



Draft Annual Action Plan

FY2026-27

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Raleigh
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FY 2026-2027 Annual Action Plan

Contingency Statement

The Annual Action Plan uses the FY 2026-2027 grant allocations from the U.S. Department of Housing and Urban Development (HUD). The grant allocations are not available at the time of its publication. As in previous years, there may be slight differences in the funding amounts provided in Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grants (ESG). Upon receipt of the actual allocations, the City will adjust the budget of the federal funds as described below:

Program	Additional Funds to be Budgeted For	Fewer Funds to be Subtracted From
CDBG	Homebuyer Assistance	Homebuyer Assistance
HOME	Rental Development	Rental Development
ESG	All grants will be reduced or increased by the same proportion, except that no increases will be given to Subrecipients who are already fully funded	

FY 2025-2026 HUD Allocations:

Community Development Block Grant (CDBG): \$2,851,817

HOME Investment Partnership (HOME): \$1,359,801

Emergency Solutions Grant (ESG): \$252,878

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

Every five years, the City of Raleigh is required to create a Consolidated Plan (ConPlan). The ConPlan serves as the City's application to the U.S. Department of Housing and Urban Development (HUD) for federal funding and provides a budget and framework for production goals to address the housing and community needs of low- and moderate-income (LMI) residents. This unified, coordinated vision is a result of input from residents, community development partners, and extensive research.

This 2026-2027 Annual Action Plan (AAP) represents the second year of the City's 2026-2030 ConPlan and identifies the City's priorities in terms of housing and community development needs for very-low-, low-, and moderate-income city residents and the strategies, resources, and networks that will be implemented to address these needs from July 1st, 2026 through June 30th, 2027. The AAP also serves as the City of Raleigh's application for federal funds for the following grants from HUD:

- Community Development Block Grant (CDBG);
- HOME Investment Partnership (HOME); and
- Emergency Solutions Grants (ESG).

In addition to these federal funding sources, local funding is also used to implement the plan.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

The primary housing challenge for Raleigh’s LMI residents is housing cost (see NA-05 of the 2026-2030 Consolidated Plan). Raleigh is one of the fastest-growing cities in the nation. The rapid population increase has led to rising land values and upward pressure on rents and home prices, as demand has outstripped supply. Incomes for lower-wage earners have failed to keep pace, with very low- (<50% of the Area Median Income, or “AMI”) and extremely low- (<30% AMI) income households most affected.

HUD considers a household cost-burdened when it spends more than 30% of its gross monthly income on housing costs. For homeowners, that includes principal, interest, taxes, and insurance. For renters, that includes rent plus utilities. A household is considered severely cost-burdened when it spends more than 50% of its gross monthly income on housing costs. According to the 2020-2024 American Community Survey estimates, 11% (22,785) of Raleigh’s 203,443 households have incomes below 30% AMI, and 12% (24,209 households) are severely cost-burdened. Certain groups, especially African Americans, are affected much more than white households.

Based on the needs identified through public and stakeholder input, as well as the data-driven Needs Assessment and Market Analysis in the 2026-2030 ConPlan, the City of Raleigh has established the following evidence-backed goals and strategies to be pursued in the 2026-2027 Annual Action Plan.

Five-Year Priority Needs and Strategic Goals

Priority Needs

The Consolidated Plan will focus on three Priority Needs over the next five years:

1. Housing options for households earning <30% of the AMI
2. Homelessness
3. Housing with access to employment, services, and amenities

Strategic Goals

To address these priority needs, this plan includes three Strategic Goals:

1. Increasing Affordable Housing Options
2. Prevent and Reduce Homelessness
3. Increase Housing Stabilization and Supportive Services

While some programs will be available to all income-eligible residents citywide, there will also be a geographic focus on the priority needs. The geographic focus areas include: The College Park Neighborhood Revitalization Strategy Area (NRSA); Citywide; and Downtown Neighborhoods.

