the landlord.

- Rental Assistance Agreement (or Housing Assistance Payment Agreement HAP): RRH programs may make rental payments only to an owner with whom the household has entered into a rental assistance agreement. The rental assistance agreement must set forth the terms under which rental assistance will be provided.
- CoC-assisted units must demonstrate and document that units meet rent reasonableness as established by HUD under 24 CFR 982.507. Units assisted with ESG funding cannot exceed Fair Market Rent established by HUD, as provided under 24 CFR part 888 AND must meet rent reasonableness standards. FMR and rent reasonableness must be documented. Fair Market Rent can be verified utilizing HUD's Fair Market Rent Dataset available on HUD's website.
- Understand the needs of the landlord. It is important for RRH programs to recognize that landlords are running a business and have priorities they need to meet.

3. Rent and Move-in Assistance

- Ensure clients have resources to cover move-in costs, deposits, and the rental and/or utility assistance necessary to allow people to move out of homelessness and to stabilize in permanent housing. This may be provided through available community resources or using grant funding as allowed. Programs are encouraged to assist clients in accessing available community resources prior to using grant funds for these expenses. Refer to funding regulations to determine eligible expenses.
 - In general, households should pay 30% of their household income toward housing costs to include rent and utilities. For RRH programs, income must be reviewed at least annually or if there is a significant change in income or expenses, the household rent contribution should be adjusted. Programs are to remain flexible, taking into account the unique and changing needs of the household. The household's payment is to reflect the regulations of the subsidy funding source.
 - All rent payments made by program must be paid directly to the landlord or property owner and programs should ensure the immediate and timely issuance of rent checks.
 - Programs will review the amount of rental assistance paid for the participating household as stipulated by subsidy source or when there is a significant change in client's income.
 - Case managers must accompany client to lease signing appointment.
4. **Duration of assistance:** Clients in ESG-funded programs are eligible to receive financial assistance as long as their household income remains below 30% AMI or until they reach 24 months of assistance in a 36-month period, whichever comes first. Clients in CoC-funded programs are eligible to receive financial assistance until they have income that supports them paying no more than 30% of household income toward rent and utilities or they reach 24 months of assistance, whichever comes first. Support services may continue for up to 24 months after financial resources end. Participants must be offered at minimum 24 months of rental assistance & supportive services
- Participants' income can be calculated using the CPD Income Eligibility Calculator available on the HUD website. Fair Market Rent or Rent Reasonableness can be verified utilizing HUD's Fair Market Rent Dataset available on HUD's website.

- Use with other subsidies: Except for one-time payment of rental arrears on the program participant's portion of the rental payment, rental assistance cannot be provided to a program participant who receives other tenant-based rental assistance or who is living in a housing unit receiving project-based rental or operating assistance through public sources. Programs can pay for security and utility payments for program participants to move into these units when other funding sources cannot be identified. Utility payments must be paid directly to the utility company.
- Resolve or navigate tenant problems (like rental and utility arrears or multiple evictions) that landlords may screen for on rental applications.
- Obtain necessary documentation for renting a unit or obtaining employment such as photo identification.
- Lease: The program participant will sign a lease directly with a landlord or property owner. Grantees may only make payments directly to the landlord or property owner. Initial lease agreements must be for one year, renewable for a minimum term of one month. All leases must comply with N.C.G.S. Chapter 42 and HUD requirements. HOME TBRA leases should not have prohibited lease provisions (24 CFR 92.253). Master leasing is permissible if subsidy source allows. The intention of master leasing is to stabilize household and transfer lease to household. (Note: At annual lease signing (if applicable), case manager will verify and document household composition).

C. Case Management and Services

1. Ensure that services provided are client-directed, trauma-informed, respectful of individuals' right to self-determination, and voluntary. Unless basic, program-related case management is required by statute or regulation, participation in services should not be required to receive rapid re-housing assistance.
2. Develop a housing stability plan with participants. Housing Stability plans are directed by program participant and are initiated upon referral to program no later than move in day and reviewed every 3 months. Plans focus on how participants maintain a lease including identifying pathways to increase income and connecting to mainstream resources and identifying natural supports. Plans should address barriers to housing retention, including maximizing their ability to pay rent; improving understanding of landlord/tenant rights and responsibilities; and addressing other issues that have, in the past, resulted in a housing crisis or housing loss. Plans account for participant preferences/choices and include only goals created with and agreed to by the participant. Plans also include discussion and action steps to address how participants will maintain permanent housing once financial assistance is exhausted.
3. Prepare participants for successful tenancy by reviewing lease provisions; and support other move-in activities such as providing furniture.
4. Make appropriate and time-limited services and supports available to families and individuals to allow them to stabilize quickly in permanent housing.
5. Income is not a requirement at the beginning of a program. Case managers should offer to help participants review their budgets, including income and spending, in order to explore options. Options may include enrolling in public benefit programs and increasing employment and earnings over time.
6. Case manager must help participants avoid evictions before they happen and maintain a positive relationship with the landlord. This can be done by moving a household into a different unit prior to eviction and identifying a new tenant household for the landlord's unit. Eviction for unit does not equate to discharge from program, and program shall assist participant in identifying

alternative permanent housing.

