

Charlotte-Mecklenburg CoC Governing Board Meeting

March 27, 2025

Location: Sugar Creek Library

| Board Members | | | |
|------------------|-------------------|-----------------|-----------------|
| Trish Hobson | Jessica Lefkowitz | Adelaide Martin | Karen Pelletier |
| Rebecca Pfeiffer | Temeka Couch | Traletta Banks | Sonia Jenkins |
| O'Shauna Hunter | Susan Crawford | Tawanna Denmark | Maurice Reid |
| Kellee Hicks | Andrew Yavorski | Justin Tucker | Glenn Davis |
| Cherelle Rozie | Shaq Clarke | | |

*Brittany Marshall-VA Liaison to the CoC Board

Agenda

| Time | Item | Facilitator |
|---------------|--|--|
| 2:00pm-2:10pm | Welcome & introductions Motion: Adopt meeting agenda Motion: Approve meeting minutes from January 30, 2025 meeting | Jessica Lefkowitz |
| 2:10pm-2:30pm | Executive Committee Report Out 1) Homeless Response System Mapping 2) Case Management White Paper update 3) CoC Governing Board special meeting: April 24, 2pm-4:30pm | Jessica Lefkowitz Karen Pelletier Trish Hobson |
| 2:30pm-2:35pm | System Improvement Wins | Jessica Lefkowitz Breanna McGowan |
| 2:35pm-2:50pm | A Home for All Framework Implementation | O'Shauna Hunter |
| 2:50pm-3:20pm | Committee & Workgroup/Board Seat Report Out 1) City of Charlotte: Consolidated Plan 2) INLIVIAN: voucher vacancy rates | Rebecca Pfeiffer Temeka Couch |
| 3:20pm-3:25pm | Public Comment | Jessica Lefkowitz |
| 3:25pm-3:45pm | Collaborative Applicant Staff Updates: 1) 100-Day Challenge: Youth Homelessness Prevention Motion: Approve utilizing CoC Planning Grant funds to support 100 Day Challenge 2) HUD Funding Updates: CoC grant agreement 3) Q1 Monitoring Report Out | Erin Nixon Branden Lewis |
| 3:45pm-4:00pm | Agency Updates Request for May meeting agenda items | Board members |
| 4:00pm | Adjourn | Jessica Lefkowitz |

- **Next CoC Governing Board meeting:** Thursday, April 24; 2:00pm-4:30pm; Location TBD

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.

- **Next CoC Full Membership meeting:** Wednesday, May 14, 2025; 2:00pm-3:30pm; Location: TBD
 - 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
January 30, 2025**

CoC Letters of Support provided since last meeting:

- 1) Catholic Charities for Supportive Services for Veteran Families (SSVF) grant application
- 2) Endeavors for Homeless Veterans Re-Entry Program (HVRP) grant application
- 3) Asheville-Buncombe Christian Cooperative Ministries (ABCCM) HVRP grant application

The meeting of the CoC Governing Board was held on January 30, 2025 at 2pm at The Relatives-Ally Center.

Board Members Present: Trish Hobson (Chair), Rebecca Pfeiffer, James Ivey (temporary member for O'Shauna Hunter), Kellee Hicks, Adelaide Martin (Secretary), Tawanna Denmark, Shaq Clarke, Karen Pelletier, Sonia Jenkins, Maurice Reid, Traletta Banks, Jessica Lefkowitz (Vice Chair), Cherelle Rozie, Susan Crawford, Andrew Yavorski, Glennis Davis, Justin Tucker, Brittany Marshall (VA Liaison to the Board)

Board Members Absent: Temeka Couch

CoC Staff Present: Branden Lewis, Shamika Agbeviade, Erin Nixon, Mary Ann Priester

Guests Present: Jamien Harvey, James Lee, Joe Hamby, Kaedon Grinnell, Bethany Corrigan

Welcome- Meeting began with attendance.