Future Outcome 5-Year Estimates

This plan shows how much funding the City expects to have and what it plans to achieve with its programs. The City uses these projections to see how well the City is meeting the community's needs. By looking at how many people the City has helped in the past and how many the City expects to help in the future, the

City can improve its programs and make sure it's using the money wisely. Below, you'll find the City's plans for July 1st, 2026, to June 30th, 2027, based on the funds expected from local and federal sources.

City-Sponsored Production: FY 2026-2027 Estimates	
Housing Production Categories	Estimated Total
Rental Production: New Construction	308 units
Homebuyer Assistance	27 households served
Homeowner Rehabilitation	6 households served
Total	341 units

Public Services

- Homebuyer education course: 25 households
- Community Enhancement Grant: 1,100 people
- Human Services Grant: 2,800

Homelessness

- Overnight Shelter: 1,900 homeless individuals
- Rapid Rehousing: 10 homeless households

3. Evaluation of past performance

The City uses performance measurement to ensure programs are meeting community needs. This involves setting annual, measurable objectives for each program, collecting data, and analyzing it to determine effectiveness. The goal is to use analysis to improve programs and direct resources effectively. The primary programs administered by the Housing and Community Development Department and the number of affordable housing units produced by those programs over the year are listed in the following chart.

City-Sponsored Production: FY 2024-2025		
Housing Production Categories	One-Year Goal	Provided
Rental Production New Construction & Preservation of Existing Affordable Units	450 units	972 units
Homebuyer Assistance	28 households served	81 households served
Number of households supported through Rental Assistance	40 households served	98 households served
Homeowner Rehabilitation Limited Repair, Revitalization, & Substantial Rehabilitation	61 households served	30 households served
Total	579	1,181

Additionally, the City funds subrecipients that positively impact the community. A subrecipient, by HUD’s definition, is a nonprofit agency that provides community-based services that support LMI households earning less than 80% of the AMI. The following are for the categories of Public Services and Homelessness.

Public Services

- Community Enhancement Grant: 2,784 people (1-Year Goal – 2,641)

Homelessness

- Overnight Shelter: 744 people (1-Year Goal – 1,035)
- Rapid Rehousing: 86 households (1-Year Goal – 40)

Raleigh met or exceeded all of the annual goals except two:

The City did not meet the goal for the rehabilitation of existing units because of difficulties in securing certified contractors at an affordable price, largely due to the limited number of contractors and high demand for their services. Despite these challenges, in FY 2024-25, 17 low-income homeowners benefited from the Bond-funded Raleigh Home Revitalization Program. Thirteen households were assisted through the Homeowner Rehabilitation and Limited Repair programs.

The City did not meet the estimated goal for the number of individuals provided overnight shelter because funding originally proposed for white flag shelter was used instead to fill a funding gap for the South Wilmington Street Men’s Shelter, which serves fewer individuals.

This Annual Action Plan demonstrates the City’s commitment to improvement and adaptation by reflecting on past performance and emerging trends.

4. Summary of Citizen Participation Process and consultation process

Survey

From November 11 through December 31, 2025, the City surveyed the public on goals and priorities, receiving 561 responses. The survey was promoted on the City’s website, social media, email, and flyers. To gather comprehensive insights, representatives from various public and private agencies—including those involved with assisted housing, health services, social services, and homeless services—were invited to participate in the survey through the Continuum of Care.

Public Meetings and Hearings

Input from the general public and local organizations played a crucial role in developing the draft Annual Action Plan. The first public hearing was held on December 2, 2025, and the second will be held April 7, 2026, pending City Council authorization. Three public meetings were held in November and December 2025, and two more will be held in March 2026.

Advertising for the public meetings included the distribution of meeting flyers to community centers, emails via the Community Development email distribution list with over 7,400 subscribers, meeting advertisements on the City of Raleigh’s website, Facebook page with 40,000 followers, X account with over 114,000 followers, and via the City’s YouTube Channel with more than 7,000 followers. The Public Hearings are advertised in several local newspapers 12-14 days in advance.