7. Clients in each CoC-funded program must be able to access peer support. Programs must connect client with peer support either internally or with an external agency. Per the CoC Lived Experience Committee, according to the CoC Lived Experience Committee, [Peer Support](#) is a best practice in providing services to persons experiencing homelessness or who have previously experienced homelessness. Clients in each CoC-funded program must be able to access peer support. This could be through a Peer Support Specialist on staff at the agency or through a partnership with an agency that provides peer support. Someone with lived experience that has recovered from homelessness, substance use, mental health and has removed themselves from those situations and has decided to give back to help others live effectively; how you navigated different systems yourself—homeless system, criminal justice, mental health, healthcare, substance use.

What is good peer support?:

Someone who:

- Leads with EMPATHY: ability to build trust to help client; your strength will shine through to clients and help develop hope; seeing someone who has made it through from hopelessness to hopeful
 - Type of peer support matters: peer support specialists need to have experience similar to clients they are working with: homelessness, substance use, mental
 - Has compassion and the ability to think outside of yourself
 - Advocates for clients compassionately; someone to be on my side.
 - Demonstrates empathy and compassion to providers
 - Understands how trauma shows up in people and does not hold reactions against clients
 - Understands how their own trauma shows up and has healthy coping skills and supports to process their own trauma
8. Monitor participants' housing stability and be available to resolve crises, at a minimum during the time rapid re-housing assistance is provided.
 9. Home visits are to occur at least once per month at a time directed by program participant. Visits may take place outside regular business hours. During the time of a pandemic, case managers should figure out a way to connect with clients at least monthly. This could be virtually, via phone or outside practicing safe distancing. Case managers must meet with clients weekly throughout the housing search and for the first 90 days post lease signing.
 10. Participant and case manager should come to an agreement about when to terminate case management services, but under no circumstances can it exceed 24 months within a 36-month period. At termination, case managers are responsible for ensuring that all appropriate referrals have been made and information on available community assistance and how clients can access the program in the future, if needed has been shared with participant.
 11. Maintain client files as referenced above.
 12. All client information should be entered in the MeckHMIS in accordance with MeckHMIS, NC-505 and additional agency requirements.
 13. Case managers should plan for termination throughout their time working with the client and ensure client is working toward being able to remain in permanent housing. If it becomes evident that client may not be able to determine a plan to remain in permanent housing at the end of their subsidy, the case manager should pursue a transfer following the transfer process outlined in this document.

Section 6: Permanent Supportive Housing

Program Description	Essential Program Elements	Time Frame	Population
<p>PSH is a long-term rental subsidy (typically 3+ years) designed to provide housing and supportive services to assist chronically homeless households or families with an adult member with a disability to achieve housing stability. There is no time limit or service requirement.</p>	<p>Receive all program referrals through the Coordinated Entry match process.</p> <p>Case Management: Provide housing search and advocacy Strength-based practices Connect participants with available community resources, including health and mental health services</p> <p>Rental Subsidy: Provide rental and utility subsidy to make unit affordable Ensure coordination with property manager</p> <p>Housing First Philosophy: Services are voluntary for the participant No requirement for sobriety or treatment as a condition of housing.</p>	<p>No time limits</p> <p>Programs should seek out alternative housing options when a client no longer needs the intensive support services.</p>	<p>PSH programs must serve individuals, multiple adult households and households with dependent children if agency already serves households with dependent children.</p>

Permanent Supportive Housing Benchmarks:

Measure	Benchmark	
Housing retention	95%	
Length of time from program intake to housing move in date	90 days	
% of negative exits rehoused within 6 months	No proposed benchmark-monitor for this year	
% of exits to positive destination as defined in HMIS standards	45%	

Guiding Principles

- Housing First
- Will not screen out based on poor credit history, employment status, or history of disruptive behaviors in other housing programs. Persons with an extensive criminal

history including sex offender registry will be considered individually and the program's ability to house the person will depend on availability of landlords willing to accept certain criminal charges. MeckFUSE cannot house persons convicted of first- or second-degree arson or manufacturing methamphetamines.

- Standard reasons for termination include serious safety and/or drug-related concerns

Program Eligibility:

Documentation Requirements

1. Documentation of disability
2. Documentation of chronic homelessness status

A. Core Component Program Standards: Referral to Intake

1. Referring worker (usually an Emergency Shelter or Street Outreach worker)
 - a. Prepare client for challenges they may face re: securing housing and encourage willingness to be open to options.
 - b. Discuss best practices for success in housing and housing pitfalls with participants
 - c. Provide additional documentation requested from PSH provider needed to confirm eligibility
 - d. Engage in conversation prior to intake with PSH case manager to discuss client's challenges and strengths related to housing, that may not have been captured in the PSH common application.
 - e. Participate in initial intake with client and PSH case manager/provider
2. PSH provider
 - a. Provider must work with referring worker (street outreach and/or shelter provider) to engage with client who is working with the client to ensure a warm handoff for the client's benefit
 - b. Provider must contact client within 5 business days of match and meet with client within 7 business days of match depending on client availability.
 - c. If needed, provider must assist with getting disability verification or other documents needed to move into housing. Time from intake to housing placement: no more than 90 days, subject to extension due to rental market challenges

