

**Wake County**  
**Housing and Community Revitalization**

**Annual Action Plan**  
**2018-2019**



## **Executive Summary**

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

#### **1. Introduction**

Wake County Housing Division's 2018-2019 Action Plan addresses the needs of our 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, and were confirmed at public hearings and meetings this year as well. They are:

##### 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 \$47,250 for a family of four)
- Homeowners at 51-80% Area Median Income

The affordable housing and community development grants from the U.S. Department of Housing and Urban Development (HUD) that allow us to help 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, Wake County Housing Division receives Capital Investment Program (CIP) funds from Wake County Government. These funds are spent on housing activities to supplement our HUD grants and to bolster support for our Priority One populations.

Some of the activities in this Action Plan are longstanding activities for Wake County Housing, and some are new. In the fall of 2017, the Wake County Board of Commissioners approved a visionary, twenty

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year Wake County Affordable Housing Plan. The plan was the result of a ten month community process and includes new 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.

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.

Outcomes and Objectives are described in Section AP-20 of this Plan. Please see this section for more details.

## **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 has shown success in meeting or surpassing our goals and being able to assist many low-moderate income households throughout Wake County. Thus, in choosing goals and projects for this year, we will implement many of the same type of projects that we described in our 2015-2020 Consolidated Plan.

We will continue projects such as affordable housing development, housing rehabilitation, public facilities, job training for homeless men, rental assistance for homeless men, rental assistance for youth aging out of foster care, and rental assistance for people with HIV/AIDS. We are also adding new projects and activities that will align with the goals twenty year Wake County Affordable Housing Plan. These new activities will enable us to serve more 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:

- Two public hearings: one during morning hours and one during evening hours on a different day
- Community consultations with: the Continuum of Care (Partnership to End Homelessness), the Housing Advisory Committee of Wake County Human Services, the Wake County Human Services Southern Regional Center

In addition, we are broadening citizen participation this year by increasing opportunity for public comments to the Draft Plan. In addition to our usual distribution channels (the Wake County website, our office, and the Wake County town halls), we placed copies at the Wake County Human Services centers, at our homeless shelters and at our Oak City Outreach Center, a center for weekend meals and connection with services.

## **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 are included in this Plan in Section AP-12 Participation. In addition, full comments are included as an attached document.

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

All comments were accepted.

## **7. Summary**

FY 2018-2019 will be an active year for affordable housing in Wake County. This Action Plan lays out programs and projects that will assist many people in need. However, the need is larger than can be addressed with expected resources and due to barriers that exist in the community.

The twenty year Wake County Affordable Housing Plan addresses these barriers, recommends opportunities for additional programs, policies, and resources, and provides a blueprint for long term planning of affordable housing throughout the County.

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## **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.

<b>Agency Role</b>	<b>Name</b>	<b>Department/Agency</b>
CDBG Administrator	WAKE COUNTY	Human Services/Division of Housing &Transportation
HOPWA Administrator	WAKE COUNTY	Human Services/Division of Housing &Transportation
HOME Administrator	WAKE COUNTY	Human Services/Division of Housing &Transportation
ESG Administrator	WAKE COUNTY	Human Services/Division of Housing &Transportation

**Table 1 – Responsible Agencies**

### **Narrative**

#### **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 Division staff has regular communication 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 approximately 45 private agencies attend these meetings. In order 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 Deputy Director of Operations for Wake County Human Services 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**

The Wake County Housing Division consulted with the Continuum of Care (CoC) at one of its bi-monthly meetings in order 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 for street outreach, emergency shelter, and rapid re-housing.

In addition, ESG funds also come to the region through allocations to the City of Raleigh, and the State of North Carolina. The CoC applied to the state for some of these funds, and then Wake County Housing, the City of Raleigh and the Wake County Continuum of Care partnered to issue a joint request for proposals for Housing and Homeless Assistance funds. These three entities are working 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 County and the Continuum have allocated funding for, and participate 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 along with existent community determined measures of success and accountability.

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



**Table 2 – Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	Continuum of Care
	<b>Agency/Group/Organization Type</b>	Continuum of Care
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy
	<b>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</b>	The organization was consulted through a meeting request feedback as well as ongoing attendance at bi-monthly meetings.

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

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

<b>Name of Plan</b>	<b>Lead Organization</b>	<b>How do the goals of your Strategic Plan overlap with the goals of each plan?</b>
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 our Strategic Plan are consistent with the goals of the Wake County Affordable Housing Plan. These goals include developing and preserving more affordable housing, assisting people experiencing homelessness with housing and opportunities, creating more permanent supportive housing, and working with our partner municipalities toward community development in low-moderate income neighborhoods.

**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:

- Two public hearings: one during morning hours on January 25, 2018 and one during evening hours on February 5, 2018
- Community conversations with: the Continuum of Care (Partnership to End Homelessness), the Housing Advisory Committee of Wake County Human Services, and the Wake County Human Services Southern Regional Center

The citizen participation process impacted goal setting because attendees at the hearings and meetings let us know what populations to focus on with our resources, and what kinds of programs would best serve these populations.

