



Draft FY2019-2020 Wake County Annual Action Plan

The Annual Action Plan is a document submitted to the U.S. Department of Housing and Urban Development for receipt of federal funding to support housing affordability and community development. The Plan describes projects and activities that will be implemented between July 1 of 2019 and June 30 of 2020.

Wake County Department of Housing
Affordability & Community
Revitalization

Executive Summary

AP-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

The 2019-2020 Action Plan written by the Wake County Department of Housing Affordability & Community Revitalization will address the needs of the County's priority populations with our housing and community development programs. The Priority populations were determined in 2015 through our extensive Citizen Participation process for the 2015-2020 Consolidated Plan, which is a guiding five-year plan, and were reinforced this year at public hearings and meetings for this Action Plan, and are as follows:

Priority One

- Renters 0-40% Area Median Income (currently **\$33,720** for a family of four)
- Homeless individuals and families
- Non-homeless individuals and families with Special Needs

Priority Two

- Renters 41-50% Area Median Income (currently between **\$33,720 and \$42,150** for a family of four)
- Homeowners at 41-50% Area Median Income

Priority Three

- Renters 51-80% Area Median Income (currently between **\$42,150 and \$67,450** for a family of four)
- Homeowners at 51-80% Area Median Income

The grants from the U.S. Department of Housing and Urban Development (HUD) that will allow us to assist these populations are the HOME Investment Partnerships grant (HOME), the Community Development Block Grant (CDBG), the Housing Opportunities for Persons with AIDS grant (HOPWA), and the Emergency Solutions Grant (ESG).

In addition, the Wake County Department of Housing Affordability & Community Revitalization receives local funding from Wake County Government. These funds are spent on housing activities as a match and supplement to our HUD grants and to bolster support for our priority populations.

Some of the activities in this Action Plan are longstanding successful programs and some are new. One a half years ago, in the fall of 2017, the Wake County Board of Commissioners approved a visionary, twenty year Wake County Affordable Housing Plan. The plan was the result of a ten month community process and includes comprehensive goals and strategies for addressing housing and homelessness in Wake County. This Action Plan includes some new activities that align with the goals and strategies of the twenty year plan.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The following are our seven categorical goals along with their accompanying objectives and outcomes. Section AP-20 of this Plan describes these goals in more detail.

1. Goal: Affordable Housing Development. Objective: Provide decent affordable housing. Outcome: Affordability.
2. Goal: Tenant Based Rental Assistance for Youth. Objective: Provide decent affordable housing. Outcome: Affordability.
3. Goal: Rental Assistance for Homeless Men. Objective: Provide decent affordable housing. Outcome: Affordability.
4. Goal: Rental Assistance for People with HIV/AIDS. Objective: Provide decent affordable housing. Outcome: Affordability.
5. Goal: Housing Rehabilitation. Objective: Provide decent affordable housing. Outcome: Affordability.
6. Goal: Public Facilities and Improvements. Objective: Create suitable living environments. Outcome: Availability/Accessibility.
7. Goal: Public Services. Objective: Create suitable living environments. Outcome: Availability/Accessibility.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Our past performance with our programs has been successful in meeting or surpassing our goals for assisting low-moderate income households throughout Wake County. Therefore, in choosing goals and projects for this year, we will implement projects similar to last year's, as well as begin new ones.

We will continue such projects as affordable housing development, housing rehabilitation, acquisition, housing activities, public facilities, job training for homeless men, rental assistance for homeless men, rental assistance for youth aging out of foster care, and rental assistance with supportive services for people with HIV/AIDS. We will also be adding new projects and activities, such as increased homelessness prevention and homeless outreach to align with the goals of the twenty year Wake County Affordable Housing Plan and address the current needs in the community. These new activities will enable us to serve more at-risk people in additional ways.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

Our citizen participation process included:

- Three public hearings at: the Continuum of Care (Partnership to End and Prevent Homelessness), the Wake County Board of Commissioners, and the Wake County Human Services Board)
- Community consultations with: the Wake County Housing Advisory Committee and the Planning Directors of the towns in Wake County

In addition, citizen participation will include advertising for and posting the draft plan on the Wake County website, in our Department of Housing main office, the Wake County town halls, the Wake County Human Services centers, at our homeless shelters and at our current Oak City Center, currently a center for weekend meals and connection with services. The new Oak City Center is scheduled to open in April and will be a comprehensive intake and multi-services center.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

A summary of citizen participation comments is below, and can also be found in Section AP-12 Participation. In addition, full comments are included as an attached document.

The community needs more affordable housing, especially 2-3 bedroom units, and needs to continue to work on homelessness. When new affordable housing developments open, there is a long waiting list and not enough units. The highest priority population in the Action Plan addresses the people who are hardest to house because of income levels.

Housing and stabilization are needed for folks coming out of prison. It's great that the County is planning to do more homelessness prevention work. The Partnership to End and Prevent Homelessness is interested in preventing evictions and there is discussion of medical-legal partnerships in other places in North Carolina. More funding should be put into public services through non-profit organizations.

Property tax increases can be very difficult for low-moderate income homeowners, especially first-time homebuyers. Are there tax rebates or deferrals available? Are there tax rebates for developers of affordable housing?

The Town of Morrisville has a need for more affordable housing and is happy that a new development will be providing 20 units. Morrisville is interested in affordable housing for Town and school employees. DHIC will be soon bringing 230 new units to a site in Raleigh. When lower income households are targeted, deeper subsidies are required. Housing costs are rising, and there is a missing middle: people who are slightly above the income requirements for subsidized housing but can't afford the market rate.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments were accepted.

7. Summary

The upcoming year promises to be exciting and fruitful for affordable housing, community revitalization, and homeless services in Wake County. With linked strategies, a greater variety of programs than ever before and increased local funding, the Wake County Department of Housing Affordability & Community Revitalization is in position to meet the challenges that rapid growth, redevelopment, and gentrification are bringing to our communities.

We look forward to the construction of more affordable housing units than in the recent past, additional preservation of existing affordable housing, assistance to first time homebuyers, and helping to provide public facilities in low-moderate income neighborhoods. In addition, services for people experiencing homelessness and those on the brink of homelessness will be expanded, both through the opening of a County wide multi-services center, as well as through rental assistance programs, job training, and additional outreach.

We hope you will read through the full plan for a detailed description of our programs and goals.

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role		Name	Department/Agency
CDBG Administrator	WAKE COUNTY		Dept. of Housing Aff. & Community Revitalization
HOPWA Administrator	WAKE COUNTY		Dept. of Housing Aff. & Community Revitalization
HOME Administrator	WAKE COUNTY		Dept. of Housing Aff. & Community Revitalization
ESG Administrator	WAKE COUNTY		Dept. of Housing Aff. & Community Revitalization

Table 1 – Responsible Agencies

Consolidated Plan Public Contact Information

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AP-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

Several consultations were held with organizations to enhance coordination between agencies and to ascertain needs for homeless, special needs, and low-income populations.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

Wake County Housing Affordability and Community Revitalization staff communicates with the Housing Authority of County of Wake (HACW) to discuss goals, as well as the status of their Public Housing and Housing Choice Vouchers. A member of the HACW regularly attends our Housing Advisory Committee meetings. We coordinate closely with the Wake County Public Health Division. In addition, we refer clients to the Alliance for Behavioral Health, which addresses mental health, intellectual and developmental disorders, and substance abuse issues. Furthermore, we work with over thirty agencies in the Partnership to End Homelessness to coordinate housing and supportive services for all populations in need in Wake County.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The Continuum of Care is also known as the Partnership to End and Prevent Homelessness (Partnership). Full membership meetings are held bi-monthly and representatives from the Wake County Housing, the City of Raleigh Community Development Department, the Town of Cary, the Housing Authority of the County of Wake, the Raleigh Housing Authority, the Public-School System, and over 30 agencies attend these meetings. To address the needs of homeless persons and persons at risk of homelessness, each entity shares updates on their work and achievements, and committees discuss ways to enhance coordination, identify gaps in services, and work toward filling identified gaps. In addition, the Wake County Department of Housing Affordability and Community Revitalization director is on the Board of the Partnership.

The CoC (Partnership) has prioritized all Permanent Supportive Housing (PSH) turnover beds funded through the annual Notification of Funding Availability (NOFA) to those that are chronically homeless including, unaccompanied youth, singles, veterans and families. Additionally, the CoC holds a monthly, by-name list chronic work group with agencies currently serving chronically homeless individuals/families to prioritize for housing and dedicate resources to stabilize.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Wake County Housing Affordability and Community Revitalization staff consulted with the Continuum of Care (CoC) at one of its bi-monthly meetings to receive input for the grants in this Action Plan, including the ESG, (Emergency Solutions Grant) received directly from HUD. The CoC (Partnership) was consulted on the proposed usage of ESG funds to create a comprehensive prevention program, targeting citizens who are at imminent risk of at losing their housing and becoming homeless.

In addition, ESG funds also come to the region through an allocation to the City of Raleigh. The City of Raleigh partnered with Wake County to issue a joint request for proposals for Housing and Homeless Assistance funds. Both the City and the County work collaboratively to allocate funding based on agreed upon community priorities that have been endorsed by the Continuum. Wake County actively participated in the taskforce that developed performance standards for the Continuum. Wake participates in North Carolina's statewide implementation of HMIS that is governed by representatives from across the state and have put policies and procedures in place for HMIS implementation. The CoC is adopting the System Performance Measures outlined by HUD.

Agencies of the COC also applied directly to the state for ESG funds allocated to the State of North Carolina.

2. Agencies, groups, organizations and others who participated in the process and consultations

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Continuum of Care
	Agency/Group/Organization Type	Continuum of Care
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The organization was consulted through holding a public hearing at a Continuum of Care (Partnership to End and Prevent Homelessness) meeting. Anticipated outcomes include additional funding for homeless street outreach, and continued coordination on homelessness prevention.

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Partnership to End Homelessness	Our goals for ending homelessness were developed in conjunction with the Partnership to End Homelessness.
Wake County Affordable Housing Plan	Wake County Government and Affordable Housing Plan Steering Committee	The goals of are our Strategic Plan are consistent with the goals of the Wake County Affordable Housing Plan. These goals include developing and preserving affordable housing, assisting people experiencing homelessness and prevention of homelessness, creating more permanent supportive housing, and working with our partner municipalities to further affordable housing development and community revitalization.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Town of Cary	Town of Cary	We have similar goals: The Town of Cary is part of our HOME entitlement, and we often partner on affordable housing development in the Town of Cary. Cary receives its own CDBG funding, which the Town uses to address the needs of low-moderate residents of Cary.
City of Raleigh	City of Raleigh	We have similar goals to Raleigh's regarding affordable housing development and preservation, and often partner on affordable housing development located within the City of Raleigh. In addition, like Wake County, Raleigh is interested in preserving and developing affordable housing near transit stops identified in the forthcoming transit plan. Finally, Raleigh is a significant partner in the new Oak City Center, the multi services and intake center that opens in early April, 2019.