B. Required Services: Housing Identification Services

1. The PSH provider will take the primary role in housing search and advocacy but will partner with and encourage client to find available rentals. Assistance in housing includes but is not limited to: talking to landlords on the client's behalf, providing transportation and accompanying them in their search.
2. Within five (5) business days of enrollment, program staff conducts a tenancy barriers assessment to identify and address any possible barriers including prior eviction(s) or criminal convictions. This assessment does not hinder participant access to services.
3. Case managers must meet with clients weekly throughout the housing search.
4. Program staff assists households in identifying their needs and preferences in terms of location, cost, number of bedrooms, ease of access for persons with mobility challenges, and other pertinent information when moving a household into housing.
5. Programs should seek all available housing options including shared housing.
6. Case manager must attend lease signing appointment.

C. Required Services: Inspection and Landlord Agreement

1. Programs will assess potential housing units for compliance with program standards for habitability and lead-based paint prior to the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
2. Lease: In Rental Assistance PSH programs, the program participant will sign a lease directly with a landlord or property owner. Grantees only make payments directly to the property owner. Initial lease agreements must be for one year, renewable for a minimum term of one month. In Leasing programs, the PSH program is the master lease holder with the landlord or property owner and then subleases with the program participant. All leases must comply with N.C.G.S. Chapter 42 and HUD requirements. (Note: At annual lease signing, case manager will verify and document household composition).
3. Rental Assistance Agreement: PSH programs may make rental payments only to an owner with whom the household has entered into a rental assistance agreement. The rental assistance agreement must set forth the terms under which rental assistance will be provided.
4. Rental Assistance projects must document rent reasonableness and Leasing projects must document Fair Market Rent. Fair Market Rent can be verified utilizing HUD's Fair Market Rent Dataset available on HUD's website.
5. CoC funds can be used to house clients outside of Mecklenburg County as long as the program can still provide case management services to the client.

D. Allowable Financial Services: Rent and Move-in Assistance

1. Ensure clients have resources to cover move-in costs, deposits, and the rental and/or utility assistance necessary to allow people to move out of homelessness and to stabilize in permanent housing. This may be provided through available community resources or using grant funding as allowed. Programs are encouraged to assist clients in accessing available community resources prior to using grant funds for these expenses. Refer to funding regulations to determine eligible expenses.
2. PSH programs must calculate a household's rent amount using HUD's guidelines. (Note: Participants' income must be verified and documented at minimum annually).
3. Clients in CoC-funded programs are eligible to receive financial assistance until they have income that supports them paying no more than 30% of household income toward rent and utilities. Support services may continue when financial resources end. All other PSH programs must follow income limits set by the funder.

E. Core Component Program Standards: PSH Case Management Services

1. Ensure that services provided are client-directed, trauma-informed, respectful of individuals' right to self-determination, and voluntary. Unless basic, program-related case management is required by statute or regulation, participation in services should not be required to PSH financial assistance.
2. Clients in each CoC-funded program must be able to access peer support. Programs must connect client with peer support either internally or with an external agency. Per the CoC Lived Experience Committee, according to the CoC Lived Experience Committee, [Peer Support](#) is a best practice in providing services to persons experiencing homelessness or who have previously experienced homelessness. Clients in each CoC-funded program must be able to access peer support. This could be through a Peer Support Specialist on staff at the agency or through a partnership with an agency that provides peer support. Someone with lived experience that has

recovered from homelessness, substance use, mental health and has removed themselves from those situations and has decided to give back to help others live effectively; how you navigated different systems yourself—homeless system, criminal justice, mental health, healthcare, substance use.

What is good peer support?:

Someone who:

- Leads with EMPATHY: ability to build trust to help client; your strength will shine through to clients and help develop hope; seeing someone who has made it through from hopelessness to hopeful
- Type of peer support matters: peer support specialists need to have experience similar to clients they are working with: homelessness, substance use, mental
- Has compassion and the ability to think outside of yourself
- Advocates for clients compassionately; someone to be on my side.
- Demonstrates empathy and compassion to providers
- Understands how trauma shows up in people and does not hold reactions against clients
- Understands how their own trauma shows up and has healthy coping skills and supports to process their own trauma

2. Develop a housing stability plan with participants. Housing Stability plans are directed by program participant and are initiated upon referral to program no later than move in day and reviewed every 3 months. Plans focus on how participants maintain a lease including identifying pathways to increase income and connecting to mainstream resources and identifying natural supports. Plans should address barriers to housing retention, including maximizing their ability to pay rent; improving understanding of landlord/tenant rights and responsibilities; and addressing other issues that have, in the past, resulted in a housing crisis or housing loss. Plans account for participant preferences/choices and include only goals created with and agreed to by the participant. Plans also include discussion and action steps to address how participants will maintain permanent housing once financial assistance is exhausted.