In addition, we broadened citizen participation for the second consecutive year by increasing opportunity for public comments to the Draft Plan. In addition to our usual distribution channels (the Wake County website, our office, and the Wake County town halls), we placed copies of the Draft Plan at our homeless shelters and at our Oak City Outreach Center, a center for weekend meals and connection with services.

We also expanded outreach by placing copies at the Wake County Human Services Building in Raleigh and the regional Human Services outposts located throughout the County.

## **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)
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1	Public Hearing	Non-targeted/broad community	Seven attendees spoke at this public hearing at the Wake County Human Services Board meeting on January 28, 2018.	Thanks is expressed to the Human Services Board for supporting affordable housing, support is expressed for the Consolidated Plan priority of very low income populations, rental costs are very high in Wake County, support is expressed for rental assistance, workforce housing is needed, land costs are rising and additional subsidies are needed for developers of affordable housing, Nimbyism is still a problem in Wake County - a comprehensi-	All comments were accepted.	
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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)
				ve strategy for education would be helpful		

2	Public Hearing	Non-targeted/broad community	Five attendees spoke at this public hearing at the Wake County Board of Commissioners Meeting on February 5, 2018.	Thanks is expressed to the Board for its support of affordable housing, concern is expressed for housing support for female veterans and equal pay for equal work, support is expressed for the priority populations of the 2015 Consolidated Plan and 2018 Action Plan, workforce housing is needed, support for the lowest income populations, more rental subsidies are needed for low-income families, support expressed for home-ownership for low-	All comments were accepted.	
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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)
				income families		



5	Public Meeting	Wake County Human Services Southern Regional Center Community Advisory Council	Approximately twelve members of this committee attended this meeting.	There are homeless people in Fuquay Varina and Holly Springs who are working and need affordable housing. The southern region of Wake County is growing fast with higher end housing and more affordable housing is needed. Seniors in the southern region need better connection to services. The Southern Regional Center will soon be one of the entry points for Coordinated Intake for people who are homeless or looking for services.	All comments were accepted.	
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**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 2018 - June 2019, and an estimate of resources for the following year. 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	1,903,054	330,000	38,666	2,271,720	2,233,054	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	904,067	270,000	46,679	1,220,746	1,174,067	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, or \$156,840. 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	716,346	6,730	0	723,076	723,076	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	149,012	0	41,259	190,271	149,012	ESG funds may be used for Financial Assistance, Overnight shelter, Rapid Re-housing (rental assistance), Rental Assistance and Services. The required 100% match of the annual allocation will be met with 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: \$		
Continuum of Care	public - federal	Admin and Planning Financial Assistance Housing Rapid re-housing (rental assistance) Rental Assistance Services Supportive services TBRA	3,352,007	0	0	3,352,007	3,352,007	
General Fund	public - local	Multifamily rental new construction Rental Assistance Other	1,000,000	0	0	1,000,000	1,000,000	
LIHTC	public - federal	Multifamily rental rehab	1,752,416	0	0	1,752,416	1,752,416	
Section 8	public - federal	Rental Assistance	3,569,292	0	0	3,569,292	3,569,292	

**Table 2 - Expected Resources – Priority Table**

Annual Action Plan  
2018

**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 developers, tax credit syndicators, the North Carolina Housing Finance Agency, private banks, other municipal funds, and Wake County Capital Improvement funds, where applicable. HOME and ESG match requirements will be met with Wake County funds.

Federal funds for public facilities and public improvements will be leveraged with funds from the town in which the construction is taking place. Each town will match at least 20% of the cost of the project.



**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 is currently writing 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. In addition, housing staff is having 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.

Public land will be used to address a stipulated community need in the Town of Apex. Apex will be constructing a park in a HUD identified low-income block group that is not currently served with recreational facilities. Apex owns the land, and Wake County will contribute CDBG funds to assist in the provision of a public facility for this neighborhood.

**Discussion**

The various grants in the table above offer well rounded ways of helping low and moderate-income residents of Wake County. By combining and leveraging these with other funding sources, Wake County is able to assist more people with more programs.

## 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: \$651,778 HOME: \$978,339	Rental units constructed: 21 Household Housing Unit Direct Financial Assistance to Homebuyers: 10 Households Assisted Other: 15 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: \$149,012	Tenant-based rental assistance / Rapid Rehousing: 10 Households Assisted Homeless Person Overnight Shelter: 234 Persons Assisted Homelessness Prevention: 15 Persons Assisted Other: 25 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
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: \$701,586	Tenant-based rental assistance / Rapid Rehousing: 55 Households Assisted Homelessness Prevention: 145 Persons Assisted
5	Job Training for Homeless Men	2015	2019	Homeless		Addressing Homelessness	CDBG: \$50,000	Public service activities other than Low/Moderate Income Housing Benefit: 50 Persons Assisted
6	Housing Rehabilitation	2015	2019	Affordable Housing		Affordable Housing	CDBG: \$842,831	Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Rehabilitated: 40 Household Housing Unit
7	Public Facilities and Improvements	2015	2019	Homeless Non-Housing Community Development		Community Development in Low-Income Neighborhoods	CDBG: \$346,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 4200 Persons Assisted

