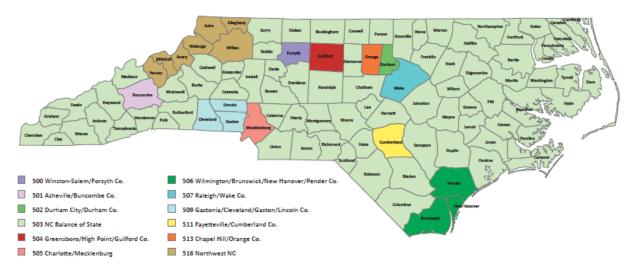## SECTION I. BACKGROUND

In 1995, the U.S. Department of Housing and Urban Development (HUD) originally developed the concept of a Continuum of Care (CoC). The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 says that a CoC "is composed of representatives of organizations, including nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate." The HEARTH Interim Rule states "a CoC is the coordinating body for homeless services and homelessness prevention activities across the geographic area." (24 CFR Part 578)

The NC Balance of State Continuum of Care (NC BoS) is one of 12 CoCs in North Carolina. NC BoS includes 79 of North Carolina's 100 counties.

NC BoS counties: Alamance, Alexander, Anson, Beaufort, Bertie, Bladen, Burke, Cabarrus, Caldwell, Camden, Carteret, Caswell, Catawba, Chatham, Cherokee, Chowan, Clay, Columbus, Craven, Currituck, Dare, Davidson, Davie, Duplin, Edgecombe, Franklin, Gates, Graham, Granville, Greene, Halifax, Harnett, Haywood, Henderson, Hertford, Hoke, Hyde, Iredell, Jackson, Johnston, Jones, Lee, Lenoir, Macon, Madison, Martin, McDowell, Montgomery, Moore, Nash, Northampton, Onslow, Pamlico, Pasquotank, Perquimans, Person, Pitt, Polk, Randolph, Richmond, Robeson, Rockingham, Rowan, Rutherford, Sampson, Scotland, Stanly, Stokes, Surry, Swain, Transylvania, Tyrell, Union, Vance, Warren, Washington, Wayne, Wilson, and Yadkin.

North Carolina Continuum of Care (CoC) Primary Areas

500 Winston-Salem/Forsyth Co.	506 Wilmington/Brunswick/New Hanover/Pender Co.
501 Asheville/Buncombe Co.	507 Raleigh/Wake Co.
502 Durham City/Durham Co.	509 Gastonia/Cleveland/Gaston/Lincoln Co.
503 NC Balance of State	511 Fayetteville/Cumberland Co.
504 Greensboro/High Point/Guilford Co.	513 Chapel Hill/Orange Co.
505 Charlotte/Mecklenburg	516 Northwest NC

NC BoS was formed by the Interagency Council for Coordinating Homeless Programs (ICCHP) and submitted its first application as a CoC in 2006. The new NC BoS included counties that were previously smaller CoCs and counties that had never before applied for CoC funding.

NC BoS was initially coordinated through the NC Department of Health and Human Services (NC DHHS). NC DHHS remains the Lead Agency and Collaborative Applicant for the NC BoS. In 2009, NC DHHS contracted with the NC Coalition to End Homelessness (NCCEH) to coordinate the NC BoS. NCCEH continues in that role today through an annual contract.

SECTION II. PURPOSE

a. Vision

To ensure that individuals and families who become homeless return to permanent housing within 30 days.

b. Mission

The North Carolina Balance of State Continuum of Care, composed of a 79-county region, uses evidenced-based strategies to implement solutions to prevent and end homelessness in the most efficient, effective and ethical manner.

c. Overall

NC BoS coordinates and implements a comprehensive system to address homeless issues in its 79 county area. As a CoC, NC BoS is responsible for four main areas:

1. Administering NC BoS governance and working committees
2. Submitting funding applications
3. Coordinating data collection and assessment
4. Planning for the future of the CoC

SECTION III. COMMITTEE STRUCTURE

a. BoS Steering Committee

1. Purpose

The BoS Steering Committee serves as the primary decision-making body and board for NC BoS. The Steering Committee is responsible for all matters pertaining to the structure, purpose, performance, and activities of NC BoS.