3. Make appropriate and time-limited services and supports available to families and individuals to allow them to stabilize quickly in permanent housing.

4. Case managers or housing navigators help participants avoid evictions before they happen and maintain a positive relationship with the landlord. This can be done by moving a household into a different unit prior to eviction and identifying a new tenant household for the landlord's unit. Eviction for unit does not equate to discharge from program, and program shall assist participant in identifying alternative permanent housing.

5. Monitor participants' housing stability and be available to resolve crises, at a minimum during the time assistance is provided.

6. Case managers must meet with clients weekly throughout the housing search and for the first 90 days post lease signing. Then, home visits are to occur at least monthly at a time directed by program participant. Visits may take place outside regular business hours. During the time of a pandemic, case managers should figure out a way to connect with clients. This could be virtually, via phone or outside practicing safe distancing.

7. Participant and case manager should come to an agreement about when to terminate case management services. At termination, case managers are responsible for ensuring that all appropriate referrals have been made and information on available community assistance and how client can access the program in the future, if needed has been shared with participant. Programs should request a transfer following the process outlined below for all clients who are exiting their program and are at risk of returning to homelessness.

8. Maintain client files as referenced above (**Record Retention**).

9. All client information should be entered in the MeckHMIS in accordance with MeckHMIS, NC-505 and additional agency requirements.

PSH programs which receive CoC funding must adhere to the regulations in HUD’s 24 CFR 578 and Core Component Program Standards.

NC-505 Transfer Policy

Through Coordinated Entry, a process has been established for assessing, prioritizing, and referring people who are experiencing homelessness to homeless designated housing interventions. In order of intensity of support, the interventions covered by this document are:

- Rapid Re-Housing (RRH)
- Permanent Supportive Housing (PSH)

There are cases when the type of housing intervention may not meet the needs of the household post-program entry. NC 505 prioritizes ensuring that all participants receive the type of services and placements they need to maintain stable and safe housing and make every effort to avoid participants re-entering homelessness. Therefore, transfers are prioritized over new entries.

Transfers are appropriate for households with the following circumstances:

- The household has a current HMIS program entry for a homeless-dedicated housing program. and
- The needs of the household have changed since program entry; or
- The understanding of the needs has changed since program entry; or
- The household is at risk of re-entering homelessness at program termination; or
- The household needs to transfer to NC 505 from another CoC because of needing to flee an unsafe situation due to domestic violence, dating violence or stalking. If another CoC is seeking a transfer to NC 505 in this case, they should contact the CoC Manager at charmeckcoc@mecknc.gov to explore feasibility of such transfer.

In such cases there can be legitimate reasons for seeking a transfer to another housing program. In considering the types of transfer that may be requested, the following decision rules will be applied:

Transfer type:
PSH ↔ PSH

RRH → PSH
RRH → RRH
RRH → OPH
OPH → PSH
PSH → OPH

Transfers

Households meeting eligibility criteria for a housing intervention can be transferred to that intervention, regardless of the funding stream of the household’s current housing program.

The approval process for transfer requests will vary depending on the reason identified. The chart below outlines the order of priority and the approval process for each type of request.

Transfers due to fleeing/experiencing violence or accessibility to maintain a unit in the community will be prioritized above all other transfers and will have the fastest resolution possible.

All transfer requests due to the household’s change in service need will be reviewed in a community setting at the Transfer Meeting. The group should be no smaller than 5 total. The agency submitting the transfer request must be present at the meeting when this is discussed. The group will critically review the transfer request and decide whether the agency has exhausted all other options and that a transfer is the most appropriate next step for the household. When applicable, the group will brainstorm with the agency on alternative solutions.

Transfer Priority Levels

Priority Level	Reason	Approval Time	Approving Body
1	Individual or Environmental Safety or Accessibility	As quickly as possible, no longer than two days	CE Lead
2	Household Composition	As quickly as possible, no longer than one week	CE Lead
3	Service Level or Client Choice	One to two weeks	Transfer Meeting
	Defunded*	Please see defunded section below	CoC Collaborative Applicant

Reason	Definition	What it is not
Individual Safety	A household is fleeing violence and must move locations to reach safety. This includes fleeing physical, sexual, and psychological harm.	Dissatisfaction with neighborhood and/or neighbors such as disputes that can be mediated.
Environmental Safety	The space has become unsafe for the household, even if the household has not been hurt or threatened. As examples, someone has taken over the unit and the household can no longer live there, violence taking place in the apartment building, or tenants in the building harassing the participant, possibly related to their gender, sexual orientation, or disability.	Crime in the neighborhood that are not specifically targeting the household or building.
Accessibility	The household is unable to live in their home due to requiring accommodations that cannot be made. Examples can include requiring an elevator or larger door frame for a wheelchair in a building without these features, conditions of the housing negatively impacting a medical challenge of a household member such as asthma or need for a unit with an additional bedroom for a caregiver.	Accessibility accommodations needed that can be put into place such as grab bars or a lift.
Household Composition	The family size changes so that the household requires a smaller or larger unit. This can include the unit size impacting the household retaining or obtaining custody of children or households that included children and now only include the parent/s.	Desire for a larger unit that is not required based on family size.
Service Level	The needs of the household cannot be accommodated by the current provider or intervention and additional community supports without a transfer and is only utilized after other interventions are tested. This can include the need to move from a scattered site unit to a single site location or vice versa to accommodate service needs.	Client is challenging to engage in services or has ongoing conflicts with agency staff.
Client Choice	The household would be able to reach employment or educational goals living in a different location that cannot be obtained in the current program, or the household has identified that they require a different housing provider to successfully maintain housing.	Geographic preference that is unrelated to employment/education, preference for a larger unit, or preference for a different provider when challenges with the current provider can be resolved.