**Table 3 – Goals Summary**

## Goal Descriptions

<b>1</b>	<b>Goal Name</b>	Affordable Housing Development
	<b>Goal Description</b>	Affordable Housing development is the main use of our HOME funds. We will 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 will combine our HOME funds with our Wake County CIP funds to increase the amount of housing that can be constructed. Affordable housing development salaries are included in the funding allocated.
<b>2</b>	<b>Goal Name</b>	Tenant Based Rental Assistance for Youth
	<b>Goal Description</b>	Youth who have aged out of foster care, but do not have the financial stability to pay for their own housing run the risk of becoming homeless. In partnership with the Wake County Foster Care unit, and our partner agencies, the Wake County Housing Division intends to continuing offer rental assistance to qualifying youth. This will mark the fourth year that we have provided rental assistance through this partnership. Our partner agencies will provide case management to the youth, and help them with school and employment options to advance their financial independence. Housing location assistance is also offered by case managers in the Wake County Housing Division.
<b>3</b>	<b>Goal Name</b>	Rental Assistance for Homeless Men
	<b>Goal Description</b>	Wake County will utilize ESG funds to provide: effective street outreach to persons living outdoors in places not meant for human habitation; emergency shelter for homeless individuals and families; financial assistance, rental assistance (prevention) to help people remain in their housing, and rapid rehousing (rental assistance) to enable people to move into permanent housing. Services will be provided to all people utilizing ESG funds.

4	<b>Goal Name</b>	Rental Assistance for People with HIV/AIDS
	<b>Goal Description</b>	In fiscal year 2018-2019, Wake County 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.
5	<b>Goal Name</b>	Job Training for Homeless Men
	<b>Goal Description</b>	This public services project will offer to homeless individuals: on-the-job training, internships, and classes with certificates through Wake Technical Community College.
6	<b>Goal Name</b>	Housing Rehabilitation
	<b>Goal Description</b>	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	<b>Goal Name</b>	Public Facilities and Improvements
	<b>Goal Description</b>	Wake County will use FY18-19 CDBG funds to assist the Town of Apex with construction of a park in a HUD certified low-moderate income census block group. There are also numerous low-moderate income residents in the surrounding neighborhoods, whom the park would serve. The recreational facilities that will be built in this park are currently not available in any nearby parks. CDBG funds will pay for \$330,000 of the project's total cost and the town of Apex will contribute a funding match of approximately \$2,000,000. Project delivery costs of 5% are included in the table below.

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

The projects in this section form the basis for our work for fiscal year 2018-2019. Some projects have simply one component, and others will have several components, known as activities. The information below conveys the expected grants and amounts, and the way those grants will be used.

#	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
6	CDBG Job Training
7	CDBG Public Facilities
8	CDBG Administration
9	HESG Emergency Solutions Grant
10	HOPWA Wake County
11	HOPWA Short Term Rental, Mortgage, and Utility Assistance

**Table 4 – Project Information**

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

Allocation priorities were determined through the 2018 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**

<b>1</b>	<b>Project Name</b>	HOME Affordable Housing Development
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing Development
	<b>Needs Addressed</b>	Affordable Housing Addressing Homelessness
	<b>Funding</b>	HOME: \$978,339
	<b>Description</b>	Affordable housing development 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 projects and homes for ownership 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 CIP funds to increase the amount of housing that can be constructed.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	21 rental or ownership units will be constructed.
	<b>Location Description</b>	
	<b>Planned Activities</b>	Construction of affordable housing.
<b>2</b>	<b>Project Name</b>	HOME Tenant Based Rental Assistance for Youth
	<b>Target Area</b>	
	<b>Goals Supported</b>	Tenant Based Rental Assistance for Youth
	<b>Needs Addressed</b>	Housing for Youth Aging out of Foster Care
	<b>Funding</b>	HOME: \$152,000
	<b>Description</b>	Rental assistance for youth aging out of foster care. Many of the youth will be taking college courses and/or working in order to become self-sufficient in the future.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	15 youth aging out of foster care



	<b>Location Description</b>	
	<b>Planned Activities</b>	Rental assistance
<b>3</b>	<b>Project Name</b>	HOME Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing Development Tenant Based Rental Assistance for Youth
	<b>Needs Addressed</b>	Affordable Housing Addressing Homelessness Housing for Youth Aging out of Foster Care
	<b>Funding</b>	HOME: \$90,407
	<b>Description</b>	Up to the permitted maximum of 10% of HOME funds will be used for administration.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	36 households
	<b>Location Description</b>	
	<b>Planned Activities</b>	Funds will be used for administration of the HOME grant activities.
<b>4</b>	<b>Project Name</b>	CDBG Housing Rehabilitation
	<b>Target Area</b>	
	<b>Goals Supported</b>	Housing Rehabilitation
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$842,831
	<b>Description</b>	Funds will be used for housing rehabilitation. Funds for administering the rehabilitation program are included.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 45 households will benefit
	<b>Location Description</b>	
	<b>Planned Activities</b>	Rehabilitation of housing