Lead Agency: Raleigh’s Housing and Community Development Department

The Housing and Community Development Department is the primary agency leading the Annual Action Plan planning process, the drafting of the plan, and plan implementation. The Department will act as the primary liaison with other local public agencies and nonprofit and for-profit entities such as lenders, realtors, developers, builders, and city residents.

5. Summary of public comments:

All comments and an analysis of online survey responses have been added to the draft AAP as an attachment. The final day to submit written public comments is April 15, 2026.

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

All comments have been accepted.

7. Summary

The City held three public meetings in November and December 2025, one in-person and two virtual. Two public meetings will be held in March 2026 after the draft plan is published. The City held the first of two public hearings for the Annual Action Plan on December 2, 2025. The second one will be on April 7, 2026. The public hearings and meetings are advertised in newspaper announcements. An online survey was also used to solicit input from citizens and providers as part of the drafting process. A digital copy of the draft Annual Action Plan is available on the City website, and paper copies are available upon request.

AP-10 Consultation – 91.100, 91.200(b), 91.215 (I)

1. Introduction

The City is a partner within the Wake Continuum of Care (CoC) to enhance agency coordination and establish consensus on the needs of special populations, including individuals who are experiencing homelessness, have special needs, and/or have low incomes. An online survey was used to collect input in the draft process.

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(I)).

The City of Raleigh's Housing and Community Development Department actively and consistently involves the public in affordable housing and redevelopment initiatives. The department issues Requests for Proposals (RFPs) to nonprofit and for-profit affordable housing developers when disposing of City-owned sites and considers public response to proposals received. Redevelopment activity always includes a public process of well-publicized meetings open to the public using traditional newspaper postings, social media, and internet advertising. Staff maintain strong, long-standing partnerships with affordable housing providers, supportive housing organizations, and agencies serving individuals experiencing or at risk of homelessness. Regular communication is also maintained with Wake County Housing Affordability & Community Revitalization and Raleigh Housing Authority (RHA).

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 City is an active member of the Wake Continuum of Care (CoC). Full membership meetings of the CoC are held at least quarterly, with attendance ranging from 40-70 persons, including representatives from nonprofit agencies, government agencies, and members of the general public. Agencies receiving Emergency Solutions Grant (ESG) or HUD CoC funds must participate in the Homeless Management Information System (HMIS) and Coordinated Entry and use Vi-SPDAT as the intake tool to prioritize need. Members of the CoC have worked to transform the local homeless service delivery system into a Housing First, low-barrier model. Coordinated Entry is managed by Wake County Continuum of Care Department and is the first step to connect individuals and families experiencing housing crisis to appropriate service providers. The Coordinated Entry system uses information from HMIS to create a "by-name" list of homeless individuals. The by-name list contains information about the background and urgent service needs of each client. The CoC uses the by-name list to match clients with homeless service providers that can accommodate their needs.

The City helps fund efforts to address the needs of homeless individuals. City-funded efforts include:

- The City's Emergency Solutions Grant (ESG) entitlement funds are awarded through a competitive two-year RFP process done in partnership with Wake County.
- The City provides local funds to Oak City Cares to support their weekend and holiday meal distribution program; Catholic Charities to provide rapid re-housing and homelessness prevention services to homeless families with children; and the several Continuum of Care partner agencies, who receive funds to cover operational expenses associated with serving as the lead collaborative applicants for the Wake County CoC functions.
- The City provides CDBG funds to the South Wilmington Street Center, which provides emergency shelter for single men, and also has a focus on Veterans. In addition, the City provides CDBG funding to support emergency drop-in white flag shelter operations, given the need for additional emergency shelter beds.