Table 3 – Other local / regional / federal planning efforts

AP-12 Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

Our citizen participation process included:

- Three public hearings at: the Continuum of Care (Partnership to End and Prevent Homelessness), the Wake County Board of Commissioners, and the Wake County Human Services Board)The public hearings were noticed in three newspapers: a broad community paper, a Spanish language paper, and a paper published by an African-American community.Community consultations with: the Wake County Housing Advisory Committee and the Planning Directors of the towns in Wake County

In addition, citizen participation will include advertising for and posting the draft plan on the Wake County website, in our Department of Housing main office, the Wake County town halls, the Wake County Human Services centers, at our homeless shelters and at our current Oak City Center, currently a center for weekend meals and connection with services. The new Oak City Center is scheduled to open on April 8, 2019 and will be a comprehensive intake and multi-services center.

The citizen participation process impacted goal setting through listening and information gathering. Attendees at the hearings and meetings indicated which populations to focus on with our resources, and what kinds of programs would best serve these populations.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Public Hearing	Non-targeted/broad community	Two attendees spoke at this public hearing at the Wake County Board of Commissioners meeting on February 18, 2019	The community needs more affordable housing, especially 2-3 bedroom units. The community needs to continue to work on homelessness. When new affordable housing developments open, there is a long waiting list and not enough units. The highest priority population in the Action Plan addresses the people who are hardest to house because of income levels.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
2	Public Hearing	Non-targeted/broad community	Ten attendees spoke at this public hearing at the Partnership to End and Prevent Homelessness on February 19, 2019. In addition, approximately 35 members of the Partnership to End Homelessness (which is the Continuum of Care,) attended this meeting.	Housing and stabilization are needed for folks coming out of prison. It's great that the County is planning to do more homelessness prevention work - will you be partnering with the agencies already doing this work? The Partnership is interested in preventing evictions and there is discussion of medical-legal partnerships in other places in North Carolina. The group is interested in an agency that will help in banding together at public hearings. More funding should be put into public services through non-profit organizations.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
3	Consulation Meeting	Housing professionals and advocates	Five committee members attended the Housing Advisory Committee on February 26, 2019.	Property tax increases can be very difficult for low-moderate income homeowners, especially first-time homebuyers. Are there tax rebates or deferrals available? Are there tax rebates for developers of affordable housing? How are some of the strategies of the twenty-year Affordable Housing Plan coming along, such as using county owned land for affordable housing and accessory dwelling units? What is the progress around ending veteran homelessness?	All comments were accepted.	

4	Public Hearing	Non-targeted/broad community	Four attendees spoke at this public hearing at the Wake County Human Services Board meeting.	The Town of Morrisville has a need for more affordable housing and is happy that a new development will be providing 20 units. They are interested in affordable housing for Town employees and other workforce housing. CASA supports the Priority populations of the Action Plan, and thanks the Board for 27 years of partnership and support. A consumer suggests making it easier to find housing information on the Wake County website. DHIC is one of Wake County's trusted development partners and will be soon	All comments were accepted.	
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				<p>bringing 230 new units to a site in Raleigh. When lower income households are targeted, deeper subsidies are required. Housing costs are rising, and there is a missing middle: people who are slightly above the income requirements for subsidized housing, but can't afford the market rate. There are questions from the Human Services Board about coordination with local churches, other organizations, the housing authorities, the Housing Finance Agency, and municipalities in Wake County. Interest is expressed in the possibilities for affordable housing that the new transit</p>	
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Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
				development in the area will bring.		

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The table below indicates estimates of the expected resources that Wake County will receive from HUD for the next fiscal year, July 2019 - June 2020. It also presents the types of projects and work that will be completed during the year.

The narrative below the table describes other funding sources that are expected to be made available to Wake County, including the funds used for HUD matching requirements.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	2,068,700	330,000	0	2,398,700	2,398,700	CDBG funds may be used for: Acquisition, Admin and Planning, Economic Development, Housing, Public Improvements, and Public Services.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	882,933	270,000	0	1,152,933	1,152,933	HOME funds may be used for Acquisition, Homebuyer assistance, Homeowner rehab, Multifamily rental new construction, Multifamily rental rehab, New construction for ownership, and TBRA. The anticipated HOME match will be 25% of annual allocation funds spent on affordable housing. The match will come from Wake County funding.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	809,265	6,730	0	815,995	815,995	HOPWA funds may be used for Permanent Housing in facilities, Permanent Housing Placement, STRMU, Short term or transitional housing facilities, Supportive Services, and TBRA.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	161,478	0	0	161,478	161,478	ESG funds may be used for Conversion and rehab for transitional housing, Financial Assistance, Overnight shelter, Rapid Re-housing (rental assistance), Rental Assistance, Services, and Transitional housing. The required 100% match of the annual allocation will be met with Wake County funds.

Table 2 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds for affordable housing construction will be leveraged with resources from Wake County funds, developers, tax credit syndicators, the North Carolina Housing Finance Agency, private banks, and other municipal funds, where applicable. CDBG funds for public facilities and improvements will be leveraged with funds from the town in which the construction is taking place. HOME and ESG matching requirements will be met with Wake County funds.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Wake County has written a policy for disposition of publicly owned land and conducting a criteria based analysis to determine whether public sites may be appropriate for the development of affordable housing. Sites that are near current or future transit routes, schools, employment, retail, and other complementary development will be especially desirable to help address the needs identified in the plan. When specific sites are identified, RFPs will be issued for development.

In addition, Housing Department staff will continue to have conversations with the municipalities in Wake County to encourage them to think about using their publicly owned land for affordable housing. The recently produced Wake County Affordable Housing Plan recognizes public land as a potentially valuable resource for affordable housing.

Discussion

The grants listed in the table above provide a variety of methods for assisting low and moderate-income residents of Wake County. By combining and leveraging these federal grants with other funding sources, the Wake County Department of Housing Affordability & Community Revitalization is able to comprehensively and creatively address the housing and community development needs in the community .

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Affordable Housing Development	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs		Addressing Homelessness Affordable Housing	CDBG: \$885,363 HOME: \$923,277	Rental units constructed: 20 Household Housing Unit Direct Financial Assistance to Homebuyers: 11 Households Assisted Other: 20 Other
2	Tenant Based Rental Assistance for Youth	2015	2019	Non-Homeless Special Needs		Housing for Youth Aging out of Foster Care	HOME: \$152,000	Homelessness Prevention: 15 Persons Assisted
3	Rental Assistance for Homeless Men	2015	2019	Homeless		Addressing Homelessness	ESG: \$161,478	Homelessness Prevention: 40 Persons Assisted
4	Rental Assistance for People with HIV/AIDS	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs		Rental Assistance for People with HIV/AIDS	HOPWA: \$791,717	Tenant-based rental assistance / Rapid Rehousing: 55 Households Assisted Homelessness Prevention: 150 Persons Assisted
6	Housing Rehabilitation	2015	2019	Affordable Housing		Affordable Housing	CDBG: \$804,165	Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Rehabilitated: 45 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Public Facilities and Improvements	2015	2019	Homeless Non-Housing Community Development		Community Development in Low-Income Neighborhoods	CDBG: \$161,932	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 829 Persons Assisted
8	Public Services	2015	2019	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development		Addressing Homelessness Affordable Housing	CDBG: \$150,000	Public service activities other than Low/Moderate Income Housing Benefit: 90 Persons Assisted Public service activities for Low/Moderate Income Housing Benefit: 15 Households Assisted

Table 3 – Goals Summary

Goal Descriptions

1	Goal Name	Affordable Housing Development
	Goal Description	<p>Affordable Housing development is the main use of our HOME funds. We partner with developers selected through an RFP (Request for Proposals) process to create as many safe, decent, and affordable rental projects and owner-occupied homes as we are able. We combine our federal HOME funds with Wake County funds to increase the amount of housing that can be constructed. Affordable housing development salaries are included in the funding allocated.</p> <p>In addition, we plan to use CDBG funds for Housing Activities.</p>

2	Goal Name	Tenant Based Rental Assistance for Youth
	Goal Description	Youth who have aged out of foster care, but do not have the financial stability to pay for their own housing may be at risk of becoming homeless. In partnership with the Wake County Foster Care unit, and partner agencies, we plan to continue offering rental assistance to qualifying youth. This will be the fourth year that we have provided rental assistance through these successful partnerships. Our partner agencies will provide case management and assistance with school and employment options to advance the recipient's financial independence. In addition, help with finding housing is offered by case managers in our Housing Department.
3	Goal Name	Rental Assistance for Homeless Men
	Goal Description	Wake County Department of Housing Affordability & Community Revitalization will utilize ESG funds for homelessness prevention rental assistance.
4	Goal Name	Rental Assistance for People with HIV/AIDS
	Goal Description	In fiscal year 2019-2020, Wake County Department of Housing Affordability & Community Revitalization will provide long term rental assistance, short term rental, mortgage, and utility assistance, and supportive services to qualifying residents of Wake County living with HIV or AIDS. Supportive Services include but are not limited to: case management, housing information services, and resource identification. Permanent housing placement activities may also be offered, where needed. Finally, if there is a need in the community and available funding, permanent housing in facilities, or short term/transitional housing facilities may also be considered.

6	Goal Name	Housing Rehabilitation
	Goal Description	Housing rehabilitation is an important method of preserving existing multifamily and single family affordable housing. It is also a way assist people who are able to live on their own, but whose homes are not in safe, decent condition. Often, seniors or elders need retrofits to their homes, such as ramps, grab bars, and the like, to enable them to continue living independently. Through our CDBG funds, we will be able to preserve multi-family and single family affordable housing, offer modest housing repairs to elderly or disabled low income renters or homeowners, and conduct emergency repairs for low-income renters or homeowners. Funds for Rehabilitation administration are included.
7	Goal Name	Public Facilities and Improvements
	Goal Description	Planned Public Facility projects this year will likely be projects in Fuquay-Varina and Garner. The towns will contribute funding to the projects as well.
8	Goal Name	Public Services
	Goal Description	CDBG funds will be used in the public services activity for: street outreach, short term rental assistance, and job training for homeless men.

AP-35 Projects - 91.420, 91.220(d)

Introduction

The projects in this section form the basis for our work for fiscal year 2019-2020. Some projects have simply one activity, and others will be comprised of several activities. The information below conveys the expected grants and amounts, and their uses.

