

# THE NEW WAY

United Way  
OF GREATER CHARLOTTE



**A Home For All**  
Mecklenburg Board of County Commissioners  
October 22, 2024

# A Home For All is taking a proven coordinated, prevention – focused approach to reduce homelessness



## A Way Home Houston

Houston takes a **coordinated, housing first** approach with focus on increasing access to permanent supportive housing



## All in Mile High Denver

Denver takes a **holistic housing approach** to **coordinate, prevent, house and stabilize** people experiencing homelessness



## Built for Zero Minneapolis

Minneapolis takes a **person-centered approach** enabled through **coordinated data** to end chronic homelessness



## A Home For All Charlotte - Mecklenburg

Charlotte will take a **coordinated, prevention-centered approach** to address all aspects of homelessness and housing insecurity



### Lead Agency

Coalition For The Homeless of Houston/ Harris County

City and County of Denver

Community Solutions

United Way



### Central Fund Mgmt



### Prevention Focused



### Navigation Support



### Coordinated Approach



### Funding Source

Public and Private Funding

Public and Private Funding

Public and Private Funding

Public and Private Funding



### Outcome

Since 2012, **32,000 people experiencing homelessness** were housed with a **~90% success rate in housing programs**

From 2023 – 2024, **1,673 people were moved indoors** from unsheltered homelessness and **583 people moved to permanent housing**

From 2021 – 2024, **1,628 people previously experiencing chronic homelessness** gained access to stable housing, with more than **90% remaining housed**

Potential to help up to **915 cost burdened households avoid homelessness** and **provide 800 more households with affordable housing** in a year

# Our current homelessness/ housing instability support ecosystem does not yield optimal outcomes

## Existing challenges in the Charlotte-Mecklenburg homelessness/ housing instability support service ecosystem



### Complex ecosystem

Creating navigation challenges for individuals and households needing help



### Under-investment in prevention

Efforts concentrated in emergency and downstream response with opportunity for stronger prevention upfront



### Limited infrastructure for agency collaboration across sectors

Lack of common ways of working and data infrastructure for agencies to share information, collaborate and coordinate hand-offs



### Limited line of sight into critical areas needing the most attention and help

Funding may not be directed to where it is needed most without a holistic view of the ecosystem



### Siloed, inconsistent tracking of progress

Inconsistent use and contribution of data to any single system by the agencies to capture progress



### Inadequate integration and support for smaller agencies/ grassroots efforts

Limited opportunities to showcase and collaborate with innovative and nimble smaller agencies/ grassroots efforts

# A Home For All works to drive systemic change

A Home For All addresses homelessness / housing instability through:



## Prevention

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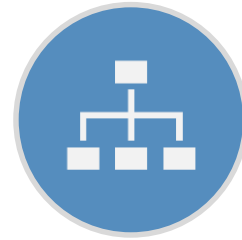
Focus on **proactive preventative measures** that tackle the underlying issues leading to homelessness, **reducing the number of individuals entering the cycle** and need for downstream mitigation efforts and costs



## Navigation

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Focus on helping individuals and households navigate the complex ecosystem to get **the right care at the right time, simplify the journey, improve the experience and reduce dropouts**



## Connectivity

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Focus on building and sustaining a **strong community of providers** supported by **common infrastructure and ways of working** to enable seamless hand-offs, less duplication, and improved system-level effectiveness



## Partnership

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Focus on empowering agencies with grants that braid **public and private funding** to enable greater **agility, innovation, and scope of impact**

# A Home For All aims to make tangible impact through 12 priority initiatives across 4 pillars

## EMERGENCY RESPONSE



### UNSHELTERED

*Provide robust, holistic support to those experiencing unsheltered homelessness*

#### Street Outreach

Engage individuals and connect to resources

#### Health and Human Services

Provide health, mental health and substance use treatment through street medicine program

#### Emergency Shelter & Housing

Low-barrier, non-congregate emergency shelter with onsite mental health services; expand permanent supportive housing

## UPSTREAM PRIORITIES



### PEOPLE

*Re-imagine how we support households on the path to housing stability*

#### System Navigation

Provide consistent care coordination for those experiencing homelessness or housing insecurity

#### Flexible Funds

Provide funding for wraparound support tailored to each individual's unique needs

#### Shared Database

Identify platform for system navigators to make and receive referrals and remain connected to those experiencing homelessness and housing insecurity



### PREVENTION

*Invest in strategies to keep people housed*

#### Critical Home Repair

Strengthen and expand the critical home repair network

#### Legal Advocacy

Expand access to legal advocacy for those facing eviction

#### Upstream Rental Assistance

Provide rental assistance and care coordination to individuals behind rents

#### Strike Fund

Create funding to finance preservation of naturally occurring affordable housing



### PRODUCTION

*Grow production of shelter and all forms of affordable housing*

#### Housing Trust Fund

Expand the housing trust fund with support from the city of Charlotte and Mecklenburg County

#### Property Provider Recruitment and Retention

Increase the number of property providers that accept households with subsidies and housing barriers through centralized recruitment and incentives