Motion to elect CoC Board officers-Jessica Lefkowitz, Chair; Andrew Yavorski; Vice Chair; Glennis Davis, Secretary Motion to approve the slate of officers (approved)

Motion to adopt the meeting agenda (Trish Hobson, Justin Lee)—meeting agenda is adopted

Motion to approve minutes from January 30, 2025 COC Governing Board meeting (Andrew Yavorski, Maurice Reid) approved

Executive Committee Report Out- Jessica shared that 3 neighbors have passed away; the system let these clients down. The CoC needs a workgroup that has buy in from street outreach, emergency shelter, housing providers to minimize these situations. The main goals for the proposed CoC Chronic Workgroup are to expedite enrollments and ensure that all PSH programs can bring services to clients.

Markesia Bell Clause added to written standards to not screen out clients from programs.

Question: is CoC Healthcare Workgroup working on this? This group would focus specifically on what are barriers to clients experiencing chronic homelessness housed vs. the healthcare workgroup, which focuses on healthcare access across the system.

Motion: Create chronic homeless workgroup (Maurice Reid, Andrew Yavorski) approved

CoC Governing Board retreat: working to find a facilitator to possibly have a retreat in March

Home for All James Ivey -O'Shauna is coming back next month-thank you for welcoming me into the meeting. Housing Collab is working on Property Provider recruitment with the goal of recruiting 600 new units into the system during the pilot. Critical Home Repair just hired a consultant to work with UW to determine what that pilot will look like. UW also received private funding for this initiative to go to vendors for training and certification. Upstream grantees are working on signing contracts and grantees will be announced in March. Signed a contract with a consultant for the strike fund work so that will get started. Advocacy RFP out to help us create an Advocacy agenda.

**CoC Governing Board
Meeting Minutes
January 30, 2025**

Committee & Workgroup

Membership/Nominating Committee: Towns seat has been difficult to make successful due to difficulty in having one person be able to speak for all 6 towns. The Membership/Nominating Committee has 2 recommendations:

- 1) Convert this Towns seat to a Business Affiliate seat representing the business community and provide feedback on how businesses interact with persons experiencing homelessness and educate business community about the CoC's work
- 2) Remove seat from the bylaws

Discussion: Board members live in different parts of the County

Motion: Adopt option #1 (Trish Hobson, Justin Tucker) approved

Equity & Inclusion Committee: Kaedon Grinnell (EIC Chair) and Bethany Corrigan (EIC Vice Chair): Committee working to ensure clients have full access to services. EIC is working on developing a standardized training for all providers to ensure all clients have equal access to services across the continuum. The committee currently has an RFI out for someone to create a training curriculum and work with the committee to offer the training. Training would be required for all CoC & ESG funded case managers.

Question: what does the community voice look like around the objectives of this trainings?

Public Comment – James Lee shares he is still very close to the work of the CoC Board and is focused on advocacy; Joe Hamby encourages the Board to stay close to the work and advocate at County Commission & City Council meetings—noted there were no elected officials at PIT and encourages Jessica to do public comment at BOCC & City Council meetings encouraging participation in PIT.

Collaborative Applicant Staff Updates

- **Mary Ann**– Update on 2024 SOHIH Report release
Comment: Focus on Connecting the Dots slide: CoC should focus on ensuring there is collaboration between all parties listed on the slide
- **Point in Time Count**: Thank you to everyone who participated; 250+ volunteers; worked with Meck Co ARC GIS to map out camp locations so teams would know exactly where to go; a team found a person deceased-acknowledging why the work is important; included people who were self pay in a hotel
Comment: thank you to staff and volunteers who organized and participated in the PIT; grateful for street outreach staff and CMPD staff who knew clients very well
- **Erin** – HUD announced FY24 funding; all projects received more funding than they requested due to increase in rental & support services lines; did not receive funding for new projects; HUD pulled back the YHDP funding application; White Housed issued Executive Order to stop all Federal spending—pause was lifted, but causing anxiety and uncertainty for providers and clients. All Board members complete Conflict of Interest disclosure.
Question: Any updates on CoC Builds? No update yet
Trish: Property Provider Implementation Team offering trainings: I encouraged them to reach out to Amber to make sure there is not duplication

**CoC Governing Board
Meeting Minutes
January 30, 2025**

Agency Updates: Brittany Marshall shared that at the VA, when somebody passes away, they get all providers together to see where there could be system improvements. Karen had same idea for Homelessness Fatality Review. Would love to pursue that.