#	Project Name
1	HOME Affordable Housing Development
2	HOME Tenant Based Rental Assistance for Youth
3	HOME Administration
4	CDBG Housing Rehabilitation
5	CDBG Housing Activities
6	CDBG Public Facilities
7	CDBG Public Services
8	CDBG Administration
9	HESG Homelessness Prevention
10	2019-2022 Wake County HOPWA Program NCH19F002 (WCHW)
11	2019-2022 Triangle Family Services NCH19F002 (TFS)

Table 4 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Allocation priorities were determined through the 2019 Action Plan citizen participation process, the priorities of the 2015-2020 Consolidated Plan (which were developed by a comprehensive citizen participation process involving approximately 35 meetings and consultations), the Wake County Affordable Housing Plan, the immediacy of needs in Wake County, and information about homeless needs from the Continuum of Care such as the Point in Time Count and other HMIS data.

Obstacles to addressing underserved needs include:

- A lack of landlords willing to accept subsidized rental assistance
- A shortage of developers to build or rehabilitate affordable housing
- "NIMBYism" (community opposition to location of affordable housing in their neighborhoods)
- High cost of land in Wake County, particularly in Communities of Opportunity, which would be good locations for affordable housing.

AP-38 Project Summary
Project Summary Information

1	Project Name	HOME Affordable Housing Development
	Target Area	
	Goals Supported	Affordable Housing Development
	Needs Addressed	Affordable Housing Addressing Homelessness
	Funding	HOME: \$923,277
	Description	Affordable Housing is the main use of our HOME funds. We will partner with developers selected through an RFP process to create as many safe, decent, and affordable rental and homeownership units as we are able. The required percentage of these funds will be used for a CHDO set-aside with a qualified Community Housing Development Organization. We combine our HOME funds with Wake County funds to increase the amount of housing that can be constructed. Affordable housing development salaries are included in the funding allocated.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 20 households will benefit from units constructed with HOME funds.
	Location Description	Affordable housing will be constructed in jurisdictions throughout Wake County. Precise locations will be determined through the RFP process and awarded funding.
	Planned Activities	Construction of affordable housing.
2	Project Name	HOME Tenant Based Rental Assistance for Youth
	Target Area	
	Goals Supported	Tenant Based Rental Assistance for Youth
	Needs Addressed	Affordable Housing Housing for Youth Aging out of Foster Care
	Funding	HOME: \$152,000
	Description	This project will serve youth who are aging out of foster care with rental assistance. Case management will be provided by partner agencies. Many of the youth will be taking college course and/or working in order to become self-sufficient in the future.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	Approximately 15 youth will benefit from the proposed activity.
	Location Description	Location of housing will be the choice of the rental assistance recipients and participating landlords.
	Planned Activities	Rental assistance, with a cap of two years.
3	Project Name	HOME Administration
	Target Area	
	Goals Supported	Affordable Housing Development Tenant Based Rental Assistance for Youth
	Needs Addressed	Affordable Housing Addressing Homelessness Housing for Youth Aging out of Foster Care
	Funding	HOME: \$77,656
	Description	HOME funds used for administration will consist of the allowable 10% of the grant award.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 35 households will benefit from administration of the HOME activities.
	Location Description	N/A
Planned Activities	Administration	
4	Project Name	CDBG Housing Rehabilitation
	Target Area	
	Goals Supported	Housing Rehabilitation
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$804,165
	Description	Funds will be used for housing rehabilitation activities. Administrative costs are included.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	Approximately 50 senior or disabled low-moderate income households will benefit from the housing rehabilitation activities.
	Location Description	These activities will occur throughout Wake County.
	Planned Activities	Rehabilitation of housing.
5	Project Name	CDBG Housing Activities
	Target Area	
	Goals Supported	Affordable Housing Development
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$885,363
	Description	Funds will be used for the purpose of creating affordable housing through various CDBG eligible activities.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 31 households will benefit from proposed CDBG housing activities.
	Location Description	Activities will occur throughout Wake County.
	Planned Activities	Housing activities
6	Project Name	CDBG Public Facilities
	Target Area	
	Goals Supported	Public Facilities and Improvements
	Needs Addressed	Community Development in Low-Income Neighborhoods
	Funding	CDBG: \$145,432
	Description	CDBG funds will be used for public facilities in low-moderate income neighborhoods in the municipalities of Fuquay-Varina and Garner. Funding listed in the table includes a 5% project delivery cost for each project.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	An estimated 829 households will benefit from the proposed activities.
	Location Description	Public facility activities will take place in Fuquay-Varina and Garner.
	Planned Activities	Public facilities
7	Project Name	CDBG Public Services
	Target Area	
	Goals Supported	Public Services
	Needs Addressed	Addressing Homelessness
	Funding	CDBG: \$150,000
	Description	Public Services funds will be used for job training, short term rental assistance, and street outreach to the homeless.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 105 households will benefit from the proposed activities.
	Location Description	The activities will take place throughout Wake County.
	Planned Activities	The activities planned as public services include street outreach, short term rental assistance, and job training.
8	Project Name	CDBG Administration
	Target Area	
	Goals Supported	Affordable Housing Development Housing Rehabilitation Public Facilities and Improvements Public Services
	Needs Addressed	Affordable Housing Addressing Homelessness Community Development in Low-Income Neighborhoods
	Funding	CDBG: \$413,740
	Description	Funds will be used to administer the CDBG activities.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	An estimated 1,015 households will benefit from the proposed activities.
	Location Description	N/A
	Planned Activities	Administration
9	Project Name	HESG Homelessness Prevention
	Target Area	
	Goals Supported	Rental Assistance for Homeless Men
	Needs Addressed	Addressing Homelessness
	Funding	ESG: \$161,478
	Description	HESG funds will be used for homelessness prevention to meet the needs in the community.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 40 households will benefit from ESG homelessness prevention activities.
	Location Description	Activities will occur throughout Wake County.
Planned Activities	Activities include offering rental assistance for the purposes of keeping people housed and preventing homelessness.	
10	Project Name	2019-2022 Wake County HOPWA Program NCH19F002 (WCHW)
	Target Area	
	Goals Supported	Rental Assistance for People with HIV/AIDS
	Needs Addressed	Affordable Housing Addressing Homelessness Rental Assistance for People with HIV/AIDS
	Funding	HOPWA: \$645,200
	Description	Funds will be used for eligible HOPWA activities.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	An estimated 55 households will benefit from the proposed activities.
	Location Description	The activities will take place throughout the Wake County entitlement, which, for the HOPWA grant includes Wake, Johnston, and Franklin counties.
	Planned Activities	Activities may include but are not necessarily limited to: tenant based rental assistance, supportive services, housing information services, resource identification, permanent housing placement, and administration.
11	Project Name	2019-2022 Triangle Family Services NCH19F002 (TFS)
	Target Area	
	Goals Supported	Rental Assistance for People with HIV/AIDS
	Needs Addressed	Rental Assistance for People with HIV/AIDS
	Funding	HOPWA: \$170,795
	Description	Funds will be used for short term rental, mortgage, and utility assistance in order to prevent homelessness. Project delivery funds of 7% are included.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	An estimated 150 households will benefit from this assistance.
	Location Description	The activities will take place throughout the Wake County entitlement, which, for the HOPWA grant includes Wake, Johnston, and Franklin counties.
Planned Activities	Activities include provision of short term rental, mortgage, and utility assistance to eligible households to keep them stably housed and prevent homelessness.	

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Our grant funds will cover the entire Wake County entitlement area as follows:

- CDBG funds for housing will be dispersed throughout the municipalities in Wake County and unincorporated areas of the county.
- CDBG public facility funds will be directed to low-income neighborhoods in Garner and Fuquay-Varina.
- HOME funds used for development of affordable housing will be distributed on the basis of awarded development contracts and their locale. Affordable housing is needed throughout the county.
- HOME funds used for Tenant Based Rental Assistance will be spent in the locality selected by the recipient of the rental assistance.
- ESG funds used for homeless prevention will be spent in the entitlement area in which the recipient is located.
- HOPWA funds are available for use throughout Wake, Johnston, and Franklin Counties, and recipients of these funds may live anywhere in these three counties.

Geographic Distribution

Target Area	Percentage of Funds

Table 5 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Investments will be allocated throughout Wake County according to need.

CDBG funds for public facilities are allocated to low-moderate income neighborhoods in Fuquay-Varina and Garner because the towns are part of our entitlement area and its residents do not receive their own HUD funds. We partner with the towns to assist with eligible requests for its low-moderate income citizens.

HOME funds for development of affordable housing will be distributed on the basis of awarded development contracts.

Discussion

A Wake County Affordable Housing Plan was completed and approved by the Board of Commissioners in late 2017. The Plan offers strategies and tools for the creation and preservation of affordable

housing, as well as expanded use of rental assistance and increasing the number of landlords who participate in our rental assistance program.

In addition to offering other directives, the plan recommends areas along proposed transit corridors and near proposed transit stops as important locations for affordable housing development and preservation. Thus transit-oriented development is an important consideration for affordable housing funding decisions. At present there is a bus system in Wake County, but a large scale transit plan is in development and will include bus rapid transit in the short term and commuter rail transit in the longer term. The Department of Housing Affordability & Community Revitalization is involved in partnerships and initiatives to ensure that affordable housing is an integral part of transit and land use planning.

Affordable Housing

AP-55 Affordable Housing - 91.420, 91.220(g)

Introduction

Our affordable housing program for the next year, FY 2019-2020 will focus on affordable housing construction, housing rehabilitation, and provision of rental assistance to people with special needs and homeless persons. The tables below illustrate the number of people estimated to be served by need and type of housing.

One Year Goals for the Number of Households to be Supported	
Homeless	25
Non-Homeless	145
Special-Needs	220
Total	390

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	300
The Production of New Units	20
Rehab of Existing Units	50
Acquisition of Existing Units	20
Total	390

Table 7 - One Year Goals for Affordable Housing by Support Type

Discussion

Through our multi-faceted approach to provision of affordable housing to citizens of Wake County, the Wake County Housing Division is able to address many different needs, work with a great variety of community partners, and offer case management services to special needs populations and homeless persons.

AP-60 Public Housing - 91.420, 91.220(h)

Introduction

There are many activities that are planned to be addressed by the Housing Authority of the County of Wake regarding public housing improvement, residents, and homeownership.

Actions planned during the next year to address the needs to public housing

The Housing Authority of the County of Wake (HACW) currently manages 343 conventional units. The six communities which offer conventional public housing are: Apex, Garner, Fuquay Varina, Wake Forest, Wendell and Zebulon. The HACW has received conditional funding for \$600,000 through the NC Housing Finance Agency to build 10 units of tenant based voucher housing in Garner. The Housing Authority has also secured additional funds towards the project in the amount of nearly \$278,000 through a bank loan, housing authority nonfederal funds and a Grant from the Wake County Housing Finance Corporation. The goal is to start construction no later than May 1, 2019.

HACW receives a separate formula grant under the Capital Fund program. These funds are used for making capital improvements to existing public housing properties. These funds are used primarily for large-scale repairs and upgrades to existing units and sites.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The Resident Advisory Board, comprised of resident leaders, advises the HACW Board of Commissioners regarding policy decisions that affect all residents. They also meet with the Executive Staff to list their concerns. Often Resident Advisory Board input causes changes that improve resident capacity and quality of life.