5	<b>Project Name</b>	CDBG Housing
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing Development
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: \$651,778
	<b>Description</b>	Funds will be used for the purpose of creating affordable housing through various CDBG eligible activities.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 25 renter or owner households
	<b>Location Description</b>	
	<b>Planned Activities</b>	Housing activities
6	<b>Project Name</b>	CDBG Job Training
	<b>Target Area</b>	
	<b>Goals Supported</b>	Job Training for Homeless Men
	<b>Needs Addressed</b>	Addressing Homelessness
	<b>Funding</b>	CDBG: \$50,000
	<b>Description</b>	Funds will be used for classes, internships, and on the job training for people experiencing homelessness.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	50 homeless persons
	<b>Location Description</b>	
	<b>Planned Activities</b>	Classes, internships, and on the job training
7	<b>Project Name</b>	CDBG Public Facilities
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Facilities and Improvements
	<b>Needs Addressed</b>	Community Development in Low-Income Neighborhoods

	<b>Funding</b>	CDBG: \$346,500
	<b>Description</b>	CDBG funds will be used to construct a portion of a park in the municipality of Apex to serve low-moderate income residents. CDBG funding in the table below includes a 5% project delivery cost.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	4200 households
	<b>Location Description</b>	
	<b>Planned Activities</b>	Construction of Phase 1 of a park
8	<b>Project Name</b>	CDBG Administration
	<b>Target Area</b>	
	<b>Goals Supported</b>	Affordable Housing Development Housing Rehabilitation Job Training for Homeless Men
	<b>Needs Addressed</b>	Affordable Housing Addressing Homelessness Community Development in Low-Income Neighborhoods
	<b>Funding</b>	CDBG: \$380,611
	<b>Description</b>	Funds will be used to administer the CDBG grant.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Administration of the CDBG grant.
9	<b>Project Name</b>	HESG Emergency Solutions Grant
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Assistance for Homeless Men
	<b>Needs Addressed</b>	Addressing Homelessness
	<b>Funding</b>	ESG: \$149,012

	<b>Description</b>	Funds will be used for Outreach, Shelter Operations, Rapid Rehousing, and Homelessness Prevention.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	284 homeless persons
	<b>Location Description</b>	
	<b>Planned Activities</b>	Outreach, Shelter Operations, Rapid Rehousing, and Homelessness Prevention.
<b>10</b>	<b>Project Name</b>	HOPWA Wake County
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Assistance for People with HIV/AIDS
	<b>Needs Addressed</b>	Rental Assistance for People with HIV/AIDS
	<b>Funding</b>	HOPWA: \$562,486
	<b>Description</b>	Funds will be used for rental assistance, permanent housing placement, case management, and supportive services. The cap of 3% administrative funds is included.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 55 households
	<b>Location Description</b>	
<b>11</b>	<b>Project Name</b>	HOPWA Short Term Rental, Mortgage, and Utility Assistance
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Assistance for People with HIV/AIDS
	<b>Needs Addressed</b>	Rental Assistance for People with HIV/AIDS
	<b>Funding</b>	HOPWA: \$139,100

	<b>Description</b>	Funds will be used for short term rental, mortgage, and utility assistance in order to prevent homelessness. Project delivery funds at 7% are included. For funding contingency language, see Section AP-20, Annual Goals and Objectives.
	<b>Target Date</b>	6/30/2019
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	145 households
	<b>Location Description</b>	
	<b>Planned Activities</b>	Short term rental, mortgage, and utility assistance for homelessness prevention

## **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**

CDBG funds used 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 a low-income neighborhood in Apex.

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

Similarly, ESG funds used for Rapid-Rehousing assistance will also be spent in the area selected by the recipient.

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**

<b>Target Area</b>	<b>Percentage of Funds</b>

**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 a low-moderate income neighborhood in Apex because Apex is a part of our entitlement area and its residents do not receive their own HUD funds; therefore, we partner with the town 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 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 only a bus system in Wake County, but a large scale transit plan is in development and will likely include bus rapid transit within five years and commuter rail transit in the longer term. The Housing Division is involved in many 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 2018-2019 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	20
Non-Homeless	62
Special-Needs	190
Total	272

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

One Year Goals for the Number of Households Supported Through	
Rental Assistance	210
The Production of New Units	17
Rehab of Existing Units	45
Acquisition of Existing Units	0
Total	272

**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 Authority did not receive the grant through the Federal Home Loan Bank in the amount of \$500,000, therefore is still seeking additional funding. The goal is start construction not later than July 2018.

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 on 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.