Meeting Adjourned

CoC Planning Grant

Background: Planning Grants are non-competitively awarded to CoCs to facilitate system-wide planning and improvement.

CoC utilizes funds to pay persons with lived experience for participating in activities of the CoC, pays for system-wide consultation, pays for CoC members & staff to attend trainings, supports the Point in Time Count, etc.

Grant dates: 10/01/2024-09/30/2025

Amount awarded: **\$303,392**

Amount spent thru 02/28/2025: \$36,375.55 + \$76,900 currently obligated = \$113,275.55

Balance remaining as of 02/28/2025: \$190,116.45

Balance remaining if proposal approved: **\$114,386.70**

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Turbo-charging Collaboration Efforts with a Systems Transformation Approach: Youth Homelessness Prevention in Mecklenburg County

Prepared by RE!NSTITUTE™

March 2025

Context

In November 2024, Mecklenburg County was selected for participation in a 100-Day Challenge on youth homelessness prevention, funded by HUD and co-delivered with [Homebase](#), as part of a suite of investments around youth homelessness prevention, which included the [Youth Homelessness Systems Improvement](#) grants. On February 26, 2025, the grant funding for this 100-Day Challenge was terminated via Executive Order 14158, "Establishing and Implementing the President's 'Department of Government Efficiency'". RE!NSTITUTE is now supporting Mecklenburg to pursue local funding to continue the work they have already begun to prevent young people in their community from experiencing homelessness.

The proposal below outlines the full scope of the 100-Day Challenge engagement, which includes three phases: Planning, Implementation, and Sustaining. Mecklenburg completed the Planning Phase prior to the termination of HUD grant funding, and is poised to launch their 100-Day Challenge.

The budget at the end of this proposal reflects investments already made in this work (the completion of the Planning Phase) as well as necessary investments to complete the 100-Day Challenge with Mecklenburg as intended.

RE!NSTITUTE Model of Transformation

Our work on homelessness in the U.S. and on other global issues has taught us that designing and building systems is best done by and with individuals closest to the problem. Local frontline knowledge is critical for sound system design, and local ownership is essential for using these systems to generate desired outcomes. RE!NSTITUTE builds on proven principles and practices of quality improvement and design thinking to put in place the enabling conditions for those people closest to the problem to drive transformation in their own communities. The model is centered around a time-bound approach to focus communities on achieving results quickly while building foundational components for long-term sustainability.

After implementing nearly 500 Challenges across 28 countries, the methodology consistently shows us that organizing time-bound challenges is the most effective way to build momentum toward scalable and impactful systems. To date, our methodology has helped safely and stably house 38,379 individuals experiencing homelessness in the United States in more than 132 communities, supporting them to collaborate, innovate, rapidly experiment, and execute.

