North Carolina
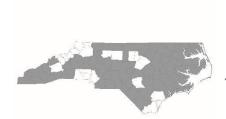# Balance of State Continuum of Care

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NC Balance of State CoC Steering Committee
Consent Agenda and Updates
December 2, 2025

Contents

Section I. NC BoS CoC Steering Committee Consent Agenda

The following will be voted on at the December 2, 2025, NC BoS CoC Steering Committee meeting:

Since there was no Steering Committee meeting for November 2025, there are no minutes to vote on, thank you.

Any Steering Committee member may request to move an item off the consent agenda to be more thoroughly considered. Any such items will be discussed as a regular agenda item at the next Steering Committee meeting.

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Section II. Updates

- **Veterans Subcommittee**
  Monday, December 1, 11:00 A.M. – 12:00 P.M.
  Join Zoom Meeting
  Meeting ID: 837 9246 1651

- **Lived Expertise Advisory Council**
  Friday, December 10, 12:00 – 1:00 P.M.
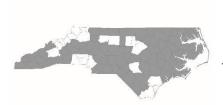 Join Zoom Meeting
  Meeting ID: 579 903 9481
  Passcode: qYqVY5

- **Client Advocacy Collaborative**
  Wednesday, December 15, 11:30 – 12:30 P.M.
  Join Zoom Meeting
  Meeting ID: 837 9246 1651

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Section III. Meeting Minutes and Supporting Materials

Client Advocacy Collaborative Meeting

October 29, 2025, at 11:30 AM

Member Attendance: Bonnie Harper, Lori Watts, Dr. Deniece Cole, Sommer Rector, Tradell Akins

NCCEH Staff Attendance: Teresa Robinson, Mira Sanderson, Alicia Price-Blanks, Mia Phillips

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Celebrations and Check-ins

Feeding American Conversation Debrief
Meeting purpose: Insight on SOP program elements that we can adopt and learn from.

Background: the agency has integrated foundational practices that encourage dialogue and improve the quality of work, encouraging a safe and respectful environment in their workplace.

Conversation Overview (Occurred pre-government shutdown)
- Lift fairness and belonging
- Ensure equity lives within their organizational systems
- Positioning story telling as data (communication with stakeholders)
- Agency charter that guides how networks agree to work together (written agreement, like SOP)
    - Shared vision of how people should be treated
    - Group agreements (rules of engagement) and accountability
    - Grounding meetings to re-algin on mission/purpose
    - Working intentionally with people whose values are not aligned
    - Finding joy in our work
    - Impact Filter – questions to ask when starting a project, considering unintended consequences
    - Accountability framework

Newsletter Resources
NCCEH Monthly Newsletter
- Stakeholder/Community Member Outreach of nearly 800 people

- BoS List of over 400
- Creatively sharing information

Updates
- Bonnie gave Teresa contact information for 3 people who are willing to share their stories
- Template/submission form?

Bonnie shared that she believes both options should be offered, as some individuals may feel more comfortable sharing their stories in person, while others may prefer to share online. The group agreed with this approach.

Teresa asked whether the template should be advertised through the group's email lists, and Dr. Deneice Cole agreed.

Stand of Operations (SOP) Development Update
- Title and Document Control
- Purpose and Scope
- Definitions
- Roles and Responsibilities
- Meeting Management
- Resources
- Performance Measures
- Review and Update

Dr. Deneice Cole suggested using terms such as "underserved" or "under-resourced."

Teresa will develop at least one paragraph for each section for the group to review. She invited anyone with time to collaborate to reach out to her. Tradell and Dr. Cole both offered to assist.

Dialogue in February
- February event (specific data TBD)
    o Teresa and Mira will collaborate and find some dates to suggest to the group for their review
- Subject: Empowering Communities
- Topics:
    o Landlord Engagement
    o Housing Rights and Legalities
    o Housing Inventory and How to Access/Acquire
- Emails have been sent to potential panelists
    o Please also provide any contact info/suggestions for alternative panelists
- The group needs to prepare questions for the panel
- Need to secure a moderator

- - Dr Cole volunteered herself and Tradell
  - Bonnie Harper suggested maybe having someone who has lived experience.
    - Dr. Cole responded that she does.