The HACW continues to provide the home ownership opportunity through the Housing Choice Voucher Program. Additionally, we work with a number of 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**

Street outreach to homeless persons is central to Wake County's actions for reducing and ending homelessness. Street outreach will be conducted with a portion of our anticipated ESG funds through a staff member based at the South Wilmington Street Center. The South Wilmington Street Center is a men's shelter operated by Wake County Human Services that offers nightly emergency beds to men through a lottery system and program beds. A person who presents at the Center for the first time is guaranteed a bed, and does not need to go through the lottery. 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.

Street outreach is also performed through the Wake County Human Services operated Cornerstone, which offers a homeless outreach team that provides intensive community based services and a day shelter for persons who are homeless. Cornerstone provides case management, counseling services, food, showers, laundry services, employment services, mental health assessment, and medication management services. Cornerstone works with clients on progressive engagement and assists people in accessing housing, either through the Permanent Supportive Housing program or other community housing programs.

In addition, the Wake County Human Services' McKinney Team offers behavioral health support to persons who are mentally ill and homeless. Through a HUD grant, the team provides outreach, assessment, assistance with housing access, and on-going support to maintain housing through case management, medication management, and therapy.

Finally, the Oak City Outreach Center was created and is operated by the Raleigh/Wake County Partnership to Prevent and End Homelessness (the Partnership), which is the Continuum of Care for

Raleigh and Wake County. This center provides three meals a day to persons in need on Saturdays and Sundays. Most of the persons who present at and are served at Oak City Outreach are homeless, and connections to support services are offered by Catholic Charities, the organization that coordinates the services at the center. The Oak City Outreach Center is viewed by the City of Raleigh, Wake County, and the Partnership as a temporary solution for providing services and outreach to homeless persons. A building for a permanent Homeless Multi-Services Center for intake, coordinated assessment for the community, referrals, provision of meals, and other services to assist homeless persons is currently being rehabilitated and is programmed to open in December of 2018.

### **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. The City of Raleigh, Wake County and the Partnership to Prevent and End Homelessness (the Continuum of Care) formed a single entity to release a combined Request for Proposals (RFP) for 2018-2019 to fund the following ESG-eligible activities: Homelessness Prevention, Emergency Shelter, Rapid Re-housing, and the Homeless Management Information System. The RFP is for the CoC-wide distribution of City of Raleigh ESG entitlement funds, local Wake County funds for homeless housing services, and the annual application for State ESG funds, which is coordinated by the Partnership. This combined funding process simplifies the application for providers, streamlines the contracting and reimbursement process, and enables the CoC 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.
2. There is a great need in the Raleigh/Wake Continuum of Care for additional shelter beds for single women. There are typically five to ten women on a given night who are not sheltered; however, since we have seen a steady increase in the number of homeless, single women in our community, there is thought to be the need for an additional 25-30 beds. To address this need, Wake County Human Services has been working with other local agencies to operate more shelter beds. A Request for Qualifications has been issued to locate a developer/operator of increased shelter beds for single women, and the proposal is being evaluated.
3. 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 Shelter Plus Care and Housing First programs are important means of helping chronically homeless individuals make the transition to permanent housing and independent living. In addition, current rapid rehousing programs through Wake County's ESG grant as well as those created through the combined RFP described above will help families, veterans with families, and unaccompanied youth make the same transition.

2. Shortening shelter stays: It is required by the RFP referenced above that all shelter providers have at least one Memorandum of Agreement with a Rapid Re-Housing provider. It is thought that these purposeful connections will result in a decrease in the number of days of an average shelter stay. It is an expectation of the RFP that Rapid Re-Housing programs be operated on a Housing First model, which should also result in shorter stays at shelters and decrease barriers for access into Rapid Re-Housing programs and permanent housing.

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 of these programs will enable greater access to housing for persons who are homeless or in rapid re-housing programs. For the third 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.**

Wake County seeks to achieve homeless prevention for people of all situations in the following ways:

First, the combined Request for Proposals (RFP) discussed above has a strong focus on Homelessness Prevention. The RFP is for the CoC-wide distribution of City of Raleigh ESG entitlement funds, local Wake County funds for homeless housing services, and the annual application for State ESG funds, which is coordinated by the Partnership. Furthermore, Wake County directly receives an ESG grant from HUD,

and some of these funds may be used for homelessness prevention.

Next, a portion of Wake County Capital Improvement Plan funds (CIP) will be spent on rental assistance for 50 low-income people diagnosed with a mental or behavioral disability.

In addition, the Wake County Housing Division works to prevent low-income individuals and families from becoming homeless in various ways. Many of our clients are also receiving mainstream assistance from Wake County Human Services. Efforts include:

- Contracts with Homeless Prevention providers for funding and case management
- Wake County Housing Information Sessions
- Ready to Rent Sessions to teach people how to maintain tenancy
- 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.