The HACW continues to aggressively seek grants to provide the residents of HACW with the tools necessary to improve their quality of life. The Agency was recently awarded a \$53,000 grant to employ an Family Self Sufficiency Coordinator. Over the last quarter (1/2019 - 3/2019), income has increased to \$100,000 collectively for participating families. This increase in income will allow families to realistically participate in the homeownership program.

The HACW continues to provide home ownership opportunities through the Housing Choice Voucher Program. Additionally, we work with several agencies that provide home ownership opportunities or prepare residents for purchasing a home.

If the PHA is designated as troubled, describe the manner in which financial assistance will be

provided or other assistance

N/A

Discussion

HACW continues to have success with the GAP Program, funded by the Wake County Housing Finance Corp., a nonprofit affiliate of the HACW. Funds are provided to those who otherwise may not have the ability to purchase items such as books for school, uniforms for work, parking decals, etc. This program, although small, has provided important financial assistance in helping those trying to help themselves.

AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)

Introduction

For the Fiscal Year 2018-2019, activities for Homeless persons and people with Special Needs mirror the projects and programs described in the 2015-2020 Consolidated Plan, Five Year Strategic Plan section Homelessness Strategy. Efforts will be made this year on all of the projects described below.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

On April 8, 2019 Wake County celebrated the opening of the Oak City Multi-Services Center, an innovative, first-of its-kind facility where residents experiencing homelessness can easily access in one place all the services they need to get on the path to a stable future. Oak City Center is an integral part of a comprehensive plan to address and prevent homelessness in Wake County.

Oak City Center is home to Oak City Cares, a collaboration between Wake County, the City of Raleigh, the Partnership to End and Prevent Homelessness, and Catholic Charities of the Diocese of Raleigh that aims to quickly and effectively connect people at risk of or currently experiencing homelessness with services that will help them secure housing, find employment, obtain substance abuse treatment and improve their health. In addition, Oak City Center offers laundry facilities, showers, computers and phones to help guests achieve the daily tasks needed to work towards a stable housing situation.

Street outreach is another central part in Wake County's actions to address and prevent homelessness. Street outreach is performed by staff at Wake County's HUD funded Cornerstone Community Outreach and McKinney teams that provides intensive community-based services which include case management, counseling services, food, showers, laundry services, employment services, mental health assessment, and medication management services to persons who are experiencing homelessness. Cornerstone works with clients using progressive engagement and assists people in accessing housing, either through our Permanent Supportive Housing program or other community housing programs. Additional Street outreach services will be conducted through contracted partner, Triangle Family Services.

South Wilmington Street Center is a men's shelter operated by Wake County that offers nightly emergency beds to men, and these beds are intend as resource for street outreach programs. A person who presents at the Center for the first time is guaranteed a bed. Staff encourages those who use an emergency bed to become part of the Center's Progressive Housing Program (PHP), which provides case management, job skills and job search training, and housing counseling, all towards the goal of self-sufficiency. If men participate in the PHP, they are guaranteed to have a bed during the time of their

efforts toward permanent housing.

Addressing the emergency shelter and transitional housing needs of homeless persons

The emergency and transitional housing needs of homeless persons will be addressed through emergency shelter, rapid rehousing, and case management. The following initiatives provide more detail:

1. Raleigh-Wake County, North Carolina is implementing process to improve the delivery of housing and crisis response services, and assist people experiencing homelessness or at imminent risk of homelessness by refining the community's process for access, assessment, eligibility determination and referrals across the Continuum of Care. This process, the Coordinated Entry System, institutes consistent and uniform access, assessment, prioritization, and referral processes to determine the most appropriate response to each person's immediate housing needs. Coordinated Entry is recognized nationally as a best practice which can improve efficiency within our system, provide clarity for people experiencing homelessness, and can help serve more people more quickly and efficiently with assistance targeted to address their housing needs.

2. The City of Raleigh and Wake County partnered to release a combined request for Proposals to fund: emergency shelter, rapid re-housing, and the Homeless Management Information System. This combined funding process simplifies the application for providers, streamlines the contracting and reimbursement process, and enables agencies to provide consistent services to consumers. The result is more efficiency in working toward a seamless safety net for households who are homeless or at-risk of becoming homeless.

3. In Wake County, there are an insufficient number of emergency, overnight shelter beds for unaccompanied women experiencing homelessness. Wake County Human Services (WCHS) owns and operates the South Wilmington Street Center, a 234 emergency, overnight and program bed shelter for unaccompanied men. WCHS currently contracts with Urban Ministries of Wake County and Healing Transitions of Wake County to provide emergency overnight and program beds for women. Using Homeless Management Information System (HMIS) data, in combination with the Point-In-Time count data, a gap analysis was performed to determine the additional need within the community. A meeting was held with community providers assisting women experiencing homelessness, in which needs for this facility and the population were further specified. Urban Ministries has partnered with Wake County to expand their overnight bed capacity. Urban Ministries will move to a new location and is contracted to provide 75 beds, adding 39 new beds for single females.

4. The South Wilmington Street Center for men will continue to operate 234 beds for emergency shelter and its Progressive Housing Program, as described in Question 1 above. In addition, there are eight other agencies in Wake County that provide shelter, five agencies that provide transitional housing (including Wake County owned units at Cornerstone), and seven agencies that offer rapid re-housing

assistance.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

1. Wake County's Long-term Rental Assistance and Housing First programs with vouchers for all subpopulations are important means of helping individuals experiencing chronic homelessness make the transition to permanent housing and independent living. Coordinated Entry efforts have prioritized citizens who have disabling conditions and longer lengths of homelessness; therefore, more citizens experiencing chronic homelessness are gaining access to permanent supportive housing and rapid rehousing opportunities more quickly.

2. To reduce veteran homelessness, Raleigh/Wake joined the Mayor's Challenge effort to end veteran homelessness. The Mayors' Challenge task force aligns with a national movement to reach a point where there are no veterans sleeping on our streets and every veteran has access to permanent housing. Should veterans become homeless or be at risk of becoming homeless, our community will have the capacity to quickly connect them to the help they need to achieve housing stability. Toward this effort, Wake County has (1) established a preference for veterans at South Wilmington Street Center and use one of the dormitories to house all veterans; (2) adopted a services model that provides case management services assigning staff at 1:20 ratio; moving away from the group/class instruction model currently used at South Wilmington Street Center. Once our veterans have been housed and our system is at functional zero we can re-deploy staff to work with other target populations in our effort to reduce number of citizens experiencing homelessness; (3) established and funded a Veteran Services Officer position assigned to provide leadership in the community-wide initiative as well as provide case management services in the SWSC Veterans dormitory; and (4) established 10 new Wake County Rental Assistance Vouchers as permanent supportive housing for veterans.

3. Access to Affordable Housing: One of Wake County's priorities for the next five years is the creation of more affordable housing, through housing construction and tenant based rental assistance. Both programs will enable greater access to housing for persons who are homeless or in rapid re-housing programs. For the fourth year, we will implement a tenant based rental assistance program for youth who have aged out of foster care and need help with housing while they solidify their employment and educational opportunities.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities,

foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The Wake County Affordable Housing Plan adopted in October 2017 includes strategies to establish new housing programs and specifies that multiple programs are required to address the range of housing needs in Wake County, which include access to new affordable rental units, existing affordable rental units, homeownership opportunities, and permanent supportive housing options. Wake County is working to create a Housing Resource/Prevention Team that will help citizens to maintain access to existing affordable units using prevention and diversion services. The Housing Resource Team will operate as a unit of the Homeless Services Division tasked with offering a full array of diversion, prevention/relocation and housing identification/navigation services to ensure that fewer citizens become homeless and that citizens who need affordable housing are matched to the affordable housing available in Wake County. Through various interventions we estimate approximately 1,000 clients/annually will avoid eviction, locate more appropriate housing, receive housing stabilization resources or be provided with education to preventing them from becoming homeless.

Other efforts that prevent low-income individuals and families from becoming homeless included: Wake County Housing Information Sessions; Ready to Rent Ready to Rent, a housing readiness workshop that provides education, guidance and resources to help families and individuals develop the skills necessary to break down leasing barriers and cultivate positive leasing habits, while linking them with landlords and other mainstream services; Partnerships with community agencies that provide case management, budget counseling, employment training, and financial assistance to help households who are at risk of homelessness to avoid becoming homeless.

To help people avoid becoming homeless after being discharged from a publicly funded institution or system of care, Alliance Behavioral Healthcare assures that services are provided to persons who are being discharged from mental health care facilities. In addition, one of the community non-profit agencies, Passage Home, specifically works to find housing for ex-offenders.

Wake County needs supportive housing units for its most vulnerable residents including those experiencing homelessness and cycling through multiple public systems. This project will fill some of that need. Wake County is seeking proposals from developers for projects that create quality residential supportive housing for low to moderate income households in the County. The purpose of the project is to address the supportive housing needs that the current market in Wake County is unable to meet and to provide housing as a platform for improving health, decreasing public system utilization, increasing economic opportunities and preserving a diverse community and a high quality of life. By expanding the number of affordable rental units with wrap-around services available to lower income households, the number of individuals and families experiencing homelessness or at imminent risk of homelessness will

be reduced.

Finally, we will use a portion of our HOME funds on homelessness prevention for youth and young adults being discharged from foster care. Case management is provided by The Hope Center at Pullen, a nonprofit agency.

Discussion

The Oak City Center, additional day and night centers for the homeless, transitional housing needs, rental assistance with wrap around services for the chronically homeless as well as homeless persons with a mental disability, rental assistance for rapid rehousing, and homeless prevention are the major methods Wake County and the community work to end and prevent homelessness.

AP-70 HOPWA Goals - 91.420, 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	150
Tenant-based rental assistance	55
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	0
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	0
Total	205

AP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

After encountering years of increasing difficulty for residents to access affordable housing, Wake County prepared and approved a County wide Affordable Housing Plan to address the barriers to affordable housing. Wake County is one of the fastest growing counties in the nation, and the development pressure and rental demand have driven up land costs, affecting residential home prices as well as availability of apartments and houses for rent. Landlords who were once charging rents affordable to moderate-income residents have been able to raise the rental fees and secure new tenants. Consequently, much of the previously affordable supply is no longer affordable, while demand for affordable rents continues to grow without the supply to meet it.