Tradell shared a link about pop up food banks: https://foodbankcenc.org/our-work/pop-up-markets

Veteran Subcommittee Meeting

November 3, 2025, at 11 AM

Member Attendance: Charessa McIntosh, Chariden Lewis, Denadia Nappier, Jean Eastwood, Jessica Rice, Nicole Wilson, Seth Horton, Kecia Robinson

NCCEH Staff Attendance: Natalie Rivera, Liz Carbone, Mira Sanderson, Raven Hallow

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Committee Check in
Liz Carbone, a new Project Specialist at NCCEH, reintroduced herself to the group. Liz will be hosting the Veterans Subcommittee moving forward.

Raven Hallow, a new Project Assistant, introduced themselves to the group. They will be responsible for meeting minutes and technical assistance for this group moving forward.

New BNL Requirements for VAMCS
New VAMC Requirement
In early October, the VA National Homeless Program Office announced that they expect "all VA Medical Centers (VAMCs) and their VA-funded partners to utilize a consistent, comprehensive By-Name List (BNL) to track Veterans experiencing homelessness in their community." By November 30th, all VAMCs are required to have a plan with their corresponding CoCs for completing reporting needs.

It's important to note that:
- There is a BNL template with minimally required elements.
- The geographic boundaries of each BNL are the VAMC's catchment area, not by CoC.
- The BNL is expected to account for every homeless Veteran and ensure they have a coordinated housing and service plan.

Updates from NCCEH – BoS CoC
Our Data Center has been working with Nicole to identify which elements of the BNL can be informed by HMIS and which ones can be informed by HOMES. At this point, it seems all elements can be met with a combination of the two sources. Elements that we aren't 100% sure about may be able to be cleared up with the new "Veteran By-Name List Template Companion Guide" released recently.

We are also working to determine what level of access to HMIS is needed for VAMC staff to regularly access the required client information. Applicable staff will need Agency Admin level access to Coordinated Entry projects, which will be new for us. NCCEH will be developing a data use agreement and will likely be creating a custom report.

The first data request (end of November) may need to be provided by our Data Center.

Next Steps…
- Have any other VAMCs been in contact with HMIS@NCCEH Data Center?
- Have you been in contact with other CoCs in your catchment area?
- What has the reaction been internally? What else do we need to know in order to support you?

While this information is likely to be an administrative burden, we can consider how having this compiled data could be beneficial to the Veteran Subcommittee veteran homelessness review.

Charessa shared that she has been reviewing the BNLs she has received from BoS CoC, cross-checking all entries, and working to create a comprehensive list by comparing data pulled from their system with the CoC's BNL to identify and remove duplicates. She mentioned that she plans to reach out to Chariden for assistance with deduplicating the BNL data.

Chariden added that she hopes to integrate the lists to improve cross-collaboration efforts. Natalie asked Charessa if anyone from the Data Center had contacted her. Charessa responded that no one had reached out directly, but the program coordinator, Faith Edgren, would be the primary contact.

Natalie also asked if Charessa's coverage included other CoCs. Charessa noted that the Fayetteville VA covers Wilmington, Fayetteville, and BoS Regions 7, 8, and 13.

Nicole mentioned that the Homeless Programs Office is still adjusting the report and has not yet finalized what data elements will be incorporated.

Advocacy Opportunity – Veterans Day 2025
Goal: To raise awareness around the importance of services for Veterans experiencing homelessness and threats to funding, and to celebrate successful housing interventions for NC Veterans.

Task: Generate media coverage across the state on Veterans Day of providers that have assisted Veterans with securing stable housing in 2025.

What we need from you:
- Option 1 – Use the template to create your own press release and share with press outlets in your region.
- Option 2 – Provide Liz (liz.carbone@ncceh.org) with the contact information of a service provider and/or Veteran in your region to connect with to create the release.

Deadline: Friday, November 7 EOD

Nicole noted in the chat that the VA has a required process for handling media or press inquiries through VA Public Affairs. For the Durham VA, inquiries can be directed to Christopher D. Camacho at Christopher.Camacho@va.gov.