During the past year, a partnership has been focusing on Supportive Housing. At present, the groups involved in this partnership include: Wake County Housing, Wake County EMS, Alliance Behavioral Health, Wake Med Hospital, the Wake County/ North Carolina prison system, the Partnership to End Homelessness, and the private software employer SAS. This group is determining how to provide housing for people who repeatedly present with emergency mental health needs at the area institutions, and do not have homes to return to. Using data on institutional system usage, and national models showing cost savings through provision of housing, the group is looking toward a housing first model of permanent supportive housing. In their homes, people would have a chance to become stable and receive the assistance they need. Consultants from the Corporation for Supportive Housing have been engaged to assist with spurring increased development of affordable housing in Wake County.

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

## **Discussion**

Plans for a Multi-Service Center for the homeless, existing 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)**

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	145
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	200



## **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. Previously affordable supply is no longer affordable, while demand for affordable rents continues to grow without the supply to meet it.

### **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**

The Affordable Housing Plan was a large scale county-wide effort led by national experts to address this shortage of affordable housing, as well as the shortage of landlords willing to accept Fair Market Rent through rental assistance. The average rent in Wake County exceeds Fair Market Rent, so as mentioned above, landlords are choosing to rent through the private market.

Strategies for changing, navigating around or working with the barriers listed above have been presented in the Affordable Housing Plan. A Steering Committee with diverse expertise has guided the strategies and produced realistic solutions for Wake County. They include land use policy, zoning, additional resources, incentives and return on residential investment. In addition, the Plan illustrates ways that other counties and municipalities around the country and state have addressed these barriers.

North Carolina state law prohibits inclusionary zoning (or, inclusionary housing), thus the strategies of the Plan 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 Housing Division, with its many partners, has consistently produced good quality affordable housing and rehabilitation, and is able to implement many forms of 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. Creation and implementation of a County wide affordable housing plan is a necessary venture with great opportunity. It will enable the Wake County Housing Division and our funding to be an integral part of an even larger initiative.

## **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
- 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 are good locations for affordable housing

### **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, the new Wake County Affordable Housing Plan establishes goals including, but not limited to: preservation of affordable housing, increasing rental production, provision of additional rental assistance, and increased supportive housing units and providers. Accomplishing these goals will require partnerships, engagement of private sector developers/financiers, potential policy changes, and other methods recommended by the Steering Committee and the consulting team in the Affordable Housing Plan.

### **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 the 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 above poverty.

In addition, Wake County Human Services implements the following programs to assist the low-income population in 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. Wake County serves approximately 4,000 families in its Work First Program. 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 and teaches 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. This program enables people to maintain decent, safe and affordable housing, thereby increasing the chances that they will be able to stabilize other areas of their lives, such as employment and health.

**Supportive Employment** - This program assists the disabled in 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.

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

## **Actions planned to develop institutional structure**

Wake County is currently developing and strengthening three significant institutional structural relationships.

The first is a partnership focused on Supportive Housing. At present, the groups involved in this partnership include: Wake County Housing, Wake County EMS, Alliance Behavioral Health, Wake Med Hospital, the Wake County/ North Carolina prison system, the Partnership to End Homelessness, and the private software employer SAS. This group is determining how to provide housing for people who repeatedly present with emergency mental health needs at the area institutions, and do not have homes to return to. Using data on institutional system usage, and national models showing cost savings through provision of housing, the group is looking toward a housing first model of permanent supportive housing. In their homes, people would have a chance to become stable and receive the assistance they need.

The second significant development institutional structure is the approval for funding of a Multi-Services Center for homeless and housing assessment and referrals. The City of Raleigh and Wake County are both contributing funding for purchase and rehabilitation of a building, and Catholic Charities will operate the center. The Continuum of Care, known as the Raleigh-Wake Partnership to End Homelessness, has been instrumental in the planning of the center, and will continue to recommend

uses and activities that will take place there.

A third development is an increasing partnership with the Wake County School System. A representative from the School System is a member of the Partnership to End Homelessness, and another representative is on the Steering Committee for the Affordable Housing Plan. According to the School System, there are approximately 2,000 homeless children, many of whom are staying with their families in hotels. Broad discussions are underway about how to best assist these children and their families.

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

Wake County continues to participate in discussions with the Housing Authority of the County of Wake (HACW), the Raleigh Housing Authority and the City of Raleigh Community Development Department. These discussions revolve around best serving the community and common interests in housing. The meetings offer the opportunity for sharing of perspectives and insight.

A member of the HACW sits on the Wake County Housing Advisory Board, and the Chief Executive Officer of the HACW is a member of the Steering Committee for the Affordable Housing Plan.

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 County's Director of the 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 are members of the Raleigh-Wake Partnership to End Homelessness (PEH) and have opportunity to coordinate, work with, and learn from all the social service agencies who are also members of PEH. The planned Multi-Services Center discussed above is a good example of the result of this coordination.

### **Discussion**

As seen in the descriptive actions above, Wake County Housing works closely with the broader community to provide housing, social services, and employment opportunities for low-moderate income

citizens.

The Continuum of Care, (the Partnership to End Homelessness) is an integral part of the social service system, and coordination is crucial and valued by all members of the Partnership.