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 City collaborates with Wake County Government in the release of a Request for Proposals (RFP) to fund housing and homeless services activities eligible for the Emergency Solutions Grants (ESG). The City contributes ESG entitlement funds, and the County contributes ESG and local funding. Agencies receiving funds through this RFP are required to use the HMIS, participate in Coordinated Entry (with the exception of

drop-in shelters, which are funded with local dollars), and adhere to the CoC's Written Standards. The City, the County, and the CoC use information from HMIS to determine if agency outcomes are meeting the standards established by the community to make homelessness rare, brief, and nonrecurring.

2. Describe Agencies, groups, organizations, and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?

RHA: Raleigh Housing Authority provided a portion of the narrative in this Annual Action Plan (AP-60) addressing the ongoing challenges of administering vouchers and managing several large public housing communities.

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

None.

Describe other local/regional/state/federal planning efforts considered when preparing the Plan.

Name of Planning Effort: Wake County Continuum of Care

Lead Organizations: Wake County

AP-12 Participation – 91.105, 91.200(c)

Summary of citizen participation process/Efforts made to broaden citizen participation

The citizen participation process includes the following:

- Two public hearings (December 2nd, 2025, and April 7th, 2026)
- Online survey – November 11th through December 31st, 2025
- Draft Annual Action Plan being made available to the public for comment (30 days) – March 12th through April 15th, 2026
- There were three Annual Action Plan public meetings on November 25th and 26th, and December 3rd, 2025: one in-person and two virtual. Two will be held in March 2026 following the release of the draft plan.

The City of Raleigh's multi-faceted citizen participation process aids City staff in determining which populations and neighborhoods to focus on in the Annual Action Plan, ultimately impacting goal setting. Citizen participation also helps city staff determine which types of programs best serve low-income and homeless populations.

Citizen Participation Outreach

1. Public Hearing: Non-targeted/broad community

- Summary of response/attendance
- City Council Chambers; December 2nd, 2025; One Comment
- Summary of Comments Received
- See attachment for transcript

2. Public Hearing (**Upcoming**): Non-targeted/broad community
 - Summary of response/attendance
 - City Council Chambers; April 7th, 2026
 - Summary of Comments Received
 - An attachment of the transcript will be included in the final report
3. Internet Outreach: Non-targeted/broad community
 - Summary of response/attendance
 - Online surveys in multiple languages
 - Draft was posted on the City website with comments received through Housing@raleighnc.gov
 - Summary of Comments Received
 - Analysis of online survey responses
4. Public Meetings: Non-targeted/broad community
 - Summary of response/attendance
 - Summary of Comments Received
 - See attachment for presentations

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

Introduction

The City of Raleigh expects to receive approximately \$18 million in federal and local funds for housing and community development for the 2026-2027 Fiscal Year. Around 29% of the funding will come from federal sources. The City will continue using federal funding to support the creation and preservation of affordable housing including rental development, infrastructure improvements, homeowner rehabilitation, and homebuyer assistance programs.

Public service grants funded by Community Development Block Grant (CDBG) will include Community Enhancement Grants (CEG), South Wilmington Street Center, White Flag shelter, and homebuyer counseling. Emergency Solutions Grant (ESG) funds will continue to fund services assisting those experiencing or at risk of homelessness. HOME will support the creation and preservation of affordable housing and rental assistance.

In 2024, the City was approved by HUD to receive \$14.2 million in additional assistance through the Section 108 Loan Guarantee program, and a Section 108 loan pool is being created to make equitable investments in economic, housing, and community development projects. The Section 108 Loan Pool can be used for the following activities: acquiring land for redevelopment, revitalizing housing stock, developing new public facilities, directly assisting businesses and nonprofits, and funding real estate development projects. Projects funded through the Section 108 Loan Pool will benefit city residents by providing opportunities for low- and moderate-income (LMI) residents to access permanent residential housing, public facilities, or permitting other economic development activity to take place. Individual projects will be evaluated by a loan investment committee led by the Housing and Community Development Department and

comprised of City and community representatives.