Reminder About Updating Framework to End Veteran Homelessness
Quick Reminder
- In August, we completed our edit suggestions to the narrative portion of the 2023 Framework to End Veteran Homelessness
- The data goals established in 2023 will go through 2025, so we will be prepared for a review of our progress toward those goals and new goal setting once the 2025 LSA is complete
- The LSA process will begin November 10 and must be submitted by January 16, 2026,
- We will pin LSA data review until our February 2026 meeting

Veteran Subcommittee Membership
Membership Extension
At the end of 2024, this committee discussed future goals for membership:
- Input from other systems
- Guest speakers/experts

Our current membership includes representation from VA CE Specialists, VA Outreach, SSVF Providers, Disabled Veterans' Outreach Program, Local Nonprofit and Faith-based Service Providers, CoC/HMIS Leadership.

Membership Examples from other CoCs
- Veterans with lived experience of homelessness, but not service providers
- Grant Per Diem providers
- General emergency shelter providers
- Orange County CoC: Representatives from Public Housing Authorities. Local veteran service providers who specialize in healthcare or career services.
- Western Pennsylvania CoC: local landlords, HUD TA providers
- Wisconsin BoS CoC: representatives from state Department of Veterans Affairs

Can you think of any gaps?
- Chariden noted that she would like to see more participation from PHAs, though she acknowledged that this is easier said than done. She suggested that it might be helpful to first engage PHAs at the regional level before inviting them to join the subcommittee. Natalie agreed and proposed requesting biannual attendance from PHAs
- Chariden also recommended including Veteran Service Organizations (VSOs) at both the subcommittee and regional levels.
- Kecia suggested increasing participation from veterans with lived experience.

Provider Announcements and Updates

- The NCGWG Virtual Summit (North Carolina Governor's Working Group) will be held from 9:00 AM to 12:00 PM and is virtual. Registration link: https://us02web.zoom.us/webinar/register/WN_cLsbKfeFTtSow6eVF2CEzw
- Seth is transitioning from the Salisbury VA to the Durham VA, where he will be working in Mental Health.
- Chariden mentioned that SNAP benefits were not renewed for this month and encouraged members to share any available food resource information within their communities.

LEAC Meeting – 11/14/25

Attendance: Karen C., Melissa H., Von N., Annah C., and Elliot R (staff)

The group expressed interest in having Billy Cerullo speak with LEAC again. NCCEH staff will follow up with him about scheduling another training and will confirm whether he was previously paid or volunteered his time.

Annah suggested exploring opportunities for providers and funders to financially sponsor LEAC.

Von requested support in understanding the expectations for regional LEACs and reported ongoing issues with not receiving emails. The team needs to confirm whether she may be emailing from a different address, and she can forward her attempted messages to NCCEH staff to help troubleshoot.

Karen proposed securing funding to print LEAC documents rather than relying solely on email or shared drives. She noted that printed materials would improve accessibility for people who primarily use their phones to participate in meetings.

Melissa shared that her region has a LEAC, but meetings are not held on Zoom, which can make in-person participation challenging and less accessible for some members.

Annah will follow up with Karen at a later time to further discuss ADA disability accessibility considerations and the impact of recent IEP funding cuts on families and public schools.

Funding and Peformance Subcommittee

November 20, 2025, at 2 PM

Member Attendance: Lynne F. James, Melissa McKeown, Amy Modlin, Bonnie Harper, Lori Watts, Talaika Williams, Sarah Lancaster, Melissa Hewitt, Talaika Williams

NCCEH Staff Attendance: Jenny Simmons, Joanne Cain, Andrea Carey, Dashia Shanks, Mira Sanderson

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FY2025 CoC Program NOFO
In 2024, HUD released its first 2-year NOFO, defining the process for FY2024 & FY2025. However, on November 13, 2025, a new FY2025 NOFO was released. This NOFO supersedes the 2-year NOFO and eliminates the possibility of existing projects being automatically renewed in FY2025.

This NOFO has different funding priorities than the ones we've seen in the past, and it includes different rating criteria for both individual project applications and the CoC's Collaborative Application that we submit as a whole.