2. Structure

Each Regional Committee elects one Regional Lead who serves on the NC BoS governing body, the Steering Committee. The Regional Committee should also elect an alternate to fill in for the Regional Lead when needed. Regional Committees should select Regional Leads and alternates at the local level using local criteria each January. Regional Leads and alternates serve for one year, and their election must be reflected in Regional Committee meeting minutes. The Steering Committee meets monthly, normally via conference call and at least one time per year in person. All meetings are public meetings, open to any interested party with meeting agendas and minutes posted on the internet in a timely manner. This process was formally established by NC BoS in August 2013 and will be reviewed at least every five years.

3. Roles & Responsibilities

The Steering Committee is staffed and led by NCCEH.

The Steering Committee is responsible for:

- Promoting communitywide commitment to the goal of ending homelessness
- Providing funding for efforts to quickly rehouse homeless individuals (including unaccompanied youth) and families, while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness
- Promoting access to and effective utilization of mainstream programs by homeless individuals and families
- Providing direction on funding priorities and project application review criteria
- Creating a network of providers for:
  - Outreach, engagement, assessment
  - Shelter, housing, & supportive services for persons experiencing a housing crisis
  - Homelessness prevention services
- Consulting with recipients of Emergency Solutions Grants funds regarding:
  - Allocation of funds
  - Reporting & evaluating performance
- Monitoring recipient and subrecipient performance, evaluating outcomes, and taking action against poor performers
- Establishing performance targets appropriate for population and program type in consultation with recipients and subrecipients
- Establishing and operating a coordinated assessment system, in consultation with the recipients of Emergency Solutions Grants program funds
- Establishing and consistently following written standards for providing CoC assistance, in consultation with the recipients of Emergency Solutions Grants program funds

Regional Leads are responsible for:

- Representing their Regional Committees in all matters pertaining to NC BoS
- Regularly attending monthly Steering Committee and other NC BoS meetings. Regional Leads, or their official designated alternates or stand-ins must attend at least 75% of Steering Committee meetings in order for their Regional Committee to be eligible to apply for CoC funds. If the Regional Lead or official alternate are unable to attend the meeting, the Regional Lead should email NCCEH with contact information for a stand-in attendee.

4. Avoiding Conflict of Interest

In order to maintain high ethical standards, HUD requires Regional Leads and alternates to comply with Conflict of Interest requirements. Regional Leads and alternates may not participate or influence any discussions or decision regarding an award of financial benefit to an organization that s/he represents. Regional Leads and alternates complete and sign a Conflict of Interest Information Form (APPENDIX 2) each year with updated information about organizations that s/he represents as an employee, donor, volunteer, member, board member, trustee, or any other affiliation.

5. Voting & Quorums

Each Regional Committee gets one vote in voting matters. Regional Leads can vote, make motions and second motions on matters before the Steering Committee. Official elected alternates can also make or second motions and vote for the Regional Committee if the Regional Lead is not present or recuses him/herself. In the case a Regional Lead is also the alternate for a second Regional Committee and needs to register a vote, this person will get a vote for each Regional Committee.

Official elected alternates count for Steering Committee attendance and towards reaching a quorum in the absence of the Regional Lead. In the event that the Regional Lead or the alternate cannot represent their Regional Committee at a Steering Committee meeting, another person may attend as a stand-in and count for Steering Committee attendance, but cannot make or second motions, vote for the Regional Committee if the Regional Lead or alternate is not present or recuses him/herself. Stand-ins do not count towards reaching a quorum.

A quorum within the Steering Committee membership must be present to hold a vote at regular Steering Committee meetings. A quorum is the minimum number of eligible voting members (51%). According to Robert's Rules of Order Newly Revised, Tenth Edition, the "requirement for a quorum is protection against totally unrepresentative action in the name of the body by an unduly small number of persons." If a quorum is not present, votes cannot be conducted. Subcommittee meetings and working groups do not require a quorum.

b. Regional Committees

1. Purpose

NC BoS is broken down into local Regional Committees, which represent the totality of homeless services and providers in a given area. Regional Committees serve as a community resource for coordination and networking on the local level.

2. Structure

Please find a current list and map of NC BoS Regional Committees in APPENDIX 3.