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Our Proposal

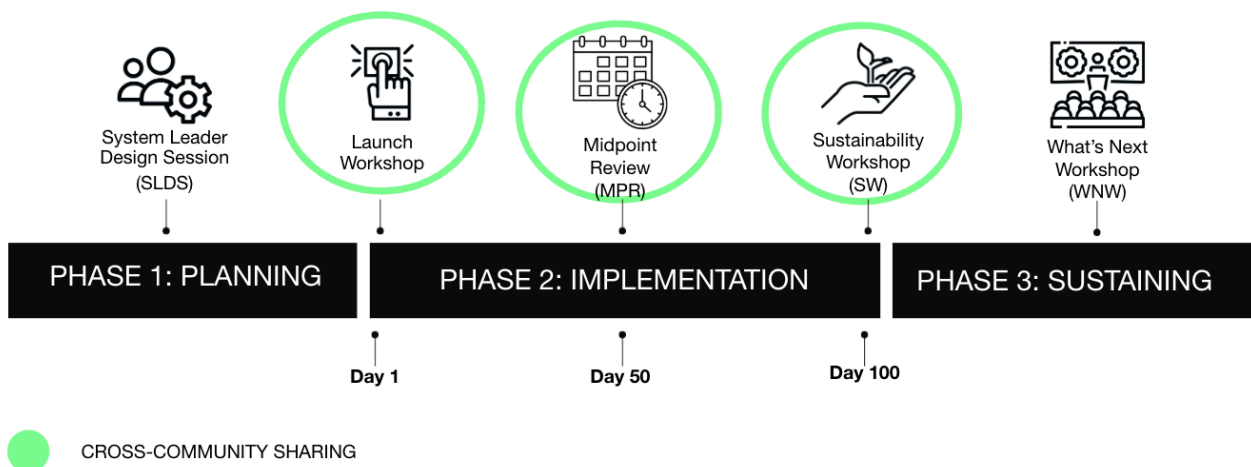
The objective of our proposal is to focus on youth homeless prevention services while simultaneously creating strategies to increase racial equity in safe and affordable housing opportunities. The 100-Day Challenge methodology provides an opportunity for Mecklenburg County to engage in deep analysis of their youth homelessness prevention systems, identify missing partners or underutilized resources, quickly develop and test innovative solutions to long-standing problems, and begin shifting the key components of their practices, policies, relationships, and mindsets that will lead to sustainable systems transformation.

We will support Mecklenburg through an approximately nine-month structured engagement comprised of three phases: Planning, Implementation, and Sustaining. Each phase is carefully designed to achieve specific objectives, building on each other to result in significantly improved outcomes for youth homelessness prevention.

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Our timeline

THE 100 - DAY CHALLENGE JOURNEY



Phase 1: Planning

This phase involves three activities:

- Catalysts interview key partners in the community's homeless response system to map out existing relationships and efforts in the local homeless response system and identify the team of leaders who will help shape and guide the process.
- Our Monitoring, Evaluation, and Learning (MEL) team collects, analyzes, and formats contextual data needed for a System Leader Design Session (SLDS), drafts the Data Dashboard, and supports the community in identifying their performance baselines.
- Catalysts prepare for and facilitate a 4-hour SLDS. The SLDS objectives are to determine a focus area, select leaders/guides, identify 15 frontline team members, and build an

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understanding of the process. Effective prevention of homelessness is predicated upon a system's ability to identify households at risk of homelessness; as such, teams will need to identify broad multidisciplinary partners who can contribute data and increase identification points, such as schools, healthcare systems, and correctional facilities.

Phase 2: Implementation

The Implementation Phase includes preparing and facilitating three key workshops:

- A 2-day onsite "Launch Workshop" (LW) where Mecklenburg sets their goals and develops their work plan.
- A virtual "Midpoint Review Workshop" (MPR), where the team will reflect on the process and recommit, clarify, and update the plan so that the remaining days are as impactful as possible.
- A 2-day onsite "Sustainability Workshop" (SW). This event will celebrate achievements, share learning, and map out ideas for sustaining/implementing the innovations made.

Throughout the second phase, Catalysts will work with the Mecklenburg team every week to develop and pilot innovations, communicate progress to leaders/guides, and support the team as they come up against barriers. Our Data Specialist will collect performance data, maintain the dashboard, and have regular meetings with the Community Data Leads to support their data collection process and brainstorm ways to ensure that the data is used to inform the activities of the Transformation Challenge. This high contact level of support ensures that information is collected consistently and accurately to provide critical insights.

Additionally, Catalysts meet with System Leaders for three virtual check-ins across the 100 days. These check-ins not only allow the System Leaders to remain actively engaged and supportive of the frontline team, but also prepare them to begin assessing and addressing gaps in key components of functional and effective homeless response systems, such as equity, engagement of people with lived expertise, and utilizing data-driven decision making.