Overview of HUD's New Priorities
- *Ending the Crisis of Homelessness on our Streets***:** CoCs should direct resources towards outreach, intervention, and assistance that helps people regain self-sufficiency. Consistent with Executive Order 14321 "Ending Crime and Disorder on America's Streets," CoCs should work with law enforcement, first responders, and their state and local governments to reduce encampments, public camping, and public drug use in order to address barriers to maintaining housing and increasing self-sufficiency.
- *Prioritizing Treatment and Recovery:* CoCs should prioritize projects that provide the treatment and services people need to recover and regain self-sufficiency including on-site behavioral health treatment, robust wraparound supportive services, and participation requirements.
- *Advancing Public Safety:* Safety and security for all members of the public, especially those living unsheltered, is essential to promoting a community-wide commitment to the goal of ending homelessness. CoCs should cooperate with law enforcement to advance public safety for the entire community impacted by homelessness.
- *Promoting Self-Sufficiency:* One of the primary purposes of the CoC Program is to optimize self-sufficiency. CoCs should partner with workforce development centers, employers, childcare, and other supportive service providers to increase employment and employment income for program participants.
- *Improving Outcomes:* CoCs should review all projects eligible for renewal under this NOFO to determine their effectiveness in reducing homelessness and increasing self-sufficiency. CoC should prioritize projects that promote self-sufficiency, increase employment income over government assistance, and promote treatment and recovery.

- *Minimizing Trauma:* One of the purposes of the CoC program is to minimize the trauma associated with homelessness. CoCs should encourage providers to provide trauma informed care and ensure participant safety in programs, especially for youth and survivors of domestic violence, dating violence, sexual assault, and stalking.

Introduction of New Project Types
Traditionally, CoC Program funding has been for permanent housing opportunities (PSH, RRH) and collaborative activities (HMIS, SSO-CE). The FY2025 introduces Transitional Housing, Supportive Services Only-Standalone, and Supportive Services Only - Street Outreach as eligible project types.

Funding and Performance Subcommittee needs to review our FY2025 Coc Program Funding Priorities to help define the priorities the Project Review Committee should have when rating and ranking project applications in this year's competition.

Eligible Project Types
- Permanent Supportive Housing
- Rapid Rehousing
- Transitional Housing
- SSO-CE
- HMIS
- SSO-Street Outreach
- SSO-Standalone (Day Center)
- *No New Joint Transitional Housing/Rapid Rehousing Projects
- *Only Renewal YHDP Projects

Melissa asked whether that would include Safe Harbor in Hickory, noting that some residents live there but they also operate a standalone program. Jenny responded that it could potentially be included, but there are many new service requirements that must be met for new projects. Any project would need to comply with whatever service requirements are outlined in the NOFO.

FY2025 CoC Program Funding Priorities
CoC Program Funding Priorities set overall & regional funding priorities.
FY2025 CoC Program Funding Priorities set NC Balance of State CoC priorities for allocation of funds. In the draft, there are proposed edits to meet the new priorities in the FY2025 CoC Program NOFO.

CoC-wide Priorities:
- Ensure essential CoC-wide infrastructure elements are in place, including HMIS and coordinated entry
- Ensure ~~adequate~~ coverage of permanent supportive housing across the CoC
- Increase the availability of transitional housing projects through the transition or reallocation of rapid rehousing projects

- Ensure CoC Program funding is being used well, including potentially reallocating some funding from projects that have patterns of low spending or poor performance

Renewal projects can continue serving the population they originally applied for—for PSH, that is people experiencing chronic homelessness. We had previously wanted agencies to already be operating a RRH project with other funding (ESG or other funding source) if they planned to apply; however, under this NOFO, our annual renewal demand is $23,805,807, and only 30% of that can be for permanent housing projects (PSH and RRH). Because the NOFO shows interest in transitional housing and there is technically ESG funding available for RRH, it was important to potentially update the language accordingly.

Lynne asked whether the emphasis on transitional housing would affect SNOFO projects (RRH with CoC and Back@Home). Jenny clarified that the NOFO does not require all RRH projects to transition to TH and noted that the priority language could be confusing.

Bonnie agreed with Lynne's concern. Andrea then asked how these established priorities will be sent to HUD and how much of this information will be directly submitted. Jenny responded that the priorities will be posted on our website. We do not currently have access to the CoC application, but submission through that platform may be required.

Bonnie suggested adding "and/or" or splitting the language into two bullet points. Lynne recommended tying the phrase "transition or reallocate" to a specific housing type, since the current wording could be too limiting, and encouraged using broader language. Andrea proposed phrasing it as "through the transition or reallocation of CoC project funds." Lynne added that PSH needs to be included and suggested wording such as "ensure or maintain RRH coverage" or "as well/maintain." Joanne raised the possibility of changing the word "coverage."