3. Formation of an NC BoS Regional Committee

NC BoS Steering Committee votes to approve new Regional Committees in order for them to be formally recognized within NC BoS. All Regional Committees of NC BoS (new and ongoing) must:

- Have a regular meeting time and place(s)
- Publish notices of their meeting agendas and minutes and open meetings to any interested party
- Have participation from a large swath of providers, stakeholders, and subpopulations from each county within the physical bounds of the proposed Regional Committee
- Design Coordinated Assessment systems within parameters set forth in the NC BoS Coordinated Assessment toolkit
- Administer Coordinated Assessment systems
- Submit meeting agendas and minutes to NC BoS staff on a timely basis
- Annually elect a Regional Lead during January to represent the Regional Committee on the NC BoS Steering Committee

4. Roles & Responsibilities

Regional Committees are responsible for annually appointing:

- A Regional Lead to the Steering Committee (more on this above, Section V.(a) BoS Steering Committee)
- An official elected alternate
- One representative to the CoC Scorecard Committee
- One representative to the CoC Project Review Committee (keeping in mind conflict of interest restrictions, *i.e.,* that a member of this committee cannot also represent an agency applying for funding)
- Representatives to working groups as necessary

NC BoS Regional Committees must also provide accurate and complete information on an annual basis, including:

- Point-in-Time population count and bed inventory from each member agency
- Listing of member agencies and services provided

Regional Committees encourage broad-based community stakeholder participation in their meetings. They also promote data quality among their members to include submitting timely and accurate:

- Annual Performance Reports (APR) to HUD
- High-quality data within NC HMIS

Regional Committees are also responsible for:

- Coordinating the region's Emergency Solutions Grants program
- Encouraging Regional Committee members to participate in NC BoS Subcommittees
- Coordinating local temporary and permanent housing, services, and other resources
- Ensuring adequate HMIS bed coverage
- Supporting priorities set by the NC BoS Steering Committee

c. Subcommittees

1. Purpose

The Steering Committee currently has three standing working group subcommittees which are open to any interested party. The subcommittees review performance measures, assess progress, and discuss best practices.

2. Permanent Supportive Housing Subcommittee

- Meets quarterly
- Reviews performance of agencies receiving HUD CoC Permanent Supportive Housing funding
- Encourages high APR and HMIS performance by agencies receiving HUD CoC Permanent Supportive Housing funding
- Discusses evidence-based and best practices in Permanent Supportive Housing

3. **Rapid Re-Housing Subcommittee**
   - Meets Quarterly
   - Reviews performance of agencies receiving HUD Rapid Re-Housing funding
   - Encourages high APR and HMIS performance by agencies receiving HUD Rapid Re-Housing funding
   - Discusses evidence-based and best practices in Rapid Re-Housing

d. **Funding Application Committees**

The Steering Committee currently has two standing subcommittees that inform the CoC's funding decisions. These committees meet on an as-needed basis.

1. **Scorecard Committee**
   - Comprised of one representative from each NC BoS Regional Committee
   - Determines criteria and scoring guidelines for new and renewal project scorecards

2. **Project Review Committee**
   - Comprised of one representative from each NC BoS Regional Committee (members cannot be from agencies applying for funding)
   - Reviews and rates each project application according to the current scorecard
   - Recommends ranked list of project applications for CoC collaborative application to the Steering Committee

e. **Coordinated Assessment Council**

The Steering Committee appoints a standing Coordinated Assessment Council to review, provide feedback on, and ultimately recommend approval of coordinated assessment plans written by Regional Committees. The Coordinated Assessment Council is made up of representatives from across our CoC and other state-level experts.

f. **Working Groups**

The Steering Committee forms short-term, outcome-focused working groups on an as-needed basis. The scope of work and proposed group duration will be determined by the Steering Committee. Working Group membership will vary depending on the particular needs of the group, but generally should represent the totality of the Steering Committee (region, subpopulation, etc.) as feasible.

SECTION IV. FUNDING APPLICATIONS

The NC BoS is responsible for preparing and overseeing the application process for HUD CoC grants (applied to HUD by CoC) and HUD ESG grants (applied to NC DHHS by Regional Committees). The NC BoS does this by establishing funding priorities via a transparent and inclusive process and designing, operating and following a collaborative process. The NC BoS encourages all eligible applicants to submit project applications.

a. CoC Grants

NC DHHS is the designated collaborative applicant that submits the CoC grant application and manages the application process at the CoC level. NC BoS Steering Committee, staff, project applicants, and funding application committees work together to prepare and submit the Collaborative Application. Project applicants are responsible for individual project applications. Each year the application timeline is contingent on HUD.

b. ESG Grants

HUD provides block grant funds to each state for the Emergency Solutions Grants program (hereafter ESG). The State of North Carolina, through DHHS, Division of Aging and Adult Services, Adult Services Section determines and distributes ESG money to each CoC in North Carolina and to Regional Committees within NC BoS. Regional Committees manage the project application process for ESG. The NC BoS has the authority to review and approve ESG applications.