The City administers the Human Services Agency Grant, which allocates \$1.4 million in local funds to the program each year. The Human Services Agency Grant is awarded to local nonprofit agencies. The funding supports direct services to older adults (age 55 and older), youth (age 19 and younger), persons with disabilities, persons with a substance use disorder, and people experiencing housing insecurity. Programs funded through the Human Services Agency Grant must benefit low-income persons and residents of Raleigh.

In addition to federal funding sources, local funding and leveraging City-owned land are also used to implement the City of Raleigh's Consolidated Plan strategies. More than \$11 million is generated annually through the Penny for Housing, a one-cent property tax increase approved by voters in 2016. The Penny for Housing funds are primarily used for the creation of affordable housing. However, in 2026-2027, \$3.6 million of this local funding will be utilized for the City's homelessness response.

Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Consolidated Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition, Admin and Planning, Housing, Site Improvements, Public Services, Overnight shelter	\$2,851,817	\$150,000	0	\$3,001,817	\$8,555,451	Projection based on the previous federal fiscal year allocation.
HOME	public - federal	Admin and Planning, Homebuyer assistance, Homeowner rehab, Multifamily rental new construction, Multifamily rental rehab, Tenant-Based Rental Assistance	\$ 1,359,801	\$ 600,000	0	\$1,959,801	\$ 4,079,403	Projection based on the previous federal fiscal year allocation.
ESG	public - federal	Overnight shelter, Rapid re-housing (rental assistance), HMIS data management	\$252,878	\$0	\$0	\$252,878	\$758,634	Projection based on the previous federal fiscal year allocation.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of Consolidated Plan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other-Penny for Housing Tax	Public-local	Homeowner rehab, Housing, Multifamily rental new construction, Multifamily rental rehab, Homelessness Services	\$11,721,635	0	0	\$11,721,635	\$33,795,362	One-cent property tax approved by voters in 2016.
General Fund - Human Services Agency Grant	Public-Local	Grants to non-profits providing direct services to low-income residents	\$1,457,350	\$0	\$0	\$1,457,350	\$3,739,374	General Funds allocated annually by City Council
Section 108	Public-Federal	Acquisition of Real Property, Housing Rehabilitation, Special Economic Development, Public Facilities and Improvements	\$14,200,000	\$0	\$0	\$14,200,000	\$14,200,000	Section 108 offers state and local governments the ability to transform a small portion of their (CDBG) funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects.

TABLE 1 - PRIORITIES

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 will be used to leverage other funds in the following ways:

- Affordable housing development activities include loans to private developers that build or preserve affordable rental units. The City provides funding to developers that receive federal Low-Income Housing Tax Credits (LIHTC) for rental development projects. The city loans serve as gap financing and cover any financing gaps that developers could not borrow from commercial lenders or obtain through other financing options. In this way, the loans provided by the City leverage both private dollars from developers in the form of equity, market-rate loans, and public dollars from the LIHTC program. Some rental development projects may receive funding from other government entities, such as the North Carolina Housing Finance Agency (NCHFA) and Wake County.
- ESG funds leverage funding for programs that assist homeless individuals and families. ESG requires dollar-for-dollar match – either from the City or from local Subrecipients. Every two years, the City collaborates with Wake County to issue an RFP for homeless and affordable housing services.
- CDBG and HOME funds can be used to provide homebuyer assistance and leverage private financing obtained by homebuyers. CDBG funds are also used to fund rehabilitation of owner-occupied substandard housing. These CDBG and HOME funds leverage investments from private developers. Local funds will provide a match for HOME funds.
- The Community Enhancement Grant Program (CEG) awards CDBG funds to nonprofits to administer public services to low-income residents and can be used to cover up to 50% of the program costs. Nonprofit awardees must match 50% or more of the program funding with funding from other sources. The City’s Human Services Agency Grant provides more than \$1 million to non-profits that serve low-income Raleigh residents who are older adults, youth, experiencing housing insecurity, have a disability, or have a substance abuse disorder.
- Future homeowners use private lenders for first mortgage loans and supplement with the City’s homebuyer assistance programs to close the gap in the resources needed to secure their first homes. The homebuyer assistance funding can be used to cover down-payment costs associated with purchasing a home.