Bonnie suggested "maintain coverage," and Joanne suggested "ensure opportunities." Melissa felt the language should remain "ensure coverage of permanent housing across the CoC," since that reflects the CoC's overarching goal and is inclusive of both housing types.

The subcommittee edited the priorities as follows:

- Ensure essential CoC-wide infrastructure elements are in place, including HMIS and coordinated entry
- Provide coverage of permanent housing across the CoC
- Increase the availability of transitional housing across the CoC
- Ensure CoC Program funding is being used well, including potentially reallocating some   funding from projects that have patterns of low spending or poor performance

Transitional Housing – Code Federal Regulations: 24 CFR 578.79

> ⊙ **§ 578.79 Limitation on transitional housing.**
>
> A homeless individual or family may remain in transitional housing for a period longer than 24 months, if permanent housing for the individual or family has not been located or if the individual or family requires additional time to prepare for independent living. However, HUD may discontinue assistance for a transitional housing project if more than half of the homeless individuals or families remain in that project longer than 24 months.

The committee reviewed 24 CFR 578.79 in the Code of Federal Regulations, as indicated in the information above.

CoC Funding Priorities set overall and regional funding priorities.
In this prioritization of project, the Project Review Committee should consider the goals and objectives listed in the FY2025 CoC Program NOFO:
- Prioritize projects that end the crisis of homelessness on our streets through outreach and partnership with local law enforcement
- Prioritize projects that provide treatment and recovery
- Prioritize projects that promote self-sufficiency through reallocation, expansion, and/or transition
- Prioritize projects that provide housing and healthcare resources
- Minimize trauma associated with homelessness

Andrea asked whether the items needed to remain in the current order or if they could be reprioritized, suggesting that the 4th bullet related to "housing and healthcare resources" be listed first. Jenny agreed to that change. Lynne added that leaving these items out would be inappropriate, given the strong emphasis on them in the NOFO.

Typically, the CoC uses the prior year's PIT/HIC & the most recent funding awards to assign funding priorities for RRH & PSH for each region based on the data available to determine need.
- *Since the FY2025 CoC Program NOFO limits PSH and RRH projects to 30% of the Annual Renewal Demand, we propose to delete the priority charts for RRH and PSH*
- *We propose expanding the resources currently available charts to also include Street Outreach and Transitional Housing*
- *All project type resource charts have been updated with 2025 PIT/HIC data*

Jenny asked whether the group wanted her to make the discussed edits, email the revised document to everyone, and then conduct an email vote to approve sending the changes to the Steering Committee. The group agreed to this plan.

Jenny will make the edits today and send the updated version out by this evening. **The group will need to vote by noon tomorrow, 11/21/25.** As a reminder for email voting: the first person

to respond "yes" is considered to have made the motion, and the second "yes" serves as the second.

Next Steps

- NCCEH will draft updates to CoC-wide Written Standards, Client Bill of Rights, Anti-Discrimination Policies, and other guiding documents if required by HUD. Changes to these documents will need to be approved by our Steering Committee.
- Current CoC Program grantees who are interested in renewing their grants in the FY2025 competition will need to update their Policies and Procedures with new CoC guidance.
- Our Scorecard Committee will meet on Friday, November 21 at 2:30 pm to update our New Project and Renewal Project scorecards to remove any prohibited standards, add new required standards, and ensure adherence to competition guidelines.

Next Meeting

Potential Agenda:

- Review of ESG Survey Results
- Continuing work on 2026 Performance Measures & Benchmarks

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The next Funding and Performance Meeting is on Thursday, January 15th at 2 PM

Coordinated Entry Council Meeting

November 17, 2025

Attendees
Coordinated Entry Regional Leadership: Audrey Dooley (Region 2), Elizabeth Moncrief (Region 3), Erin Gaskin (Region 5), Stephanie Flowers (Region 9 and 10), Michele Welsh (Region 11, 12 and 13)

At-large Members: Fredrika Murrill, Cassie Rowe, Karen Carroll

Other attendees: Bonnie Harper, Ashley VonHatten, Teresa Robinson, Liz Carbone

Sharing & Visibility
Teresea Robinson presented on updates to HMIS sharing and visibility. The existing sharing agreements include access points to coordinated entry and coordinated entry housing providers. The new sharing agreements will include regional community sharing group which includes front door agencies, access points, housing providers, and the coordinated entry project. The next steps include the HMIS data team sending sharing agreements to all agencies, creating an FAQ document, and providing training to HMIS agencies.