Communication

CE Match Team will acknowledge the receipt of a transfer request within two business days and will correspond with the referral agency weekly with status updates.

Housing providers will notify the CE Matching Entity if the transfer is no longer needed.

Transfer Request Protocols

To complete a transfer request between different agencies or different project types, the following must be submitted at one time in full prior to a determination being made.

1. Transfer Request Form
 - a. Reason
 - b. Narrative
 - c. Document Packet
 - i. Documentation that verified eligibility (homelessness and disability, if applicable) at the time of entry into the project
 - ii. Copy of the most recent annual service assessment
2. Required only if the household will be housed in the same unit after the transfer:
 - a. copy of the lease,
 - b. most recent HQS inspection,
 - c. rent reasonableness documentation,
 - d. rent calculation, and
 - e. if applicable, an environmental review
3. Documents Recommended
 - a. Photo Identification
 - b. Income Documentation

***Defunded Process**

CoC Collaborative Applicant staff will work with agencies with defunded projects to determine next steps for all households and will communicate with providers what steps they must take to have transfers approved. A maximum of 5 consecutive transfers will occur from a defunded agency at any given time. After five matches are made from a defunded agency or agencies, the following five matches will not include households from defunded projects.

When a defunded project has a population eligible for a housing intervention with supply that is greater than demand, no limit will be placed by CE on consecutive referrals. As an example, if there are more HUD VASH vouchers available than eligible Veterans in a defunded project, CE will not limit the number of transfers made. Transfers related to fleeing violence will always be prioritized first, even ahead of defunded transfers.

Transfer requests for RRH to PSH or PSH to PSH or RRH to RRH or PSH or RRH to OPH or OPH to RRH or PSH are appropriate when the following criteria have been met:

- Referring provider completes transfer form. Agency leadership sends completed form to PSH Transfer Meeting lead at least 1 week before next scheduled meeting.
- For RRH or OPH to PSH transfers, the household must have qualified for PSH at entry to current program including having documentation of chronic homeless status. Disability can be documented prior to entry into PSH

- If approved, the household would be prioritized for the next available appropriate PSH vacancy at the next Match Meeting. Transfers are not appropriate for reasons related to protected class status only, including race, color, national origin, religion, sex, disability, age, genetic information, marital status, sexual orientation, and gender identity.
- NC-505 does not have a maximum number of transfers a client can receive.

PRIORITIZATION POLICY

Temporary Housing Prioritization Policy (in the time of COVID-19) People at high risk of developing severe COVID-19 symptoms (65+ and people of all ages with underlying medical conditions, per the Centers for Disease Control and Prevention (CDC) are at higher risk of death than other people living in congregate shelter settings or in unsheltered locations. Quickly re-housing this high-risk population will limit the spread and impact of COVID-19. Therefore, HUD guidance suggests that Coordinated Entry Systems support the swift assessment and re-housing of any person who meets any of the COVID-19 risk factors. The Temporary Housing Prioritization Policy, adopted on May 28, 2020, by the CoC Board reflects these considerations. It shall remain in effect until rescinded by the CoC Board.

Appendix VIII contains the NC-505 Prioritization Policy.

*This document will be regularly updated to reflect the policies and resources of the Charlotte- Mecklenburg Continuum of Care. Please ensure you are using the most recently updated version of this document. Community process for updating written standards **The most recent version was approved by the CoC Governing Board on July 27, 2023. To submit public comment about this document, please email charmecckcoc@mecknc.gov.***