Phase 3: Sustaining

During the Sustaining Phase, RE!NSTITUTE works with Mecklenburg to concretize the innovations developed through the process and strengthen the system's ability to address youth homelessness prevention in the future.

- Following the Sustainability Workshop, Catalysts will support Team Leaders and Sponsors to prepare a proposal around the necessary system changes to sustain the performance and momentum that the team experienced during the Implementation phase.
- Based on the above, Catalysts will facilitate a 4-hour virtual WNW for System Leaders to tailor a plan to sustain the gains made by focusing on strategic system shifts.
- The RE!NSTITUTE team will continue to collect and analyze qualitative and quantitative data around performance outcomes and the desired innovations.

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- Following the Whats Next Workshop, Catalysts will support their workgroups for up to 3 months to embed and sustain changes to their system, including monthly check-ins for follow-up and/or coaching support.
- Sustainability Study: RE!NSTITUTE staff will conduct a qualitative survey/interview to learn how innovations were sustained and why. The goal is to speak with people who hold different positions within the community framework to get a variety of perspectives. A report will be developed that includes a synthesis of themes and supporting contextual information.

Anticipated Monitoring and Evaluation Plan

Mecklenburg will be supported in designing a set of metrics based on their 100-day goal and developing a data collection and analysis system that works with their current data collection capacities. They will also be supported in exploring ways to improve a holistic view of the effectiveness of prevention services. The primary data indicator for the goal will be the reduction in the number of new cases of youth homelessness. Mecklenburg will be supported in establishing their baseline rate of inflow, which is the average number of new cases of youth homelessness in a 100-day period. This data will be used to set their prevention goal. We will then support Mecklenburg to track new cases of youth homelessness over the course of the Challenge.

It will also be very useful to track the proactive steps communities are taking to prevent youth from entering homelessness. Some of the metrics that can be used to track and help understand *how* youth are being prevented from entering homelessness include:

- # of people supported to retain housing through rental assistance and other housing stability support
- # of people experiencing category HUD 2, 3, and 4 homelessness who are prevented from entering category 1 homelessness
- # of connections to AOD and SUD behavioral health services
- # instances of effective hospital and incarceration discharges to safe and stable housing
- # of connections to employment services for people experiencing housing instability
- # of connections to income support such as SSI and SSDI
- # of instances of identification of housing instability through McKinney Vento liaisons

Examples of potential team goals for these 100-Day Challenges:

Goal Template #1 (equity lens): In 100 Days, we will prevent 100 transition-age youth from entering into a cycle of homelessness, of which 60% will identify as BIPOC and/or LGBTQ+, and 50% will be RHYA-identified youth

Action Items

- Streamline access to resources, allowing for early intervention
- Develop and implement protocols that ensure equity is built into policy and program practice.
- Development of a data tracking system to allow communities to understand how and why people are falling into homelessness and identify the best tools for preventing it

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- Develop an innovative response to better allow for family reunification where safe and possible
- Develop and implement an innovative strategy that includes youth with lived experience as a central component of service design and community response.

Goal Template #2 (specific project lens): In 100 days, we will connect 100 exiting foster youth to housing opportunities before exiting the foster care system, of which 90% will be connected to ongoing support services such as physical and behavioral health, education, and employment.

Action Items

- Develop a stronger relationship between the foster care, homeless response, and housing systems, allowing for direct handoffs and support for youth who may not have the necessary documents a landlord requires
- Build a system map for providers to increase knowledge of youth prevention resources and develop aligned referral strategies.
- Establish holistic circles of support, creating safety net structures for stabilization.
- Incorporation of mainstream resources into the homeless response system

Goal Template #3 (specific service connection lens): In 100 days, we will prevent 100 Transition Age Youth from entering into a cycle of homelessness. To allow for greater sustainability, 100% of these youth will be connected to financial and/or employment services. Additionally, 30% of placements will be made through the Coordinated Entry System (CES).