SECTION V. DATA COLLECTION & ASSESSMENT

a. HMIS

NC BoS CoC is a part of the NC HMIS System and a member of the NC HMIS Governance Committee. As such NC BoS has four primary responsibilities:

1. **Designate an HMIS Lead Agency:** At the recommendation of the NC HMIS Governance Committee, the NC BoS Steering Committee shall approve an HMIS Lead Agency to operate the local HMIS as part of the statewide NC HMIS. This entity will be responsible for ensuring that all applicable federal partner regulations and notice requirements are met.

2. **Designate an HMIS Grantee:** NC BoS Steering Committee shall designate an HMIS Grantee who will be the single agency to manage the HMIS funding and ensure all local financial obligations are met. The HMIS Grantee will contract with the HMIS Lead Agency to operate HMIS in NC BoS. The Contract and MOU will describe the exact responsibilities of the HMIS Lead Agency, HMIS Grantee, and Continuum of Care for meeting federal partner regulations and notice requirements.

3. **Designate HMIS Governance Committee Representatives**: NC BoS Steering Committee shall designate four representatives and four alternatives representative from the Continuum of Care to the NC HMIS Governance Committee.

4. **Review NC HMIS Governance Committee Bylaws:** NC HMIS Bylaws direct the governance of the statewide NC HMIS system. NC BoS may approve or send suggestions to the NC HMIS Governance Committee on amendments for adoption.

5. **Role of NC BoS staff:** NC BoS staff, in partnership with the NC HMIS Governance Committee, shall ensure the following:

   - Consistent participation in HMIS for all federal partner funded programs and encourage the same for all other agencies
   - For agencies that are exempt from participating in HMIS by Federal Statute (for example, domestic violence service providers) NC BoS staff will support participation in a comparable database that meets the HUD standards for HMIS
   - HMIS is administered within NC BoS in compliance with requirements prescribed by HUD
   - Oversight is provided by the NC HMIS Governance Committee
   - Compliance with all HUD rules and regulations, including reviewing, revising, and approving three key data documents: a privacy plan, a security plan, and a data quality plan

NC BoS uses CoC program funds for an HMIS grant to fund the CoC's HMIS.

b. Point-in-Time Count

NC BoS plans and conducts an annual Point-in-Time Count (PIT) that counts and collects data on homeless people who are both unsheltered and sheltered within emergency shelters and transitional housing. NC BoS will provide training, forms, and instruction for Regional Committees on conducting this count. Normally, the PIT is held on the last Wednesday in January. The PIT will comply with any additional HUD requirements.

c. Housing Inventory Chart (HIC)

NC BoS completes the annual Housing Inventory Chart (HIC), which includes a bed inventory of all emergency shelters, transitional housing programs, rapid re-housing programs, and permanent supportive housing programs in the CoC, as well as the CoC's Point-in-Time Count data and an assessment of the CoC's unmet need for homeless programs. The HIC is submitted to HUD through the Homeless Data Exchange in accordance with the deadline set by HUD.

d. Annual Homeless Assessment Report (AHAR)

In conjunction with CHIN, NC BoS completes the Annual Homeless Assessment Report, which includes both point-in-time and year-round HMIS data on homeless clients enrolled in the CoC's emergency shelter, transitional housing, and permanent supportive housing programs. The AHAR is submitted to HUD through the Homeless Data Exchange in accordance with the deadline set by HUD.