21. Project demonstrates match for at least 25% of the total budget	Amount of match: esnaps application Q6i: Total Match Total Budget: esnaps application Q6i: Total Assistance plus Admin	Agency demonstrates at least 25% match	N/A	Agency demonstrates less than 25% match	10	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Total Match esnaps Q6i	Total Assistance + Admin	
Returns to Homelessness		10 Points	5 Points	0 Points								
10. % of clients who exit to permanent housing that return to homelessness within 1 year	Program-based reports Program Recidivism Report Reporting period: 7/1/23-6/30/24	5%	6-7%	>7%	10	8%	5	#DIV/0!	#DIV/0!	Exit to Permanent Destinations	# of Clients who Return to Homelessness	%
										100	8	8%
Partnership with Coordinated Entry		15 points	7.5 points	0 points								
11. 50% of project enrollments in current grant period are from Coordinated Entry match	Referrals in Period Report; % of clients enrolled that were referred to the program	50%	N/A	<50%	15		0		0			
12. % Denied referrals by race	Denied Referrals Report	n/a	n/a	n/a								
Equity Factors		10 points	5 points	0 points								
17. 10% (or minimum of 1 person if 10% of total board members is less than 1) of Agency's Board of Directors includes representation from more than one person with lived experience (ex. homelessness, substance use, mental health, criminal justice involvement, etc).	Board of Directors Roster	Yes	N/A	No	10	n/a	-					
Financial		4-5 points	2-3 points	0-2 points								
19. Most recent agency audit demonstrating there were no unresolved material findings.	Last completed Agency Audit	Audit shows agency as low risk auditee & no findings	Audit shows agency as low risk auditee or no findings	Audit shows agency as high risk auditee AND findings	5	n/a	-					
22. Project completes eLOCCS draws at least quarterly	eLOCCS draw history	Yes	N/A	No	5	n/a	-					
SUB TOTAL					240	n/a	#DIV/0!	n/a	#DIV/0!			
Bonus/Penalty												
Late Submittal of Documents					-15							
FINAL TOTAL					250			#DIV/0!				#DIV/0!

Total Match esnaps Q6i	Total Assistance + Admin

Exit to Permanent Destinations	# of Clients who Return to Homelessness	%
		#DIV/0!



29. Project has had at least 1 current or former client join the CoC Lived Experience Committee	Project Submission Form Q13	Yes	N/A	No	5	n/a	-					
Support Services		7-10 Points	4-6 Points	0-3 Points								
15. Project has planned for adequate support services for this project	esnaps Q381	Fully answers question and	Partially answers question	Doesn't answer question at all or	10	n/a	-	n/a				
Financial		10 Points	5 Points	0 Points								
27. % of overall agency budget that this request equals	Project Submission Form Agency Operating Budget esnaps application Q6E: Total Assistance plus Admin Requested	<25% of overall agency budget	25%-50%	>50% of overall agency budget	10	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Total Assistance + Admin	Agency Operating Budget	
26. Project demonstrates match for at least 25% of the total budget	Amount of match: esnaps application Q6E: Total Match Total Budget: esnaps application Q6E: Total Assistance plus Admin Requested	Agency demonstrates at least 25% match	N/A	Agency demonstrates less than 25% match	10	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	Total Match esnaps Q6E	Total Assistance + Admin	
Returns to Homelessness		10 Points	5 Points	0 Points								
11. % of clients who exit to permanent housing that return to homelessness within 1 year	Program-based reports Program Recidivism Report	6%	7-8%	>7%	10	7%	5	#DIV/0!	#DIV/0!	Exit to Permanent Destinations	# of Clients who Return to Homelessness	%
Partnership with Coordinated Entry		15 points	7.5 points	0 points								
12. 100% of project enrollments are from Coordinated Entry match	Referrals in Period Report: % of clients enrolled that were referred to the program	100%	N/A	<100%	15		0		0			
12. % Denied referrals by race	Referrals in Period Report; NOFO Reporting; Avg days btwn referral & entry	n/a	n/a	n/a	10		0		0			
Equity Factors		10 Points	5 Points	0 Points								
17. 10% (or minimum of 1 person if 10% of total board members is less than 1) of Agency's Board of Directors includes representation from more than one person with lived experience (ex. homelessness, substance use, mental health, criminal justice involvement, etc).	Board of Directors Roster	Yes	N/A	No	10	n/a	-	-				
Financial		4-5 points	2-3 points	0-2 points								
25. Most recent agency audit demonstrating there were no unresolved material findings.	Last completed Agency Audit	Audit shows agency as low risk auditee & no findings	Audit shows agency as low risk auditee or no findings	Audit shows agency as high risk auditee AND findings	5	n/a	-					
Financial		5 points	2.5 points	0 points								
28. Project completes eLOCCS draws at least quarterly	eLOCCS draw history	Yes	N/A	No	5	n/a	-					
SUB TOTAL					185	n/a	#DIV/0!	n/a	#DIV/0!			
Bonus/Penalty												
Late Submittal of Documents					-15							
FINAL TOTAL							#DIV/0!		#DIV/0!			

Total Assistance + Admin	Agency Operating Budget
Total Match esnaps Q6E	Total Assistance + Admin

who Exit to Permanent Destinations	who Return to Homelessness	%
		#DIV/0!