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

East College Park

In 2016, the City started construction on the largest infrastructure project it has implemented with CDBG funds. Single-family infill construction, the first housing component of the East College Park development, is complete. The City is utilizing a Neighborhood Revitalization Strategy Area (NRSA) designation from HUD to manage a mix of 60% of

homebuyers under 80% of the area median income (AMI) and 40% of homebuyers unrestricted by income limits to provide a range of incomes to have access to homeownership. The second component was originally conceived as a townhome development; however, the agreement with Evergreen Construction was terminated due to concerns around the feasibility of the project.

In collaboration with the Parks, Recreation, and Cultural Resources Department, a new park was opened in 2022

West Idlewild

The West Idlewild area has been a focus area for many years. In February 2024, City Council authorized the execution of an Option to Purchase with the Raleigh Area Land Trust, Inc. (RALT), a local non-profit developer for three City-owned sites of 1.17 acres. The proposed project, known as the Cottages of Idlewild, will include 18 affordable units (14 for-sale and 4 rental) ranging from up to 30% to 80% of AMI through a Community Land Trust model, which provides long-term affordability at a minimum of 99 years. The project is currently under construction.

Downtown Neighborhoods

The Downtown area has been a focus area for City redevelopment for years. The City will enter into land leases for several properties in the area through a Request for Proposal (RFP) process. These properties are projected to produce affordable multifamily rental housing. The following are sub-areas within Downtown:

- **East-Cabarrus:**

The City Housing and Community Development Department (Department) issued a Request for Proposals (RFP) in the fall of 2024 for the East-Cabarrus site for the development of affordable rental housing. The City received eight (8) proposals in response. Following evaluation, staff selected Local Post as the preferred development partner and is currently engaged in active discussions regarding project design and overall feasibility. Staff anticipates bringing the development partner recommendation to Council for approval this calendar year.

- **Bloodworth:**

The Bloodworth parcels, 424 and 428 S. Bloodworth Street, totaling approximately 0.12 acres, are City-owned sites. The City Council designated the parcels as surplus, authorizing staff to negotiate sales of these properties under land disposition methods available to the City under state law for the intended use of affordable homeownership development.

Habitat for Humanity of Wake proposes to pay \$100,000 for each Bloodworth Cluster parcel for a total of \$200,000 and to construct two affordable units on each parcel for a total of four affordable units in the form of two-family attached homes (i.e., duplexes) for low-income first-time homebuyers. Two units would be sold to households earning up to 60% of the AMI and two units to households earning up to 80% AMI. The proposed development will result in newly constructed affordable ownership units and supports the City's goal of increasing the supply of affordable housing.

- **15 Summit Avenue:**

The City Housing and Community Development Department is partnering with a non-profit to build a 10-unit tiny home, cottage court rental community for individuals experiencing homelessness or housing insecurity.

Small-Scale Rental

In 2021, the City piloted a Small-Scale Rental Development program combining funds from the 2020 Affordable Housing Bond and City-owned lots in downtown Raleigh.

The Small-Scale Rental program aims to build on the City's zoning changes that allow "missing middle" housing to be built on lots zoned for single-family residential in order to create rental options that are affordable to low-income households.

The Small-Scale Rental Development program is open to non-profit developers of affordable housing and for-profit developers partnering with a mission-driven non-profit.

In July 2022, the City awarded \$2 million, and in May 2023 an additional \$1.3 million was awarded for a total of \$3.3 million in funds to Southeast Raleigh Promise, Inc. (SERP). In September 2025, SERP closed on their City of Raleigh loan and executed the land-lease for 9 city-owned parcels to develop 25 affordable rental units in Southeast Raleigh.

In addition, in May 2023, the City awarded \$700,000 to CASA, a local nonprofit, to develop 9 affordable rental supportive units for young adults transitioning out of foster care located at 601 Method Road. This project started welcoming the first residents in the fall of 2025.