SECTION VI. STAFF ROLES

Since 2009, NC BoS is staffed by the NC Coalition to End Homelessness through an annual contract with the NC DHHS. NC BoS staff is responsible for:

a. Coordination

NCCEH staff manage the overall coordination of NC BoS, including:

a. Coordinate and staff NC BoS Steering Committee
b. Provide technical support and capacity building to local BoS communities and project applicants
c. Support grantees
d. Manage BoS website, email lists, and other communications
e. Coordinate and conduct subcommittee calls (see above Section III. (c) Subcommittees)
f. Coordinate Balance of State approval process for regional ESG applications
g. Organize and staff workgroups as needed for time-limited projects
h. Staff the Coordinated Assessment Council (CAC)
i. Support the NC HMIS implementation (see above Section V. (a) 5. HMIS)

b. COC Application Preparation

- Prepare and validate Grant Inventory Worksheet and complete the CoC registration process
- Coordinate scoring and ranking of applications
- Complete and submit CoC collaborative application
- Assist new and renewal applicants in completing CoC project applications by providing technical assistance and feedback
- Submit AHAR data
- Prepare pre-application forms and instructions as needed
- Track and review pre-applications and provide consultations and technical assistance to applicants
- Collaborate with BoS Regional Committees to gather and compile Point-in-Time (PIT) Count and Housing Inventory Chart (HIC) data. Complete HIC and submit with PIT to HUD Homeless Data Exchange.

c. Written Standards

The NC BoS Steering Committee approved ESG Written Standards on October 6, 2015 (see APPENDIX 4: ESG WRITTEN STANDARDS). By the 2016 update of the NC BoS Governance Charter it is expected that the Steering Committee will approve a comprehensive set of written standards for all CoC and ESG funded programs to be tied into the NC BoS Coordinated Assessment system.

SECTION VII. GOVERNANCE CHARTER

a. Ratification
NC BoS Governance Charter was formally adopted by the Steering Committee on August 6, 2013 and most recently amended on November 5, 2015. The Charter may be thereafter amended at a regular Steering Committee meeting by a simple majority (at least 51%) affirmative vote of the members present and determined eligible to vote.

b. Process for Amending the Charter
Proposed amendments must be in written form and distributed to Steering Committee members prior to the presentation and vote. The Governance Charter may be fully revised to include agreed-upon changes, or an Amended Article may be added for insertion into the existing document.

c. Annual Renewal & Updates
NC BoS Steering Committee will formally review and update the NC BoS Charter annually, making changes as necessary.

APPENDIX 1: ABBREVIATIONS

AHAR   Annual Homeless Assessment Report

APR   Annual Progress Report

CoC   Continuum of Care

ESG   Emergency Solutions Grant (formerly Emergency Shelter Grant)

HEARTH   Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009

HIC   Housing Inventory Chart

HMIS   Homeless Management Information System

HUD   Federal Department of Housing and Urban Development

ICCHP   Interagency Council for Coordinating Homeless Programs

NC BoS   North Carolina Balance of State Continuum of Care

NC DHHS   North Carolina Department of Health and Human Services

NCCEH   North Carolina Coalition to End Homelessness

NC HMIS   North Carolina Homeless Management Information System

NOFA   Notification of Funding Availability

PIT   Point-in-Time count

QPR   Quarterly Progress Report

APPENDIX 2: CONFLICT OF INTEREST FORM

North Carolina
Balance of State Continuum of Care

bos@ncceh.org   919.755.4393   www.ncceh.org/BoS

NC BoS Steering Committee
Conflict of Interest Policy & Disclosure Form

Policy

The standard of behavior at the North Carolina Balance of State (NC BoS) Continuum of Care is that all staff and Steering Committee members scrupulously avoid any conflict between their personal, professional, and business interests and the interests of NC BoS. This includes avoiding actual conflicts of interest as well as perceptions of conflicts of interest.

The purposes of this policy are to:
- comply with the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 and the Continuum of Care Program, Interim Final Rule (24 CFR Part 578),
- protect the integrity of NC BoS Steering Committee's decision-making process,
- enable our constituencies to have confidence in our integrity, and
- safeguard the integrity and reputation of Steering Committee members.

Upon election to the NC BoS Steering Committee, members submit a full written disclosure of their interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and updated annually.

The Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act of 2009 requires NC BoS CoC Steering Committee members to disclose any conflicts of interests that arise in the course of meetings or activities. These include transactions, discussions or decisions in which members (or their business or other nonprofit affiliations), their families and/or significant others, employers, or close associates will receive a benefit or gain. Members also disclose any family relationship, either by consanguinity or marriage, between themselves and an agent or employee of NC BoS who will be directly affected by a transaction or decision. After disclosure, members recuse themselves from participating in the transaction, discussion or decision.