NEW: PSH, RRH, JOINT TH-RRH

Components	Source & Calculation	Points Allocation			Full Points (Section Weight)	Ranking Committee Score										
		7-10 Points	4-6 Points	0-3 Points												
Applicant Experience																
1. Applicant's (and subrecipient(s) if applicable) experience in effectively utilizing federal funds and performing the activities proposed in the application: a) Examples of how the agency has provided housing & supportive services to the target population including years of experience b) Description of agency's experience developing and implementing relevant program systems and services c) Description of agency's ability to secure matching funds from a variety of sources d) Description of agency's experience in effectively utilizing federal funds	esnaps application Q2B.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20											
Project Description																
2. Applicant provides description that addresses the entire scope of the proposed project including: a) How project will receive referrals/determine who it will serve b) How project addresses an identified gap/need in the homeless to housing continuum c) Types of services provided: support services, financial assistance	esnaps application Q3B.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20											
Partnership with Coordinated Entry																
3. Project will participate in the CoC's Coordinated Entry process	esnaps Q3B.4	Yes	N/A	No	10											
Supportive Services for Participants																
4. Applicant describes how participants will be assisted in obtaining & maintaining housing a) How project will house participants in <30 days for RRH and <90 days for PSH (include housing search support provided) b) Project describes reasons for program termination c) Project describes how they will ensure 0 households return to homelessness at exit	esnaps application Q4A.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20											
5. Applicant describes how support services will be provided by coordinating & integrating with other mainstream resources in the following areas: a) healthcare (mental health, substance use, physical health) b) social services c) employment & income (SOAR) programs	esnaps application Q4A.2	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20											
6. Project serves clients from populations with high barriers to housing																
Project Submission Form Q6		Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	10											
Improving Equity																
13. Agency has under-represented individuals defined as persons who identify as BIPOC or LGBTQ+ in managerial AND leadership positions defined as front line supervisors and above	Project Submission Form Q7	76%	75-50%	<50%	10	#DIV/0!	#DIV/0!									
<table border="1" style="float: right; margin-left: 20px;"> <tr> <td># under-represented individuals</td> <td># total people in these categories</td> </tr> <tr> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> </tr> </table>								# under-represented individuals	# total people in these categories							
# under-represented individuals	# total people in these categories															
14. Project's program policies reflect an agenda for promoting Diversity, Equity & Inclusion practices																
Project Submission Form Q8 & Q9		Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	10											
Financial Capacity																
15. Agency describes impact of not receiving full amount of funding requested on project sustainability	Project Submission Form Q10	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	5											
Continuum of Care Activities																
16. Project has had at least 1 current or former client join the CoC Lived Experience Committee	Project Submission Form Q11	Yes	N/A	No	10											
10. Applicant described changes they've made to program-related policies and procedures based on feedback from clients they serve.	Project Submission Form Q8	Applicant identifies 2 or more changes they've made	Applicant identifies 1 change they've made	Applicant identifies 0 changes made	10		n/a									
Project Effectiveness																
17. Project submits completed Housing First Fidelity Principles Assessment for this project	Project Submission Form Q13	Yes	N/A	No	10											
Financial																
14. % of overall agency budget that this request equals	Agency Operating Budget esnaps application Q6J: Total Assistance + Admin Requested	<25% of overall agency budget	25%-50%	>50% of overall agency budget	10	#DIV/0!	<table border="1" style="float: right; margin-left: 20px;"> <tr> <td>Total Assistance + Admin Requested</td> <td>Agency Operating Budget</td> <td>%</td> </tr> <tr> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> </tr> <tr> <td></td> <td></td> <td>#DIV/0!</td> </tr> </table>	Total Assistance + Admin Requested	Agency Operating Budget	%						#DIV/0!
Total Assistance + Admin Requested	Agency Operating Budget	%														
		#DIV/0!														
13. Project demonstrates match for at least 25% of the total budget	Amount of match: esnaps application Q6I: Total Match Total Budget: esnaps application Q6J: Total Assistance plus Admin Requested	Applicant demonstrates at least 25% match	N/A	Applicant demonstrates less than 25% match	10	#DIV/0!	<table border="1" style="float: right; margin-left: 20px;"> <tr> <td>Total Match esnaps Q6I</td> <td>Total Assistance + Admin Requested</td> <td>#DIV/0!</td> </tr> <tr> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> <td style="background-color: #92d050;"></td> </tr> <tr> <td></td> <td></td> <td>#DIV/0!</td> </tr> </table>	Total Match esnaps Q6I	Total Assistance + Admin Requested	#DIV/0!						#DIV/0!
Total Match esnaps Q6I	Total Assistance + Admin Requested	#DIV/0!														
		#DIV/0!														
15. Most recent agency audit demonstrating there were no unresolved material findings.	Project Submission Form	Audit shows agency as low risk auditee & no findings	Audit shows agency as low risk auditee or no findings	Audit shows agency as high risk auditee AND findings	10											
Improving Equity																
19. 10% (or minimum of 1 person if 10% of total board members is less than 1) of Agency's Board of Directors has lived experience. Lived experience includes homelessness, substance use, mental health, criminal justice involvement, history of trauma, etc).	Board of Directors Roster	Yes	N/A	No	10											
SUB TOTAL																
					195	#DIV/0!										
Bonus/Penalty																
Late Submittal of Documents					-15											
Project has a 25% healthcare or housing leverage	esnaps Q7A. Attachment				20											
FINAL TOTAL						#DIV/0!										