In addition, we practice open communication, make referrals, and work toward even stronger partnerships with the Raleigh Housing Authority and the Housing Authority of the County of Wake.

The Affordable Housing Plan produced workable solutions for meeting the challenge of the affordable housing situation in Wake County. As the population grows, so does the need for affordable housing. There is much work to do, but through a combination of our existing programs and supplemental strategies recommended in the plan, we will be able to continue our contribution to the Wake County community.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(l)(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(l)(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
<b>Total Program Income:</b>	<b>0</b>

#### 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(l)(2)

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



as follows:

Wake County Improvement Funds (CIP) 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
- 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 attached in the Administration screen.

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 a phone number that connects with Triangle Family Services. Phone staff assesses and directs the caller to one or more agencies in Wake County, or emergency care as needed. Through Coordinated Entry, persons experiencing homelessness will be 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.

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 directly benefit the County operated men's emergency shelter where they will be used to bolster the operations, administer street outreach, and provide rapid re-housing funds where applicable.

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 has 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, and Wake County Improvement Funds will also be utilized to support the Wake County Housing Division housing and community development programs.

## **Attachments: Public Comments and Emergency Solutions Grant (ESG) Written Standards**

## **Citizen Participation Comments**

### **Action Plan Public Hearing #1**

#### **Wake County Human Services Board Meeting, January 25, 2018**

##### Public Comments

##### Lisa Walker, Board member, Families Together

- Lisa thanks the board
- Families Together works to house homeless families
- She supports the Consolidated Plan and Action Plan priority of very-low income people
- Rental costs are very high in Wake County, and people wait 4-6 years for a Housing Choice voucher to open
- Vouchers have shown to be effective
- Consider using a small percentage of HOME funds for rental assistance

##### Yvette Holmes, DHIC

- Yvette thanks the Board and expresses support for the proposed Action Plan projects
- She reminds the Board that DHIC has built over 37 communities, with over 2200 units
- With support from Wake County funding (federal and County), DHIC has constructed:
  - 10 family properties
  - 7 senior properties
  - 2 supportive housing properties
- DHIC supports the 20 Year Countywide Affordable Housing Plan and the short term, medium term, and long term solutions.
- DHIC provides homeownership training to over 400 people

##### Alice Lutz, Triangle Family Services (TFS)

- Alice shares examples of what daily life is like for low-income people working several jobs or struggling to make ends meet and expresses the need for workforce housing
- Last year, TFS worked with 104 of their neighbors
- These are people in the community, and the community needs to be strengthened

##### Bage Shade, Triangle Family Services

- Bage thanks the Human Services Board, and states they have made a difference in the community

##### Kevin Campbell, Habitat for Humanity

- Kevin thanks the Board for their support and commends the housing staff
- He was happy to be a member of the Affordable Housing Steering Committee
- Habitat serves families with incomes at 25% - 60% of AMI with homeownership
- A benefit of homeownership is the accumulation of wealth
- Homeownership rates:
  - 72 % of Caucasians are homeowners
  - 42 % of African Americans are homeowners
  - 46% of Hispanic Americans are homeowners
- Habitat is building 70 homes this year, and hopes to build 75 next year

- Additional subsidy is required to do this because land costs are rising
- Kevin supports the disposition of public land for affordable housing

#### Comments from the Human Services Board

##### Dr. James West, Wake County Commissioner

- Wake County is blessed to have these community agencies working on affordable housing
- Nimbyism is still a problem in the community – better education is needed – a comprehensive strategy for education

##### Frank Eagles, Mayor of the Town of Rolesville

- We need to do more education in the community

### **Action Plan Public Hearing #2**

### **Wake County Board of Commissioners**

**February 5, 2018**

##### Frank Eagles, Mayor, Town of Rolesville

- He thanks the Board for their support of and proactivity on affordable housing
- Expresses concern for housing for female veterans and equal pay for equal work
- He states there are 13 acres of surplus land in Rolesville

##### Alice Lutz, Triangle Family Services

- TFS is in support of the 2015 Consolidated Plan and the proposed programs for the 2018 Action Plan
- Alice shares examples of what daily life is like for low-income people working several jobs or struggling to make ends meet and expresses the need for workforce housing
- Alice thanks the Board of Commissioners for their support

##### Lisa Rowe, Families Together

- They see families everyday who are paying much more than 30% of their income for rent – most are paying more than 50%
- Older apartments in Wake County are in danger of being lost
- 1 in 4 eligible families do not have subsidies – there is a 4-6 year waiting list for RHA Housing Choice vouchers
- Rental assistance is the best way to help families
- Lisa recommends using HOME funds for TBRA vouchers for low-income families to provide stability and allow them to work to increase their incomes

##### Rachel Zeitler, Habitat for Humanity

- Rachel thanks the Board for their support and their emphasis on affordable housing
- She expresses support for the 20 year Affordable Housing Plan
- She supports the proposed programs for the 2018 Action Plan
- Habitat primarily serves the Priority Two population: people between 30-60% AMI
- They provide the opportunity for people to become homeowners