This policy is meant to be a supplement to good judgment – Steering Committee members will respect its spirit as well as its wording.

APPENDIX 2: CONFLICT OF INTEREST FORM, CONT.

Disclosure Form

Personal Data
Name:
Current Employer or Business Affiliation:
Position:

Other Business Activities
Please disclose any other employment, business, or financial interest which you or a member of your immediate family may have as an officer, director, trustee, partner, employee, or agent which might give a rise to a possible conflict of interest with NC BoS.

Charitable or Civic Involvement
Please disclose all official positions which you or any member of your immediate family may have as a director, trustee, or officer of any charitable, civic, or community organization as well as any unofficial roles such as significant donor, volunteer, advocate, or advisor which might give rise to a possible conflict of interest with NC BoS.
REMINDER: *If at any time there is a matter under consideration that may constitute a direct or indirect conflict of interest not listed on this form, it is your obligation to disclose the facts to the Steering Committee.*

I do hereby affirm that I have received and read the policy and I will adhere to the document's spirit, principles, and practices.

_____   _____
Signature   Date

APPENDIX 3: LIST & MAP OF REGIONAL COMMITTEES

List of Regional Committees, updated November 5, 2015

- AHRMM (Anson, Hoke, Moore, Montgomery, Richmond)
- Alamance County
- Beaufort County
- Burke County
- Carteret County
- Caswell County
- Catawba County
- Chatham County
- Craven County
- Down East (Duplin, Lenoir, Sampson, Wayne)
- Foothills (Alexander, Caldwell, McDowell)
- Harnett County
- Henderson County
- Hertford County (PENDING)
- Iredell/Yadkin County
- Johnston County
- Kerr-Tar (Franklin, Granville, Halifax, Vance, Warren)
- Lee County
- Onslow County
- Person County
- Piedmont (Cabarrus, Davidson, Rowan, Stanly, Union)
- Pitt County
- Randolph County
- Rockingham County
- Rutherford & Polk (PENDING)
- Southeast (Bladen, Columbus, Robeson, Scotland)
- Southwest (Cherokee, Clay, Graham, Haywood, Jackson, Macon, Swain)
- Surry/Davie/Stokes County
- Transylvania County
- Twin County (Edgecombe, Nash)
- Wilson/Greene County

Balance of State CoC
Regional Committees
as of June 2015

APPENDIX 4: ESG WRITTEN STANDARDS

Background

The goal of these written standards is to have clear guidelines for all ESG-funded agencies on the purpose, types, and methods for delivering services in Balance of State CoC. These standards are required as part of the FY2015 ESG application and must be adopted by all agencies within Balance of State the receive ESG funding.

The Balance of State CoC's written standards are to guide agencies in administering assistance so that the CoC can meet its vision[1] to ensure that individuals and families who become homeless return to permanent housing within 30 days.

Shelters, rapid re-housing, and prevention programs in the Balance of State CoC that receive ESG funding are required to participate in the BoS coordinated assessment process. Coordinated assessment assists the NC BoS CoC to end homelessness by increasing exits to housing, decreasing length of time homeless, and reducing returns to homelessness. The goal is to assist consumers in quickly accessing appropriate services to address housing crises through a right-sized, well-coordinated agency network[2].

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[1] NC Balance of State Governance Charter, 2014: http://www.ncceh.org/files/3443/download/
[2] NC Balance of State Coordinated Assessment Toolkit, 2014: http://www.ncceh.org/files/5195/

APPENDIX 4: ESG WRITTEN STANDARDS, CONT.

Emergency Shelter

- *How shelters move homeless persons to permanent housing as quickly as possible*
  Shelters in BoS work within the CoC vision and federal goal of returning people who enter
  homelessness to permanent housing within 30 days. Shelters that receive ESG funds participate
  in BoS coordinated assessment process which is designed to move people who are homeless to
  permanent housing, including:
  - Diversion: For those households that have another safe option for housing for the night
    besides shelter, the system will assist the households to return to those options rather
    than entering the homeless system. National data show that diversion programs reduce
    entries into homelessness.
  - Streamline referral process: The coordinated assessment system coordinates referrals to
    permanent housing programs so that people will receive program referrals that fit a
    program's eligibility criteria and are appropriate to the need of the household. This
    system also reduces the time spent by households in seeking assistance from
    community programs.
  - Connecting programs: Coordinated assessment systemizes coordination efforts so that
    shelters are partnering with permanent housing programs on the local level.
  - Tracking system outcomes: Regional Committees complete quarterly outcome reports
    that measure the number of people entering shelter, emergency services, and
    permanent housing. Regional Committees and CoC staff will examine these reports to
    identify system gaps and redirect resources accordingly in order to move households
    into permanent housing quickly.