NEW: PSH, RRH, JOINT TH-RRH

Components	Source & Calculation	Points Allocation			Full Points (Section Weight)	Ranking Committee Score							
		7-10 Points	4-6 Points	0-3 Points									
Applicant Experience													
1. Applicant's (and subrecipient(s) if applicable) experience in effectively utilizing federal funds and performing the activities proposed in the application: a) Examples of how the agency has provided housing & supportive services to the target population including years of experience b) Description of agency's experience developing and implementing relevant program systems and services c) Description of agency's ability to secure matching funds from a variety of sources d) Description of agency's experience in effectively utilizing federal funds	esnaps application Q2B.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20								
Project Description													
2. Applicant provides description that addresses the entire scope of the proposed project including: a) How project will receive referrals/determine who it will serve b) How project addresses an identified gap/need in the homeless to housing continuum c) Types of services provided: support services, financial assistance	esnaps application Q3B.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20								
Partnership with Coordinated Entry													
3. Project will participate in the CoC's Coordinated Entry process	esnaps Q3B.4	Yes	N/A	No	10								
Supportive Services for Participants													
4. Applicant describes how participants will be assisted in obtaining & maintaining housing a) How project will house participants in <30 days for RRH and <90 days for PSH (include housing search support provided) b) Project describes reasons for program termination c) Project describes how they will ensure 0 households return to homelessness at exit	esnaps application Q4A.1	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20								
5. Applicant describes how support services will be provided by coordinating & integrating with other mainstream resources in the following areas: a) healthcare (mental health, substance use, physical health) b) social services c) employment & income (SOAR) programs	esnaps application Q4A.2	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	20								
6. Project serves clients from populations with high barriers to housing													
Project Submission Form Q6		Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	10								
Improving Equity													
13. Agency has under-represented individuals defined as persons who identify as BIPOC or LGBTQ+ in managerial AND leadership positions defined as front line supervisors and above	Project Submission Form Q7	76%	75-50%	<50%	10	#DIV/0!	#DIV/0!						
<table border="1" style="float: right;"> <tr> <td># under-represented individuals</td> <td># total people in these categories</td> </tr> <tr> <td></td> <td></td> </tr> </table>								# under-represented individuals	# total people in these categories				
# under-represented individuals	# total people in these categories												
14. Project's program policies reflect an agenda for promoting Diversity, Equity & Inclusion practices													
Project Submission Form Q8 & Q9		Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	10								
Financial Capacity													
15. Agency describes impact of not receiving full amount of funding requested on project sustainability	Project Submission Form Q10	Fully answers question and provides examples	Partially answers question	Doesn't answer question at all or completely	5								
Continuum of Care Activities													
16. Project has had at least 1 current or former client join the CoC Lived Experience Committee	Project Submission Form Q11	Yes	N/A	No	10								
10. Applicant described changes they've made to program-related policies and procedures based on feedback from clients they serve.	Project Submission Form Q8	Applicant identifies 2 or more changes they've made	Applicant identifies 1 change they've made	Applicant identifies 0 changes made	10	n/a							
Project Effectiveness													
17. Project submits completed Housing First Fidelity Principles Assessment for this project	Project Submission Form Q13	Yes	N/A	No	10								
Financial													
14. % of overall agency budget that this request equals	Agency Operating Budget esnaps application Q6J: Total Assistance + Admin Requested	<25% of overall agency budget	25%-50%	>50% of overall agency budget	10	#DIV/0!	<table border="1"> <tr> <td>Total Assistance + Admin Requested</td> <td>Agency Operating Budget</td> <td>%</td> </tr> <tr> <td></td> <td></td> <td>#DIV/0!</td> </tr> </table>	Total Assistance + Admin Requested	Agency Operating Budget	%			#DIV/0!
Total Assistance + Admin Requested	Agency Operating Budget	%											
		#DIV/0!											
13. Project demonstrates match for at least 25% of the total budget	Amount of match: esnaps application Q6I: Total Match Total Budget: esnaps application Q6J: Total Assistance plus Admin Requested	Applicant demonstrates at least 25% match	N/A	Applicant demonstrates less than 25% match	10	#DIV/0!	<table border="1"> <tr> <td>Total Match esnaps Q6I</td> <td>Total Assistance + Admin Requested</td> <td>#DIV/0!</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </table>	Total Match esnaps Q6I	Total Assistance + Admin Requested	#DIV/0!			
Total Match esnaps Q6I	Total Assistance + Admin Requested	#DIV/0!											
15. Most recent agency audit demonstrating there were no unresolved material findings.	Project Submission Form	Audit shows agency as low risk auditee & no findings	Audit shows agency as low risk auditee or no findings	Audit shows agency as high risk auditee AND findings	10								
Improving Equity													
19. 10% (or minimum of 1 person if 10% of total board members is less than 1) of Agency's Board of Directors has lived experience. Lived experience includes homelessness, substance use, mental health, criminal justice involvement, history of trauma, etc).	Board of Directors Roster	Yes	N/A	No	10								
SUB TOTAL													
					195	#DIV/0!							
Bonus/Penalty													
Late Submittal of Documents					-15								
Project has a 25% healthcare or housing leverage	esnaps Q7A. Attachment				20								
FINAL TOTAL						#DIV/0!							