Annual Action Plan

2018

62

- Habitat has built 675 homes; 70 this year, and they hope to build 75 next year

#### Tim Morgan, Evergreen Construction

- Tim echoes the comments of the others
- Evergreen serves the people who are serving us
- Evergreen provides a lot of housing for singles
- They support the Action Plan Priority One population of people at or below 30% AMI
  - The funds allow them to subsidize the units
- Tim supports amending the 2015 Consolidated Plan to expand the definition of Special Needs populations to include low-income people involuntarily displaced by government action or disaster. Evergreen properties will amend their tenant selection preferences to reflect this change.
- Tim supports the development occurring in College Park in Raleigh

#### Commissioner Comments:

#### Commissioner Erv Portman

- Commissioner Portman encourages all of the builders to stay in touch with surplus school land
- So much of the Board meeting tonight was about patching up the holes in the safety net
- He believes these efforts will keep Wake County at the forefront

### **Wake County Housing Advisory Committee**

#### **Action Plan Input**

**February 15, 2018**

- The Committee supports the proposed plan and programs
- Are women part of the homeless employment initiative at the South Wilmington Street Center?
- What will the Housing Division do with proposed programs if HUD funding is substantially decreased?

### **Partnership to End and Prevent Homelessness (Continuum of Care)**

#### **Action Plan Input**

**February 20, 2018**

- Do any of the proposals for development/construction include an allocation for persons leaving correctional facilities or jails?
- Has the County has identified the multi-family homes to be rehabbed?

**Comments received during 30-day public comment period:**





April 20, 2018

Emily Fishbein  
Housing and Community Revitalization  
336 Fayetteville Street, Suite 448  
Raleigh, NC 27602

Dear Emily,

Thank you for the opportunity to provide input on Wake County's 2018-2019 Affordable Housing Action Plan. As you know, Habitat Wake partners with the community and local families to build safe, affordable homes. Homebuyers work alongside sponsors and volunteers to build their house before purchasing the completed home with an affordable mortgage. Wake County has been a strong partner in our efforts and we've built over 650 homes with local families since 1985.

We are pleased to support the proposed 2018-2019 Affordable Housing Action Plan and offer the following comments on specific points in the plan:

- **Increasing affordable homeownership opportunities**

Habitat Wake strongly supports efforts by Wake County to establish a homebuyer assistance program. By providing second mortgages, the County can extend affordable homeownership opportunities to residents that normally would not qualify for a traditional mortgage. A program like this would leverage significant private investment from community lenders and is one of the recommendations included in Wake County's Affordable Housing Plan.

Communities normally think of affordable rental housing as the primary strategy for serving households at 30-60% of Area Median Income (AMI). However, these households can also be successful homeowners.

Habitat Wake's average homebuyer has an income that is 38% of AMI. The households we serve primarily fall in the Priority Two category of the Annual Action Plan. Homeownership not only promotes housing stability for local families, but it also provides a tool for households to build wealth, resulting in future upward economic mobility.

Homes are the largest investment that most American families make and they typically account for two-thirds of a household's overall wealth. Disparities in homeownership are the biggest contributing factor to the racial wealth gap. By making homeownership affordable, our community can invest in future stability for local families.

- **Considering public land for affordable housing**

We support Wake County's plan to develop a policy that enables disposition of public land for affordable housing. We agree that this should be done in partnership with the municipalities, as well as with the school system, and particular consideration should be given to public land in job centers and along proposed transit routes.

*Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.*  
**Together, We Build.**

[www.HabitatWake.org](http://www.HabitatWake.org)



- **Coordinating affordable housing and transit planning**

Regarding transit planning and implementation, we support the prioritization of affordable housing near existing and proposed transit stops.

Many thanks for your time and consideration. We are grateful to Wake County for its partnership in ensuring all residents have an affordable home and we look forward to continuing to work together toward this goal.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin", written over a faint, light blue circular watermark.

Kevin Campbell  
President/CEO  
Habitat Wake

*Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.*  
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[www.HabitatWake.org](http://www.HabitatWake.org)

## **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.

- o Representative payee services.
- o Transportation and transportation assistance
- o 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).
- o Relationship-building and decision-making skills.
- o Education services such as GED preparation, post-secondary training, and vocational education.
- o Employment services, including career counseling, job preparation, resume-building, dress and maintenance.
- o Behavioral health services such as relapse prevention, crisis intervention, medication monitoring and/or dispensing, outpatient therapy and treatment.
- o Physical health services such as routine physicals, health assessments, and family planning.
- o Mental health services such as individual/family counseling and/or therapy.
- o 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 Act<sup>1</sup> and the Residential Lead-Based Paint Hazard Reduction Act of 1992<sup>2</sup>

## **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 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 facility<sup>3</sup>

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<sup>1</sup> (42 U.S.C. 4821- 4946)

<sup>2</sup> (42 U.S.C. 4851- 4956)

<sup>3</sup> 24 CFR 578.93

- 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, 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.<sup>4</sup>
- 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

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

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.

- 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