Back@Home Referral Update
Ashley Von Hatten provided an update on Back@Home. Back@Home program spending is not fully aligned with household needs — some funding sources are underutilized while others are overspent due to shifting demand across communities. The Right-Sizing Initiative is designed to realign these funds and slot allocations, so every Back@Home dollar directly supports an active household and positions the program for full spend-down. Back@Home is implementing a targeted, same-source funding reallocation to:

- Reduce deficits in overspent organizations
- Rebalance surpluses from underspent organizations
- Create a more stable systemwide financial posture
- Support uninterrupted service delivery
- Ensure compliance with expenditure timelines and federal expectations

The reallocation does not move slots or change the number of slots for Back@Home HSS providers. What does this mean for Coordinated Entry?

- Back@Home providers will focus on Stepping Up households from RRH to PSH
  - Alleviates strain on RRH enrollments
- Back@Home providers will focus on intentional street outreach to fill SSO slots
  - Refer to other permanent housing providers during case conferencing

FY24 SSO-CE Timeline

- ✓ October 24 at 12 PM – Applications DUE
- ✓ October 27 - November 7 – Review and scoring
- ✓ November 12 – NCCEH leadership approval of agencies and funding amounts
- ✓ November 14 – Award/denial letters sent to agencies
- ✓ November 17 – 26 Grant agreements
- ✓ December 1 – FY24 grant start date

Ashley presented the two BoS goals for FY24 SSO-CE grant agreements:
1. Coordinated Entry Data Measured for Timeliness: 100% Project Entry/Start entered into HMIS within 6 days & 100% Project Exit entered into HMIS within 6 days
2. Lead the review and update of the Regional Committee's Coordinated Entry Plan to ensure alignment with NC Balance of State CoC policies, HUD requirements, and current regional practices.

After discussion, the CEC felt strongly that the 100% Project Exit entered into HMIS within 6 days was unrealistic. Mainly due to the fact that coordinated entry leads rely heavily on front door providers and housing providers for this data. The CEC decided the two goals for FY24 SSO-CE grant agreements as follows:

1. Coordinated Entry Data Measured for Timeliness: 100% Project Entry/Start entered into HMIS within 6 days
2. Lead the review and update of the Regional Committee's Coordinated Entry Plan to ensure alignment with NC Balance of State CoC policies, HUD requirements, and current regional practices.

Reminders
- November 20 – FY24 SSO-CE budget excel document due to NCCEH
- December 1 – FY24 SSO-CE grant start date
- December 15 – December Coordinated Entry Council meeting (possibility of cancelation due to CoC NOFO timeline)

Client Advocacy Collaborative

November 19, 2025, at 11:30 AM

Member Attendance: Kristin Dunn, Melissa Hewitt, Tradell Adkins, Dr. Deniece Cole

NCCEH Staff Attendance: Teresa Robinson, Mia Phillips, Mira Sanderson

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Newsletter Update

The newly formed BoS Newsletter Team, in collaboration with the NCCEH Newsletter Team, has decided to share community stories through two separate newsletters. One newsletter will focus on outreach to donors and statewide stakeholders (the NCCEH Newsletter that is led by Alicia Harvey), while the other will be tailored to Balance of State partners and community stakeholders (led by the Balance of State).

A Privacy Disclosure Form is being developed by the BoS newsletter team.

Mira had the opportunity to conduct our first personal narrative interview. She shared that the experience went well and expressed gratitude to the interviewee. Teresa provided the edited write-up of the interview to the group for review. Mira also has another interview scheduled with a second person with lived experience on Friday.

Teresa shared the questionnaire option for collecting personal narrative data and requested feedback from the group. The questionnaire can be accessed here: https://forms.gle/PLgwNNQMggehFFcc6.

Stand Operating Procedures

Teresa noted that with the release of the recent NOFO, it is important that we frame our work in a way that protects our team and aligns with federal expectations. She shared that additional internal discussions are needed to ensure the document is inclusive and appropriately reflects our work, resulting in a lack of development on the SOP.

February Dialogue

Three panelists are confirmed, and the fourth (Billy Cerulo) is still pending. We now need to plan the session format and develop the panel questions. Teresa has already taken notes in a separate document that includes potential questions suggested by the collaborative.