This year, we hope to see a greater number of affordable rental units constructed through LIHTC developments. We received more applications this year requesting funding to contribute to LIHTC developments, and plan to award a combination of grant and local funds. Because some of the applications are for 4% tax credits, they do not have to enter the competitive process that 9% tax credit applications do. Thus, there is a greater likelihood that more units will be built.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Strategies for changing, navigating around or working with the barriers described above were developed in 2017 in the formation of the Twenty-Year Affordable Housing Plan. A Steering Committee with diverse expertise guided the strategies and produced realistic solutions for Wake County. The actions planned include: working with municipalities to encourage land use policies and zoning ordinances that support affordable housing; ensuring fair return on residential investment for affordable housing developers, and investigating whether potential tax policies for affordable housing may ameliorate tax increases that accompany the growth and popularity of Wake County. In addition, the Plan suggests best practices that other counties and municipalities around the country and state have employed to address these barriers.

North Carolina state law prohibits inclusionary zoning (also known as inclusionary housing); thus, the strategies are incentives, land trusts, public/private partnerships, and other creative ideas to create and preserve affordable housing.

Discussion

Barriers and obstacles to provision of subsidized housing exist in many locales throughout the

country. Wake County has been able to overcome some of them, some of the time, but not all of them, and not all of the time. The Wake County Department of Housing Affordability and Community Revitalization with its many partners, has consistently produced good quality affordable housing and rehabilitation, and is able to provide rental assistance for households with varying needs. Yet as the need has increased, we have recognized a need for growing the options available in Wake County. We look forward to implementing the new strategies described above, and working creatively with our current and future partners.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

This section references current programs and projects implemented by Wake County Housing, as well as plans that will preserve and increase affordable housing, and expand access to it throughout the County.

Actions planned to address obstacles to meeting underserved needs

As discussed in a previous section of this plan, obstacles to addressing underserved needs include:

- A lack of landlords willing to accept subsidized rental assistance
- "NIMBYism" (community opposition to location of affordable housing in their neighborhoods)
- High cost of land in Wake County, particularly in communities of opportunity, which are good locations for affordable housing

Actions planned to address these obstacles include: increased outreach to potential landlords, a community engagement campaign to inform and educate communities about what affordable housing is and isn't, and allocating additional funding for housing construction to meet the high cost of land in communities of opportunity.

Actions planned to foster and maintain affordable housing

Currently, Wake County's housing rehabilitation, affordable housing development, and rental assistance programs serve to maintain and foster affordable housing. Details of these programs and projects description can be found in the AP-20 Annual Goals and Objectives Section and the AP-35 Projects Section of this Action Plan.

In addition, plans for this year to foster and maintain affordable housing include but are not limited to: a warning system to monitor expiring or threatened affordable housing, funding dedicated to the preservation of affordable housing, increasing rental production through additional subsidies, expanding our rental assistance program, and building more supportive housing units.

Actions planned to reduce lead-based paint hazards

Wake County Housing and Community Revitalization (HCR) is actively involved in reducing lead based paint hazards in all federally funded housing rehabilitation projects, pursuant to the HUD Safe Housing Rule 24 CFR 35. This regulation went into effect in Fall 2000, and directs funding recipients to inspect for lead-based paint hazards in all dwellings built prior to 1978. Wake County HCR employs a qualified risk assessment firm to perform an inspection and risk assessment on all pre-1978 rehabilitation projects. This methodology follows guidelines for investigating dwellings, as included in HUD's

Guidelines for the Evaluation and Control of Lead-Based Paint Hazards in Housing.

Recommendations are then made from the testing based on summary findings, and the level of lead hazard reduction activity is determined prior to bidding projects. The amount of funding for each project decides which method of lead hazard reduction to pursue, which may include an interim control measure or a full abatement measure. All lead hazard abatement activities are performed by a certified abatement contractor. General Contractors bidding on housing rehabilitation projects must have completed the Lead Safe Work Practices training. Once lead reduction work and all rehabilitation work have been completed, a lead clearance test is conducted to declare the dwelling safe for occupancy.

As part of housing policy and procedure, all rehabilitation projects are evaluated for lead testing based on summary findings, and the above actions are put in effect where necessary. Wake County's housing rehabilitation program makes up to \$10,000 available for any lead paint abatement or remediation that is necessary to declare the dwelling safe for occupancy.

In addition, construction of new affordable housing development is an important action for increasing access to housing without lead based paint hazards.

Actions planned to reduce the number of poverty-level families

Our CDBG public services program in job training provides homeless men with opportunities for on the job training, internships, and classes to learn new skills and increase their employability. The goals are to help these clients locate employment, increase their income, and lift themselves out of poverty.

In addition, Wake County Human Services implements the following programs to assist low-income populations with achieving economic self-sufficiency:

Work First - Work First is a self-sufficiency strategy developed by Wake County Human Services to address the needs of very low-income families. It provides temporary financial assistance and supportive services such as day care, transportation, training opportunities, Medicaid, and has set-asides for affordable housing units.

Supportive Housing Team – The Supportive Housing Team provides referral to those who require services to maintain independent housing, and sponsors the Ready to Rent program throughout the County. The Ready to Rent curriculum teaches attendees about being a good renter; this in turn, helps people stay in stable housing and allows them to build favorable rental history. The program enables people to maintain decent, safe and affordable housing, thereby increasing the chances they will be able to stabilize other areas of their lives, such as employment and health.

Supportive Employment - This program assists people who are disabled with finding and maintaining employment. Additional services include on-site vocational evaluation, career counseling and skills

training.

Wake County Vocational Services -This program of Human Services empowers individuals to find, change, or maintain meaningful employment in the community. Employment services leverage external and internal partners to enable individuals to conduct career assessments and exploration, develop career goals, determine training and education options, conduct strategic job searches, and to succeed and grow in their new job.

Finally, a regional Employment Services and Workforce Development Team develops business connections through community outreach, the Wake Area Business Advisory Council (BAC), various local chambers of commerce, and job development activities. These connections enable opportunities and insights into effective job search strategies.

Actions planned to develop institutional structure

This year, the housing team formed its own department, the Wake County Department of Housing Affordability & Community Revitalization. The Department consists of three Divisions: Affordable Housing, Homeless Services, and Permanent Supportive Housing. We are in the process of bolstering our staff and our programs so that we may more fully respond to the needs in Wake County.

We remain closely connected with other Wake County departments such as Human Services and Public Health, in order to serve clients and residents completely and holistically.

Actions planned to enhance coordination between public and private housing and social service agencies

Wake County is in close coordination with the Housing Authority of the County of Wake (HACW), the Raleigh Housing Authority and the City of Raleigh Housing and Neighborhoods Department. In addition, the Town of Cary is growing its Housing Division, and we look forward to increased coordination.

A good example of a partnership is that between Wake County Housing, the Housing Authority of the County of Wake, and the Veterans Administration for the HUD VASH vouchers. HUD VASH vouchers are specifically for Veterans and their families and are provided by the Veterans Administration (VA). They are administered by the Housing Authority of the County of Wake. Referrals are made by the Housing Department's South Wilmington Street Center (SWSC), a shelter and program for homeless men. A veteran is referred to the VA by the SWSC and if he/she is qualified, the Housing Authority of the County of Wake will issue a voucher.

In addition, public and private housing providers, and over 45 social service agencies are members of the Raleigh-Wake Partnership to End Homelessness (PEH) and as such, have opportunities to coordinate, work with, and learn from each other. The Oak City Center (a multi-services center) opens in April and

will offer even better coordination since many agencies will be operating in the same building, and will share data systems to provide effective referrals.

Discussion

As described above, the Wake County Department of Housing Affordability and Community Revitalization again plans to work closely with the community to provide housing, social services, and employment opportunities for low-moderate income citizens.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Program requirements specific to the Community Development Block Grant (CDBG), the HOME Investment Partnerships Grant, and the Emergency Solutions Grant (ESG) are described below.

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	90.00%

HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is

as follows:

Wake County funds will be used for the following activities:

- Affordable housing investment for low and extremely low-income people
- Rental assistance for people who are homeless and mentally disabled
- Supportive housing development
- Salary for a coordinator for the Support Circles program. The Support Circles program is a collaboration between the faith community and Raleigh/Wake County Partnership to End Homelessness. The goal of the Support Circles program is to empower low-income families who are homeless to acquire skills necessary for finding long term, self-supporting employment and housing while enhancing and improving their quality of life. Each Support Circle is composed of members of a sponsoring congregation. The Circle supports the family as it works toward independence. The Support Circles coordinator acts as a liaison between the homeless families, the congregations and the case manager. The coordinator also trains support circles at participating congregations and recruits new congregations to form new support circles.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

Wake County is currently working with the CPD office and Technical Assistance to finalize the guidelines for resale or recapture of HOME funds when used for Homebuyer activities.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Wake County does not use HOME funds to acquire units.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

Wake County does not use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds.

Emergency Solutions Grant (ESG)

1. Include written standards for providing ESG assistance (may include as attachment)

Written standards for providing ESG assistance are an attachment to this Plan, and are attached in the Administration screen in IDIS.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

In compliance with the CoC Program Interim rule, the centralized/coordinated assessment system is as follows:

The Coordinated Entry currently takes place through seven access sites (shelters and human services agencies) throughout the County and a phone number that connects with a partner agency, Triangle Family Services. Staff at the access sites and on the phone assesses and directs the client to one or more agencies in Wake County, or emergency care as needed.

Through Coordinated Entry, persons experiencing homelessness are able to access housing more swiftly, reduce the length of time in shelter and to divert those with a safe alternative from entering shelters/homelessness. All agencies receive training on the VI SPDAT, review community data, determine prioritization, develop strategies to increase affordable housing inventory, review referrals and share systems change with the community at-large, those experiencing homelessness and other community partners.

In April, our multi-service center, Oak City Center opened, and will serve as a hub for our centralized intake and coordinated assessment system.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

Wake County does not intend to subaward the County received ESG funds. The funds will be provided directly to clients for homelessness prevention by staff after assessment and determination of eligibility and need.

The City and State ESG funds will be sub-awarded through an RFP process. These funds will be allocated to private non-profit organizations, including community and faith-based organizations through evaluation of the RFP responses, which shall convey proposed uses, objectives, outcomes of the funding and capacity of the agencies.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The men's shelter, South Wilmington Street Center has a Guest Advisory Council composed of the homeless men residing there. This council meets weekly, and is led by a president and vice president, who run the meeting. The Council makes recommendations and suggestions to staff, which are then evaluated and considered in policies and funding decisions.

In addition, there is a homeless or formerly homeless person on the Board of Directors of the Partnership to End Homelessness.

5. Describe performance standards for evaluating ESG.

Performance standards for evaluating ESG funds include:

- Number of people contacted through street outreach and moved into the homeless services system.
- The length of a homeless episode beginning at the determination of a rapid rehousing need.
- Percentage of clients that move from emergency shelter into permanent housing.

Community Development Block Grant, HOME Investment Partnerships, and Emergency Solutions Grant program requirements are described above. Wake County funds will also be utilized to support Wake County Department of Housing Affordability & Community Revitalization programs.