# Implementation achievements to date

Continued initiative implementation →

- ✓ Strategic Framework
- ✓ Implementation Plan
- ✓ 12 Priority Initiatives

August 2024



January 2025  
(pilot launch)



January 2025  
(Implementation begins)



January 2025



## Property Provider Recruitment & Retention

Awarded **\$1.5M contract** to **Housing Collaborative** to

- Recruit / incentivize property providers
- Collaborate with service providers to match households to units



### Intended Outcome

- **600 new units** available for households with subsidy and housing barriers
- **Decreased length of time to lease-up** (target TBD)

## Street Psychiatry

Convened participating agencies to develop **innovative pilot**

- **Atrium** and **Alliance Health** partnering to provide treatment
- Medical provider to embed in **Hearts for the Invisible** and **Roof Above** street outreach teams

**Pilot to launch in January 2025**



### Intended Outcome

- **20 clients per month** receive access to services, medications
- **Lower emergency room** utilization (target TBD)
- Clients positively **exit unsheltered homelessness**

## Upstream Rental Assistance

Launched **\$3.5M grant** opportunity with expectation to award grant to provide rental assistance and wraparound support to households experiencing housing instability (50% - 80% AMI)

**Implementation in January 2025**



### Intended Outcome

- **415 households** receiving assistance remain stably housed

## Legal Advocacy

Legal Aid of NC to hire an **attorney** and **social worker**



### Intended Outcome

- **1,200 clients/cases** represented in FY25, an increase of 200 clients

# Design efforts underway

January 2025



## Unsheltered Pillar

Working with county to develop an **operating budget** for a non-congregate shelter

Working with stakeholders to identify desired **on-site services** and affirm **referral process**



### Intended Outcome

- Open a non-congregate shelter to serve those who are **unsheltered** or **shelter resistant**.

Fall 2024



## People Pillar

Exploring recommended target population for **pilot system navigation effort**

Determining **access points** and **referral system**

Determining applicable use for **flexible funds**



### Intended Process outcome

- **Pilot launch** January 2025

January 2025



## Critical Home Repair

Developed and released RFP to engage consultant with goal of beginning engagement January 2025



### Intended Outcome

- **Expand capacity** of existing vendors
- **Increase number of vendors** doing critical home repairs
- Serve **more households**

December 2024



## Strike Fund

Develop and release RFP to engage consultant to explore a **strike fund** for Mecklenburg County



### Intended Process outcome

- Determine **value, feasibility and proposed uses** of Strike Fund in Charlotte Market context

# Illustrating system navigation

Illustrative Scenario

## Meet David

David is a 36-year-old construction worker that has always been physically active and relied on his job to support himself. However, he recently suffered from a severe spinal injury while at work. Unable to continue working and unable to claim workers compensation since he was paid in cash, David can no longer afford his rent. With little savings or family support, and limited access to medical care, he finds himself in a distressing situation and in desperate need of assistance.



Knowing he cannot keep up with his rent, David seeks help from **Coordinated Entry** where he undergoes an **intake process**.

However, since he is **three weeks away** from being evicted, he is **not matched with a case worker**. Coordinated Entry refers him to an agency for **financial assistance**, but he is **denied due to lack of employment**.

1 Vulnerability

2 Precipitating Events

Basic Needs

David is given a vetted **list of agencies** to contact for his basic, medical, employment and housing needs. He calls a service provider who provides access to food and hygiene products, **only to be told they are closed for the day**.

Finally, he reaches a provider who is able to help and goes through **yet another intake process**.

With his construction career no longer feasible, he contacts an attorney. He is told it would take **months before his case is resolved**.

Medical Assistance

To treat his injury, David visits a free clinic, **but lack of medical records** make it challenging for doctors to provide timely care.



Employment Assistance

David tries to seek unemployment assistance but **does not know who to contact for assistance with completing the application**.

Housing Assistance

Meanwhile, **lack of sufficient affordable housing supply** forces David to vacate his apartment and seek refuge at an emergency shelter.

3 Loss of Housing

4 Unsheltered / Emergency Shelter



# Illustrating system navigation



The appropriate navigation support could have spared David **multiple wasted trips and time** in an effort to seek assistance

With a well-established navigation support infrastructure...



David would have a **designated contact** who **understands his needs** and **eligibility** to match him with suitable programs, including **grassroots services** he might not be aware of

 System Navigation



David's System Navigator would have access to a **flexible services spending account** that could help bridge David's immediate needs, including **timely treatment for his spinal injury** and access to **basic needs**

 Flexible Funds



Record of David's situation and journey would be maintained in an **integrated data management system** used across sectors, sparing David the need to reshare his story and **relieve his challenges** each time he seeks assistance

 Shared Database

Also relates to Connectivity

At the system level, better coordination and **visibility into providers** across the ecosystem makes it **easier to match individuals with the right programs**, enabling Charlotte-Mecklenburg to **unlock the full value of its already robust service provider population**.

# THANK YOU!

**United Way**  
OF GREATER CHARLOTTE

## GET INVOLVED

[unitedwaygreaterclt.org](http://unitedwaygreaterclt.org)

704.372.7170

## CONNECT

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