2025 Raleigh City Council authorized \$2.2 million to Healing Transitions, a local nonprofit, for the development of 17-unit affordable recovery-oriented rental housing community. Construction is expected to begin in 2026.

The City will continue to explore small-scale opportunities with community developers.

Discussion

The City of Raleigh anticipates approximately \$18 million in the 2026-27 Fiscal Year for affordable housing and community development, with roughly 29% from federal sources. Federal funds will support affordable housing creation and preservation, public service grants, homelessness services, and rental assistance. Local funding, primarily from the Penny for Housing property tax, will contribute over \$11 million, focusing on affordable housing creation and homelessness services. The City also utilizes City-owned land to help implement the plan.

AP-20 Annual Goals and Objectives

1 Year Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	1-Year Funding	1-Year Goal Outcome Indicator
1	Increase Affordable Housing Options	2026	2027	Affordable Housing	CITYWIDE COLLEGE PARK DOWNTOWN NEIGHBORHOODS	Housing Options for HHs Earning <30% AMI Homelessness Housing Located Near Employment	HOME: \$2,004,208 CDBG: \$1,524,243 City of Raleigh Affordable Penny for Housing Tax: \$8,061,635 Bond Revenue: \$1,170,000 Section 108: \$14,200,000	Rental units constructed or preserved: 308 Household Housing Units Homeowner Housing Rehabilitated: 7 Housing Units Direct Financial Assistance to Homebuyers: 27 Households Assisted Buildings Demolished: 1 Building Acquisition of Existing Units: 1 Unit
2	Prevent and Reduce Homelessness	2026	2027	Homeless	CITYWIDE	Homelessness	ESG: \$252,878 HOME: \$300,000 CDBG: \$200,000 City of Raleigh Affordable Penny for Housing Tax: \$3,660,000	Rapid Rehousing: 10 Households Assisted Individuals provided Street Outreach: 80 Households prevented, diverted, and rapidly exited from homelessness: 170 Person Experiencing Homelessness Provided Overnight Shelter: 1,400 Persons Assisted Tenant-Based Rental Assistance: 22 households assisted Drop-In Shelter: 1,200

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	1-Year Funding	1-Year Goal Outcome Indicator
3	Increase Housing Stabilization & Supportive Services	2026	2027	Non-Housing Community Development Homeless Non-Homeless Special Needs	CITYWIDE	Household Options for HHs Earning <30% AMI Homelessness	CDBG: \$797,609 HOME: \$135,558 City-Funded Human Services Grant: \$1,457,350	Public service activities other than Low/Moderate Income Housing Benefit (CEG, Homebuyer Counseling): 1,125 Persons Assisted Human Services Grant: 2,000 persons assisted Fair Housing Activities

TABLE 2 – GOALS SUMMARY

Goal Descriptions

1	Goal Name	Increase Affordable Housing Options
	Goal Description	In response to the escalating disparity between affordable housing needs and income growth, the City of Raleigh will commit significant funding over the next five years to the creation and preservation of affordable housing. The development of rental units will be prioritized to maximize unit creation and ensure long-term affordability. Preservation initiatives to prevent displacement will encompass homeowner rehabilitation, homebuyer assistance for down payments, and the acquisition and rehabilitation of existing affordable housing stock. Infrastructure, land acquisition, demolition, and relocation are additional activities that will support the development of affordable housing. Funding will be provided by HOME, the CDBG, and the local Penny for Housing property tax.
2	Goal Name	Prevent and Reduce Homelessness
	Goal Description	This goal addresses enhancing the continuum from shelter to permanent housing for people who are experiencing sheltered and unsheltered homelessness. The City will prioritize the availability of solutions and housing-focused low-barrier housing. Continued partnership with Wake County, Continuum of Care, and providers will be critical to strengthening the county-wide system. A mix of federal and local funds will be utilized, including ESG and CDBG.
3	Goal Name	Increase Housing Stabilization & Supportive Services
	Goal Description	Through meeting the needs of those in the community through services and resources, the City of Raleigh seeks to provide quality-of-life improvements in people’s lives through initiatives including support for non-profit programs, housing counseling, landlord engagement, programmatic and housing support for people with disabilities, and public engagement outreach about available housing and resources and programs. The source of funds will be CDBG and the locally funded Human Services Grants.