Attachments

Attachment 1

Citizen Participation Comments

Public Hearing #1

Wake County Board of Commissioners

February 18, 2019

Comments and Questions

Alice Lutz, Triangle Family Services

C: Triangle Family Services is a microcosm of street outreach, prevention, rapid re-housing funds, and HOPWA funds. Alice invites the Commissioners to talk with her about affordable housing: to be in the conversation.

-An average 2 bedroom apartment in the area costs \$1,000, and a household needs to make \$41,000 annually to afford this rent

-In the past year, 16,593 families faced eviction and 462 faced foreclosure

-The area needs more affordable housing, especially 2-3 bedroom units

-We need to continue to work on homelessness

-Alice thanks the Commissioners for their ongoing support.

Tim Morgan, Evergreen Construction Company

C: Evergreen properties have an average size of 48 units, and an average 97% occupancy rate. They have a new senior property that will be opening, and 274 people have already expressed interest.

-Tim agrees with the Priority populations in the Action Plan because people below 40% AMI are the most difficult to house.

-Tim thanks the Commissioners for their support and thanks the County staff for their work.

Public Hearing #2

Partnership to End Homelessness (Continuum of Care)

February 19, 2019

Comments and Questions:

Q: There is a problem with re-entry and becoming stable in housing. We have between 1400 and 1600 people coming out of prison each year. It seems the only answer is to take them to the shelter. Is there anything in the Action Plan that will help stabilize these folks?

A: Yes, our Plan includes many different funding sources and programs, including many supportive housing programs.

Q: Can you talk a little about more about how the homeless prevention programming will work?

A: The program utilizing County funds won't be as prescriptive as the ESG program in terms of folks needing to meet as many requirements. We will be using a different income stream for people who need it and will be able to do prevention in a more holistic way. We don't want people to have to budget prevention funds into their personal budget every year.

Q: It's great that the County is putting more emphasis on prevention. Have you considered the agencies that are already doing prevention to draw on their expertise, such as Triangle Family Services and Passage Home?

A: Yes, we have reached out to both of these organizations, and will also be reaching out to the faith community and other organizations who are doing prevention. We are trying to fill the gaps in the community, and communication will be very important. We can never communicate enough.

Q: Will the determination of using prevention funds be based off criteria or individual assessments?

A: We are still developing that and want to hear input from the organizations in the Partnership, so please email your ideas to David Harris. We want to be nimble, and also have some standardization.

Q: How will people find out about the availability of these funds?

A: There will be several ways: one is the Wake Network of Care. In addition, we will be doing a community engagement campaign, and we are happy to come to any events that this group recommends. Also, please come to the Board of Commissioners meetings to comment on the proposed County budget.

Q: Will there be training for case managers?

A: This will be connected to the larger Coordinated Intake system, and it is important that agencies see it as connected to it.

C: I am happy we are putting more resources into this area to prevent evictions.

Q: Do we have an agency for rallying the troops at public hearings?

A: One of the strategies that was approved in the Affordable Housing Plan is a coalition of agencies to advocate. Durham has a group like this. The County cannot be this group, but the County would like to hear from this group.

C: Does this group know about medical-legal partnership? This is a partnership that tries to stop evictions because evictions are very expensive to both landlords and lessees. This is done successfully in Charlotte, Greensboro, Wilmington, and Greenville. But it is not being done in this region.

C: At the Congregations for Social Justice working group, we discuss the fact that there is a lot of funding to spend. The City of Raleigh knew they couldn't do this all by itself, and I know the County knows it can't do it by itself. 15% of CDBG funds can be used for public service funds that can be passed along to non-profits. It is my understanding that the stronger we make the non-profits, the better it is for the community.

Consultation
Wake County Housing Advisory Committee
February 26, 2019

Q: Do we track tax foreclosures? Habitat for Humanity and the League of Municipalities have estimated what tax costs may be. Property tax increases may be difficult for people once they get into homeownership. How about tax rebates? What is the impact to the City or County if property taxes are restricted?

A: Tax rebates currently exist for people who are elderly and disabled, and for veterans. Data collection is an area that that Housing Department will be working on when new staff is hired to specialize in this.

Q: Are there deferred taxes for affordable housing?

A: Non-profits can receive rebates on their developments. For-profit developers cannot currently do this. We would need to look at the impact to taxes. Deferred taxes can help individuals, but would lessen the taxes collected, part of which would be used to subsidize housing.

C: This would probably take 2-3 years to implement and needs to be at the right time in the real estate cycle.

A: Financing has to mesh with our compliance, which has to mesh with our data, which has to mesh with our programs.

Q: What is the status with the strategy of using County owned land for affordable housing?

A: 10 sites rose to high priority. We need to go site by site, and when the timing is right, we will issue RFPs for each site.

Q: What is the status with the strategy of using Accessory Dwelling Units (ADUs) for affordable housing?

A: The City of Raleigh passed an ordinance recently that makes it difficult and cumbersome to get ADUs built. One of the new County positions that will be hired will be working with the towns in Wake County regarding their policies around ADUs. A community advocacy coalition could support issues like these; Durham has a group, and one would be helpful in Wake County as well.

Q: How is ending veteran homelessness coming along?

A: The number of homeless veterans is down, and the Partnership to End Homelessness has matched every person on their list with services. They are still determining the quality of the matches and will make adjustments as needed.

Public Hearing #3

Wake County Human Services Board

February 28, 2019

Vicki Scroggins-Johnson, Mayor Pro-Tem, Morrisville

C: Morrisville has been challenged with affordable housing, and the average household income is \$89,000

-She has been advocating for affordable housing

-They have been working with a developer and are excited that a rezoning will allow 20 units of affordable housing to be built in a new 200-unit development

- Morrisville wants to ensure that teachers, police officers, firefighters, and employees who work for the town can find someplace to live in the town.
- Morrisville also wants to help people age in place.
- She would like to see this kind of focus on affordable housing in Apex and Wake Forest as well.

Joyce Hicklen, CASA

- C: CASA fully supports the proposed Action Plan and supporting the most vulnerable populations.
- The organization has long been a recipient of County funding for apartments for people at or below 40% AMI.
 - CASA will be putting in an application for the Permanent Supportive Housing development.
 - CASA is grateful for 27 years of partnership with Wake County

Ken Earnhardt, previous Board member and consumer

- C: He suggests that the Consumer Experience box be checked on the Agenda Item
- In looking at the County website, he doesn't find the information he is looking for
 - On the North Carolina Housing Finance Agency website, he finds 200+ apartments listed

Yvette Holmes, DHIC

- C: DHIC is the largest non-profit developer of affordable housing with over 400 properties and 2200 units.
- They are one of Wake County's trusted partners, and Yvette thanks the Human Services Board for their support.
 - She thinks the 20-year Affordable Housing Plan did a great job not only with the issues, but also with solutions.
 - When lower income households are prioritized, deeper subsidies are required.
 - DHIC has a homeownership center.
 - Housing costs are rising, and there is a missing middle: people who are slightly over income to qualify for their housing, but can't afford the market rate.
 - DHIC is going to be delivering 230 apartment homes at Washington Terrace in Raleigh.

Yvette Holmes, on behalf of the Commission for Women

- C: Yvette expresses support for the Action Plan on behalf of the Commission for Women.
- There is a need for more affordable housing for women and shelter for homeless women.

Comments and questions from the Human Service Board

- Q: Has the input and interest from municipalities increased?
- A: Yes, the development of the Affordable Housing Plan has spurred interest and conversation. There is an interest in partnerships from more of the municipalities, and some of them have started affordable housing plans of their own.

- Q: Regarding homeless people, are you working with the churches who do outreach? For example, in Garner, at the Garner Methodist Church, there are people outside who don't seem to want to accept help.

A: Yes, we do outreach, engagement, and continuous offering of services.

Q: Are you working with/coordinating with other community providers, such as the Alliance for Behavioral Healthcare?

A: Yes, we coordinate closely with the Alliance and other community providers.

Q: What is the probability that the County will receive the CDBG grant? There had been talk of its disappearance.

A: It is highly probable.

Q: How do we increase program income?

A: Increasing program income would require increasing the amount of funds that recipients are expending. It is a fine line.

Q: Some of us met with Julian Castro and Congressman Price and talked about different organizations. What roles do the Housing Authorities and the Housing Finance Agency play?

A: They are important partners; the County is only a piece of the picture. The Housing Authorities serve all people, while the County specializes in the most vulnerable populations. The Housing Finance Agency is primarily a funder through tax credits, which is a very important source.

Q: Are the municipalities partnering because costs are increasing in Wake County?

A: We coordinate our resources and funding, and try to align our strategies. We can provide funding, but the municipalities develop their own land use plans and policies.

-We are trying to work with them to encourage their land use policies to support affordable housing.

C: The transit developments in Raleigh have tremendous possibility for affordable housing. Durham has a group that has been advising the city on affordable housing, displacement and gentrification, and creating job opportunities.

Attachment 2

ESG Written Standards

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Written Standards

The written standards contained in this document were developed in collaboration with Wake County and participating continuum of care partners. Wake County applies these standards to our ESG Program.

In 2009, the Federal Government adopted the HEARTH (Homeless Emergency Assistance and Rapid Transition) Act. Implementation of the Act began in early 2012. The Act shifted focus from individual program outcomes to a focus on how all programs work as a system to achieve results for an entire community emphasizing quick returns to housing for people experiencing homelessness.

The Raleigh/Wake Partnership to End and Prevent Homelessness (The Partnership) serves as the NC-507 Continuum of Care for Raleigh/Wake County. In response to the HEARTH Act, The Partnership has spent the past few years learning the best ways to meet this mandate and improve the method through which our CoC serves people experiencing homelessness as a system.

The Housing First Philosophy is the belief that individuals should be assisted in accessing housing as quickly as possible with supports delivered in the community after housing. Expanding Housing First Philosophy across a CoC and as an integral part all housing programs is a key recommendation from the Department of Housing and Urban Development (HUD), the National Alliance on Ending Homelessness (NAEH), and the US Interagency Council on Homelessness (USICH). Housing First is empirically proven, consistently across multiple Continuums' of Care in the US and abroad to:

- Improve outcomes for youth, adults, and families experiencing homelessness
- Reduce costs to the homeless service system and mainstream service system
- End homelessness

The move towards expanding Housing First philosophy across the CoC is anchored in the following facts and beliefs:

- NC 507 Continuum of Care (CoC) is committed to ending homelessness.
- A myriad of factors may influence a household's ability to maintain housing, but only housing itself ends homelessness.

- The sole purpose of programs and services dedicated to the homeless population is to end homelessness
- Mandatory program participation does not result in better housing outcomes.
- Everyone is housing ready
- The homeless service delivery system should be a process, not a destination.

Wake County Continuum of Care Program Standards

The Raleigh/Wake Partnership to End and Prevent Homelessness (The Partnership) written standards provide specific guidelines for programs across the housing continuum to operate in order to have the best chance of ending homelessness as we know it. These guidelines create consistency across Wake County agencies and protect clients served by putting their needs first.