Action Items

- Incorporation of Prevention into the Coordinated Entry System
- Streamlined process for access to financial services
- Training and vocational opportunity development leading to direct employment for youth experiencing homelessness
- Implementing a data collection system to track long-term housing retention for youth.
- Develop a tailored information-sharing system accessible to youth to better share prevention resources

Our Previous Work in Youth Homelessness

We have partnered with HUD and Homebase on six previous 100-Day Challenge cohorts on youth homelessness, with teams participating from 27 communities across the United States. These 100-Day Challenges resulted in safe and stable housing placement for more than 2,000 young people, significant strengthening of the collaboration between partners in each community's homeless response system, and countless innovations developed by frontline staff and institutionalized by system leaders. Summaries of each of these 100-Day Challenges can be found on the HUD Exchange [here](#).

Since 2016, we have worked with 19 additional communities on youth homelessness, which resulted in safe and stable housing placements for more than 2,200 young people. We have developed deep relationships with subject matter experts in youth homelessness and homelessness prevention, and

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will utilize partnerships and frameworks from thought leaders such as USICH, Chapin Hall, Point Source Youth, True Colors, and others.

Proposed Budget

| Draft Budget | |
|--|----------------------|
| Summary of RE!NSTITUTE Costs and Expenses | Total Fees |
| Phase 1: Planning Phase | |
| <i>This phase has been completed under (now cancelled) HUD Technical Assistance Contract via HomeBase CCC</i> | \$20,144.84 |
| Phase 2: Implementation Phase | \$53,344.93 |
| Phase 3: Sustaining Phase | \$12,566.82 |
| Travel Costs | \$9,818.00 |
| Total | \$95,874.59 |
| REMAINING TOTAL FOR PHASES 2-3 | \$75,729.75 |
| | |
| Anticipated Workshop Costs | \$4100 - 5000 |
| <p><i>**The draft budget above does not include cost estimates for space, AV, supplies, printing, refreshments, and catering for workshops. Those costs are estimated below, and can be built into the contract. Otherwise, the funder and community team are responsible for these costs.</i></p> | |
| <p>Launch Workshop: \$2050 - 2500 Venue: \$350 - 800 Catering: \$80/person x 20 people Supplies: \$100</p> | |
| <p>Midpoint Review Workshop No cost, virtual workshop</p> | |
| <p>Sustainability Workshop: \$2050 - 2500 Venue: \$350 - 800 Catering: \$80/person x 20 people Supplies: \$100</p> | |
| <p>What's Next Workshop: No cost, virtual workshop</p> | |

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CoC Quarterly Monitoring Report

Reporting period: 1/1/2024-12/31/2024

PURPOSE & PROCESS:

- The Collaborative Applicant is responsible for monitoring CoC and ESG-funded agencies and reporting results to the Board
- Agencies submitted a monitoring survey in January to report general agency/program information, training needs, technical assistance requests, any concerns
- CoC Staff completed onsite monitoring visits with 4 agencies representing 8 projects throughout February

| | |
|---|---------------------------------|
| Roof Above: Moore Place/TROC/Homeful Housing | Healing Vine Harbor: ESG-HP |
| Ada Jenkins Center: RRH/SO | The Relatives: CoC RRH/ ESG RRH |

Trends

Positive

- Improvement in documentation in case files
- Use of peer support
- Strong workforce doing the work
- Spending & serving targets mostly being met
- Good understanding of eligible program activities

Overall Concerns

- Annual income updates needed in HMIS
- Continued lack of participation of clients on Lived Experience Committee or CoC in general

System-Level Barriers Agencies Wanted Elevated to the Board

- Income resources for clients
- Staff retention
- Need for consistent training across the system

Next Steps



Continue to offer TA to agencies as needed



CoC/HSN Training Workgroup reviewing proposed training agenda to recommend to CoC Board for adoption



Next Quarterly Monitoring Surveys Due: 4/23/2025— Reporting period: 4/1/2024-3/31/2025 & next onsite monitoring visits will occur April-May 2025