- *How clients are prioritized to receive emergency shelter services*
  The coordinated assessment system uses a standardized prevention and diversion screen to
  divert those people who have other safe housing options from entering shelter. This prioritizes
  shelter beds for those with no other options. Many communities within Balance of State do not
  have shelters to cover all populations and household types. In these situations, Regional
  Committees are forming partnerships with shelters in neighboring communities to formalize the
  process of shelter referral.

APPENDIX 4: ESG WRITTEN STANDARDS, CONT.

Rapid Re-housing

- *How clients are prioritized to receive rapid re-housing financial assistance and services*
  Eligible households that are literally homeless at the time of contacting the program and are living in shelter or in a place not meant for human habitation will receive rapid rehousing services. As part of the Balance of State CoC coordinated assessment process, clients within the shelter system are screened using the VI-SPDAT assessment. Each Regional Committee determines the score ranges that result in referral to rapid re-housing programs, taking into account the numbers and types of programs available locally as well as local demographics and trends. Overall, the clients with more severe needs are prioritized to receive services before those with lower needs.

- *Determining percentage or amount of rent and utility costs each program participant must pay while receiving rapid re-housing financial assistance (only applicable for clients with income)*
  BoS agencies are to use the progressive engagement model to determine the amount of financial subsidies, like rent and utility costs, that each program participant must pay. Assistance is based in providing "the least amount of assistance for the least amount of time" while proving enough initial support to be reasonably sure that the housing will stick. Agencies are encouraged to be highly flexible and look at each household's particular needs when determining an individualized plan that will include amount of financial subsidies and services. Since agencies are required to serve those with higher needs before those with lower needs, it is expected that some households will not have income at program entry. Agencies are expected to offer assistance with the goal of providing approach while also meeting clients where they are and ensuring a long-term positive exit to permanent housing. Given all of this, agencies must be highly flexible and there should NOT be a standard percentage of rent clients pay.

- *Maximum number of months a program participant will be provided with rental assistance and eligibility amount for each participant*
  BoS agencies again are expected to be flexible on the number of months assistance is provided. Agencies must provide assistance for the shortest amount of time possible that ensures an exit to permanent housing. . Agencies should be aware of funding restrictions on the length of assistance (24 months maximum for ESG grantees). The goal is to serve the most number of households possible with a high degree of successful exits to permanent housing.

APPENDIX 4: ESG WRITTEN STANDARDS, CONT.

Prevention

- *How clients are prioritized to receive prevention financial assistance and services*
  Clients are prioritized to receive prevention financial assistance using the BoS prevention and diversion screen as part of the coordinated assessment process. BoS agencies are expected to tie all prevention programs directly to the local coordinated assessment process. We focus prevention efforts more narrowly on diverting households presenting for shelter beds from entering the homeless system. When an individual or family has another safe option to go to rather than entering shelter, programs will use the prevention and diversion screen to help those people think through all the other options available.

- *Determining percentage or amount of rent and utility costs each program participant must pay while receiving prevention financial assistance (only applicable for clients with income)*
  Prevention programs are expected to focus specifically on shelter diversion and to be tied to the local coordinated assessment system. Agencies are encouraged to be highly flexible in determining the amount of rent and utility costs clients need for a successful and shelter diversion with the goal to serve the most number of households with our limited resources. Assistance is based in providing "the least amount of assistance for the least amount of time" while proving enough initial support to be reasonably sure that the housing will stick.

- *Maximum number of months a program participant will be provided with rental assistance and eligibility amount for each participant*
  Prevention programs are expected to focus specifically on shelter diversion. To that end, rental assistance should only be provided if needed in order to prevent the household from becoming literally homeless. Agencies should be aware of funding restrictions on the length of assistance (24 months maximum for ESG grantees). The goal is to serve the most number of households possible with a high degree of successful exits to permanent housing.