The Department of Housing and Urban Development (HUD) requires every Continuum of Care to:

- Develop policies and procedures for evaluating individuals' and families' eligibility and determining the process for prioritizing eligible households in emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing programs
- For homelessness prevention and rapid re-housing programs, HUD requires program standards to define policies and procedures for prioritization of eligible households, to set the percentage or amount of financial assistance and housing stabilization services to households, and to determine the length of time the assistance will last
- Develop policies and procedures for coordination among emergency shelters, transitional housing programs, essential service providers, homelessness prevention programs, rapid rehousing programs, and permanent supportive housing programs
- Define participation in the CoC's Homeless Management Information System (or comparable database for domestic violence or victims' service programs)

The following guidelines apply to all programs within the CoC.

PERSONNEL

STANDARD: All programs shall adequately staff services with qualified personnel to ensure quality of service delivery, effective program administration, and the safety of program participants.

Benchmarks

- The organization selects employees and/or volunteers with adequate and appropriate knowledge, experience, and stability for working with individuals and families experiencing homelessness and/or other issues that place individuals and families at risk of homelessness

- The organization provides time for all employees and/or volunteers to attend webinars and/or trainings on program requirements, compliance and best practices.
- The organization trains all employees and/or volunteers on program policies and procedures, available local resources, and specific skill areas relevant to assisting clients in the program
- For programs using the Homeless Management Information System (HMIS), all end users must abide by the NC HMIS User and Participation Agreements, including adherence to the strict privacy and confidentiality policies. (See HMIS Written Standards)
- Ideally and reasonably, applicable programs should designate staff whose responsibilities include identification and recruitment of landlords, encouraging them to rent to homeless households served by the program. Staff, in turn, have the knowledge, skills, and agency resources to understand landlords' perspectives, understand landlord/tenant rights and responsibilities, and negotiate landlord supports

EVALUATION AND PLANNING

STANDARD: All programs will conduct ongoing planning and evaluation to ensure said program continues to meet community needs for individuals and families experiencing homelessness.

Benchmarks

- Agencies maintain written goals and objectives for their services to meet outcomes
- Programs review case files of clients to determine if existing services meet their needs. As appropriate, programs revise goals, objectives, and activities based on their evaluation
- Programs conduct, at a minimum, an annual evaluation of their goals, objectives, and activities, making adjustments to the program as needed to meet the needs of the community
- Programs regularly review project performance data in HMIS to ensure reliability of data. Programs should review this information, at a minimum, quarterly

CASE MANAGEMENT SERVICES

STANDARD: Case management is provided to clients by trained staff as a means of supporting, stabilizing and enhancing client experience and growth in said program. All programs and projects providing case management services shall provide access to case management services to each individual and/or family in the program.

Benchmarks (Standard available services)

- All projects must provide the client with a written copy of the program rules and the termination process before he/she begins receiving assistance.
- Staff provide regular and consistent case management to clients and residents based on the individual's or family's specific needs. Case management includes:
 - Assessing, planning, coordinating, implementing, and evaluating the services delivered to the resident(s).
 - Assisting clients to maintain their bed in a safe manner and understand how to get along with fellow residents.
 - Helping clients to create strong support networks and participate in the community as they desire.
 - Creating a path for clients to permanent housing through providing rapid rehousing or permanent supportive housing or a connection to another community program that provides these services.
 - Use of a standardized case management approach for ongoing case management and measurement of acuity over time, determining changes needed to better serve residents.

Optional/recommended case management services

- Staff or other programs connected to the project through a formal or informal relationship assist residents with:
 - Accessing cash and non-cash income through employment, mainstream benefits, child care assistance, health insurance, and others. Ongoing assistance with basic needs.
 - Representative payee services.
 - Transportation and transportation assistance
 - Basic life skills, including housekeeping, grocery shopping, menu planning and food preparation, consumer education, bill paying/budgeting/financial management, transportation, and obtaining vital documents (social security cards, birth certificates, school records).
 - Relationship-building and decision-making skills.
 - Education services such as GED preparation, post-secondary training, and vocational education.
 - Employment services, including career counseling, job preparation, resume-building, dress and maintenance.
 - Behavioral health services such as relapse prevention, crisis intervention, medication monitoring and/or dispensing, outpatient therapy and treatment.
 - Physical health services such as routine physicals, health assessments, and family planning.
 - Mental health services such as individual/family counseling and/or therapy.

- Legal services related to civil (rent arrears, family law, uncollected benefits) and criminal matters (warrants, minor infractions).

Emergency Shelter

Emergency Shelters play a critical role in a crisis response system. Low barrier, permanent housing-focused shelters not only ensure individuals and families have a safe place to stay, but that their experience of homelessness is as brief as possible.

In a Housing First environment, Emergency Shelters are focused on ending homelessness for the households they serve and in the community. Shelters should be safe, non-judgmental environments where, from the time of admission into the shelter, all residents are made aware of the goal to have them achieve housing as quickly as possible and that emergency shelters are a truly interim housing solution. The individual or family should be encouraged to access community-based resources or their natural supports to help move them out of the shelter and into housing.

**Note: Domestic Violence Shelters have certain, specific legal obligations to follow that are not enumerated in these standards.*

The Raleigh/Wake Partnership to End and Prevent Homelessness developed the following Emergency Shelter program standards to ensure:

- Program accountability to individuals and families experiencing homelessness, prioritizing subpopulations of homelessness according to HUD guidelines and community demographics
- Service consistency within programs
- Adequate program staff and training, specific to the target population served
- Program compliance with the Department of Housing and Urban Development

EMERGENCY SHELTER DEFINITION:

Emergency shelter is defined here as any facility whose primary purpose is to:

- Provide temporary housing for individuals or families experiencing homelessness for a period of 90 days or less
- Conduct comprehensive assessments and the VI-SPDAT to determine housing prioritization and interventions as part of the intake process
- Provide information, referral services, and light touch case management for individuals and families with low acuity according to said assessments
- Provide full complement of basic needs services (See Emergency Shelter Benchmarks)
- Provide short-term housing for individuals and families waiting for placement in a rapid rehousing or permanent supportive housing programs

- Accept high need clients without barriers, as is stated in the Housing First Philosophy

EMERGENCY SHELTER

STANDARD: Shelters will provide safe, temporary housing options that meet participant needs in accordance with guidelines set by the Department of Housing and Urban Development through a Housing First philosophy, in which individuals and families are quickly moved to permanent housing through minimized barriers.

Benchmarks

- Shelters must actively participate in their community’s coordinated assessment system and fully implement VI-SPDAT use during intake process
- Shelters shall not charge money for any housing or supportive service provided.
- Programs must work to link their clients to permanent housing programs, such as rapid rehousing and permanent supportive housing, in the community
- Shelters providing shelter to families may not deny shelter to a family on the basis of the age and gender of a child under 18 years of age
- Shelters must meet state or local government safety, sanitation, and privacy standards. Shelters should be structurally sound to protect residents from the elements and not pose any threat to health and safety of the residents
- Shelters must be accessible in accordance with Section 504 of the Rehabilitation Act, the Fair Housing Act, and Title II of the Americans with Disabilities Act, where applicable.
- Shelters must comply with the Lead-Based Paint Poisoning Prevention Act¹ and the Residential Lead-Based Paint Hazard Reduction Act of 1992²

CLIENT INTAKE PROCESS

STANDARD: Programs will actively participate in Raleigh/Wake County’s coordinated assessment system, serving the most vulnerable individuals and families in need of assistance.

Benchmarks

- All adult program participants must meet the following program eligibility requirements in emergency shelter:
 - 18 years or older
 - Literally homeless, imminently at-risk of homelessness, and/or fleeing or attempting to flee domestic violence
- All shelters must document homeless status and chronically homeless status using the

¹ (42 U.S.C. 4821- 4946)

² (42 U.S.C. 4851- 4956)

HUD approved preferred order. The order should be as follows:

- Third-party documentation (including HMIS Project Entry/Exit records)
- Intake worker observations through outreach and visual assessment
- Self-certification of the person receiving assistance
- Programs can only turn away individuals and families experiencing homelessness from program entry for the following reasons:
 - Household makeup (provided it does not violate HUD's Fair Housing and Equal Opportunity requirements): singles-only programs can disqualify households with children; families-only programs can disqualify single individuals
 - All program beds are full
 - If the program has in residence at least one family with a child under the age of 18, the program may exclude registered sex offenders and persons with a criminal record that includes a violent crime from the program so long as the child resides in the same housing facility³
- Programs may deny entry or terminate services for program specific violations relating to safety and security of program staff and participants
- Programs cannot disqualify an individual or family from entry because of employment status, lack of income, evictions, or poor rental history
- Programs may make services available and encourage adult household members to participate in program services, but cannot make service usage a requirement to deny initial or ongoing services
- Programs will maintain release of information (ROI), case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type (See HMIS Written Standards). If applicable, paper files should be maintained in a locked cabinet behind a locked door with access strictly reserved for case managers and administrators who need said information

CLIENT AND PROGRAM FILES

STANDARD: Shelters will keep all client files up-to-date and confidential to ensure effective delivery and tracking of services.

Benchmarks

- Client and/or program files should, at a minimum, contain all information and forms required by their funder and/or grantor (service plans, case notes, referral lists, confidentiality policies and procedures, conflict of interest/ code of conduct policies, and service activity logs including services provided directly by the shelter program and indirectly by other community service providers)
- All client information should be entered into the NC HMIS in accordance with data quality,

³ 24 CFR 578.93

timeliness, and additional requirements found in the agency and user participation agreements. At a minimum, programs must record the date the client enters and exits the program, enter HUD required data elements, and update the client's information as changes occur. (See HMIS Standards)

- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission from the client as appropriate, except to program staff and other agencies as required by law. Clients must give informed consent to release any client identifying data to be utilized for the purposes of coordinated care, research, teaching, and service delivery improvement. All programs must have a consent for release of information form for clients to use to indicate consent in sharing information with other parties

TERMINATION

STANDARD: Termination should be limited to only the most severe cases. Programs will exercise sound judgment and examine all extenuating circumstances when determining if violations warrant program termination.

Benchmarks

- In general, if a resident violates program requirements, the shelter may terminate assistance in accordance with a formal process established by the program that recognizes the rights of individuals and families affected. The program is responsible for providing evidence that it considered extenuating circumstances and made significant attempts to help the client continue in the program. Programs should have a formal, established grievance process in its policies and procedures for residents who feel the shelter wrongly terminated assistance
- Shelters must provide the client with a written copy of the program rules and the termination process before he/she begins receiving assistance and keep a copy signed by the client in the file
- Programs may carry a barred list when a client has presented a terminal risk to staff or other clients. If a barred client presents him/herself at a later date, programs should review the case periodically to determine if the debarment can be removed to give the program a chance to provide further assistance at a later date

Rapid Rehousing and Prevention

HOMELESSNESS PREVENTION AND RAPID REHOUSING

Rapid rehousing provides an immediate, permanent housing solution for vulnerable homeless individuals and families using the "lightest touch" possible.

Homelessness prevention programs must target their limited financial assistance and housing stability resources appropriately and develop methods to determine which households are at greatest risk of becoming homeless (within 72 hours) or those households who can be diverted from the shelter system with the aid of financial assistance.

No matter the focus population, all Wake CoC homelessness prevention and rapid rehousing programs should adopt a housing first philosophy by reducing eligibility requirements and housing people as quickly as possible. These programs should also participate in emerging coordinated assessment process, including housing prioritization. Agencies within the Raleigh/Wake CoC use the VI-SPDAT to prioritize individuals and families experiencing literal homelessness based on an acuity score that indicates the type of housing intervention best suited to their ongoing needs.

CLIENT INTAKE PROCESS

STANDARD: Programs will actively participate in their community's coordinated assessment system. At a minimum, programs will perform the VI-SPDAT with all program applicants to determine their acuity score. The program will limit entry requirements to ensure that the program serves the most vulnerable individuals and families needing assistance.

Benchmarks

- All adult program participants must meet the following program eligibility requirements:
 - Rapid rehousing programs work with households who meet the definition of homelessness in the definitions section of the performance standards
 - Homelessness prevention programs work with households who meet the at-risk of homelessness definition in the definitions section of the performance standards
- Programs cannot disqualify an individual or family because of prior evictions, poor rental history, criminal history, or credit history
- Programs explain the available services, encouraging each adult household member to participate in said services, but does not make service usage a requirement or the denial of services a reason for disqualification or eviction unless service requirements are attached to funding (SSVF grants have a service requirement)
- Programs must use the standard order of priority of documenting evidence to determine homeless status and chronically homeless status per the program's eligibility requirements. The order should be as follows:
 - Third-party documentation (including HMIS Project Entry/Exit records)
 - Intake worker observations through outreach and visual assessment
 - Self-certification of the person receiving assistance
- Programs will maintain Release of Information (ROI), case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. If an agency maintains client records via paper files, said files should be maintained in a locked cabinet behind a locked door with access reserved for caseworkers and administrators

who needs the information

- Programs can turn away individuals and families experiencing homelessness from program entry for only the following reasons:
 - Household makeup (provided it does not violate HUD's Fair Housing and Equal Opportunity requirements): singles-only programs can disqualify households with children; families-only programs can disqualify single individuals
 - Does not meet minimum VI-SPDAT score as determined and approved by the community
 - For SSVF and HOME programs only, the family or individual has household income over 50%
 -

RAPID REHOUSING

STANDARD: Programs will assist participants in locating and moving into safe, affordable housing, providing housing stabilization and case management services meant to provide long-term sustainability as defined under the specific program type. These policies should also address when and how programs use financial assistance as a bridge to housing subsidy or a permanent supportive housing program.

Benchmarks

- Programs explain program rules and expectations prior to admitting the individual or family into the program. Programs have rules and expectations that ensure fairness and avoid arbitrary decisions that vary from client to client or staff to staff.
- Programs consider the needs of the household in terms of location, cost, number of bedrooms, handicap access, and other pertinent information when moving a household into housing. Programs will assess potential housing for compliance with program standards for habitability, lead-based paint, and rent reasonableness prior to the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
- Lease and Rental Assistance Agreements: The coordination and terms of leasing and Rental Assistance agreements are dependent upon program funding and agency policy and practices.
- Programs should take a progressive approach when determining the amount that households will contribute toward their monthly rent payment, remaining flexible, and taking into account the unique and changing needs of the household
- Programs should review the amount of rental assistance paid for the participating household every 3 months and, in accordance with existing written policies and procedures, determine the amount of rent participants pay towards housing costs.
- When determining the amount and length of financial assistance, programs should base their decision on the needs of the household and its long-term housing stability plan.
- Programs should have well-defined policies and procedures for determining the amount and length of time for financial assistance to program participants as well as defined and objective standards for when case management and/or financial assistance should

continue or end.

HOUSING STABILIZATION/CASE MANAGEMENT SERVICES

STANDARD: Programs shall provide access to housing stabilization and/or case management services by trained staff to each individual and/or family in the program.

Benchmarks:

- Programs provide individual housing stabilization and/or case management services to program participants at least monthly, including housing identification
- Case management services, including assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for participants who have obtained and maintained permanent housing through the homelessness prevention or rapid rehousing program by developing in conjunction with the participant, an individualized housing and service plan with a path to permanent housing stability and maintain accountability of said plan.
- See additional, optional case management provisions on pages 4-5.

SERVICE COORDINATION

STANDARD: Programs will assist program participants in obtaining appropriate supportive services and other federal, state, local, and private assistance as needed and/or requested by the household. Program staff will be knowledgeable about mainstream resources and services in the community.

Benchmarks

- Programs should arrange with appropriate community agencies and individuals the provision of education, employment, and training; schools and enrichment programs; healthcare and dental clinics; mental health resources; substance abuse assessments and treatment; legal services, credit counseling services; and other assistance requested by the participant, which programs do not provide directly to clients.
- Programs coordinate with other mainstream resources for which participants may need assistance: emergency financial assistance; domestic violence shelters; local housing authorities, public housing, and Housing Choice Voucher programs; temporary labor organizations; child care resources and other public programs that subsidize child care; youth development and child welfare; WIC; Supplemental Nutrition Assistance Program (SNAP); Unemployment Insurance; Social Security benefits; Medicaid/Medicare.

TERMINATION

STANDARD: Termination should be limited to the most severe cases per program grant requirements. Programs will exercise sound judgment and examine all extenuating circumstances when determining if violations warrant program termination. All programs are required to have standard termination policies and procedures.

Benchmarks

- Programs will meet the key elements of permanent supportive housing published by the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration.⁴
- While violation of a participant's lease or sublease may be cause for termination, programs should develop a termination of services policy giving participants multiple housing chances or work to move participants to a higher-level permanent supportive housing intervention, when possible (i.e. programs will move a participant two times before terminating him/her from services).
- Programs should only terminate services when clients pose a safety risk to staff or other residents of their community. o Programs' goal should be to avoid eviction by working with the landlord and participant to form an agreement allowing participants to move prior to a legal eviction, when possible.
- Programs should not immediately terminate participants who enter an institution (medical, mental health, or crisis). HUD CoC PSH grants allow grantees to maintain open units for institutionalized individuals and families for up to 90 days

HOMELESSNESS PREVENTION

STANDARD: Programs will assist participants in staying in their current housing situation, if possible, or assist households at imminent risk of homelessness to move into another suitable unit as defined under the specific program type.

Benchmarks

- Programs are encouraged to target prevention funds toward community diversion efforts. When paying financial assistance to divert households from homelessness, programs should target assistance to the households most likely to experience homelessness if not for this assistance.
- Programs explain program rules and expectations prior to admitting the individual or family into the program. Programs will have rules and expectations that ensure fairness and avoid arbitrary decisions that can vary from client to client or staff to staff.

⁴ See SAMHSA's Key Elements of PSH: <http://store.samhsa.gov/shin/content/SMA10-4510/SMA10-4510-06BuildingYourProgram-PSH.pdf>

- When moving the individual or family into a new unit, programs consider the needs of the household in terms of location, cost, number of bedrooms, handicap access, etc. Programs will assess potential housing for compliance with program standards as asserted by the grantor prior to the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
- Lease: The program participant will sign a lease directly with a landlord or property owner. Grantees may only make payments directly to the landlord or property owner.
- Rental Assistance Agreement: Programs may make rental assistance agreements according to agency and grantor policies, provisions and standards
- Programs will determine the amount that households will contribute toward their monthly rent payment. The household's payment cannot exceed ESG, CoC, SSVF, or HOME regulations.
- Use with other subsidies: Except for one-time payment of rental arrears on the program participant's portion of the rental payment, rental assistance cannot be provided to a program participant who receives other tenant-based rental assistance or who is living in a housing unit receiving project-based rental or operating assistance through public sources. Programs can pay for security and utility payments for program participants to move into these units when other funding sources cannot be identified.

Permanent Supportive Housing and Prioritization of Chronically Homeless

Permanent supportive housing programs provide safe, stable homes through long-term rental assistance, paired with long-term intensive case management services, to highly vulnerable individuals and families with complex issues who are otherwise at risk of serious health and safety consequences from being homeless.

This model seeks to provide a stable housing option and the necessary supportive services for individuals and families who would not succeed in other permanent housing settings. Permanent supportive housing is designed for persons with disabilities, including severe mental health, physical health, HIV/AIDS, and/or substance abuse disorders, especially targeting individuals and families meeting the Department of Housing and Urban Development's definition of chronic homelessness

Successful permanent supportive housing programs use the national best practice of Housing First, the model in which programs house all persons immediately without preconditions such as sobriety, income, or behavioral requirements and pair supportive services matched to the needs of the household

PERMANENT SUPPORTIVE HOUSING

STANDARD: Programs will provide safe, affordable permanent housing that meets participants' needs in accordance with the client intake practices and within CoC established guidelines for permanent supportive housing programs. Programs will pair permanent housing with intensive case management services to participants to ensure long-term housing stability.

Wake CoC agencies agree to prioritize clients who are chronically homeless for the Permanent Supportive Housing beds not already dedicated to chronically homeless within our CoC that become available through turnover, such that:

- Agencies will hold turnover beds open for a period of 15 days while searching for clients who are chronically homeless
- Search methods can include consulting existing waiting lists and coordinated assessment information, polling community partners and/or any other methods currently in practice
- Agencies will make efforts to help clients who are chronically homeless address program requirement barriers that might otherwise exclude them from qualifying
- If an individual or family who is chronically homeless cannot be found within the 15-day time period, the turnover bed will be filled by the normal agency process
- Agencies are encouraged to use the sample form below for documentation until coordinated assessment implementation PSH beds will be filled in compliance with HUD Notice CPD-14-012 on Prioritizing Persons Experiencing Chronic Homelessness (<https://www.hudexchange.info/resources/documents/Notice-CPD-14-012-PrioritizingPersons-Experiencing-Chronic-Homelessness-in-PSH-and-Recordkeeping-Requirements.pdf>)

Beds dedicated to serve chronically homeless in order of priority:

1. CH with longest history of homelessness and most severe service needs (please find definitions and more details in the HUD Notice linked above)
2. CH with longest history of homelessness
3. CH with most severe service needs
4. Homeless with a disability and most severe service needs
5. Homeless with a disability and long period(s) of homelessness
6. Homeless coming from all but transitional housing
7. Homeless coming from transitional housing