TABLE 3 – GOAL DESCRIPTIONS

AP-35 Projects – 91.220(d)

Introduction

An Annual Action Plan (AAP) is required for each year of the Five-Year Consolidated Plan. This AAP covers July 1, 2026, through June 30, 2027, and is the second year of the City’s 2026-2030 Consolidated Plan. The AAP implements strategies outlined in the Consolidated Plan by addressing the housing needs of very low-, low-, and moderate-income citizens of Raleigh. The AAP enables investors, nonprofit organizations, program administrators, elected officials, and concerned citizens to work with the City to develop affordable housing and community development programs.

In FY 2026-27, the City will increase the supply of affordable housing through the homeowner rehabilitation program, homebuyer assistance (for down payment assistance and second mortgages), and the development of affordable rental units.

From homelessness prevention to rapid rehousing, the federal Emergency Solutions Grant helps fund non-profits serving people at-risk of or experiencing homelessness. On April 16, 2025, the City issued a Request for Proposals in partnership with Wake County, which made funding available to support homelessness prevention, rapid rehousing, emergency shelter, street outreach, and/or Homeless Management Information System (HMIS) administration.

The following organizations were selected for funding from the City's Emergency Solutions Grant (ESG) allocation [see table 4],

Agency	Approximate Award (year 2)	Use of the Funds
Haven House, Inc.	\$176,378	Rapid Rehousing and Street Outreach
Wake County Continuum of Care Department	\$76,500	Homeless Management Information System (HMIS) administration.
Total City ESG Funding	\$252,878	

TABLE 4 - COMBINED RFP FOR SECOND YEAR (OF TWO): CITY OF RALEIGH ESG

The City will fund homebuying counseling, the Human Services Grant, operating costs of the South Wilmington Street Center, and the Community Enhancement Grant (CEG). The CEG funds are awarded to local agencies that provide innovative services for low-income persons or “special populations” such as those with special needs, youth, and the elderly. The Human Services Grant makes funding awards to non-profits that serve low-income Raleigh residents who are older adults, youth, experiencing housing insecurity, have a disability, or have a substance abuse disorder.

The following are the proposed nonprofits recommended for funding for CDBG public service funding through the CEG program for FY2026-2027. [See table 5]. *These will be provided once recommendations have been completed.

Agency	Recommended Award	Use of the Funds
TBD	\$	
TBD	\$	

TBD	\$	
TBD	\$	
Total	\$200,000	

TABLE 5 - COMMUNITY ENHANCEMENT GRANT: SELECTIONS FOR FUNDING

The projects listed below are funded with only federal funds or a combination of federal and local funds in the Annual Action Plan year.

Projects

#	Project Name
1	Housing Rehabilitation- 26/27
2	Homebuyer Assistance- 26/27
3	Rental Development- 26/27
4	Pub Works/Site Improvements- 26/27
5	Acquisition- 26/27
6	Demolition- 26/27
7	Admin- 26/27
8	HESG- 26/27
9	Public Services- 26/27
10	Contractual Services – 26/27 - Loans
11	Contractual Services – 26/27 - Homelessness
12	Tenant-Based Rental Assistance – 26/27
13	HUD Section 108 – 26/27

TABLE 6 – PROJECT INFORMATION

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

All allocation priorities support the overall priorities of the Consolidated Plan and address underserved needs of lack of affordable housing, homeless services, and housing, as well as supportive housing and services. The main obstacle in addressing underserved needs is that the needs of the community outweigh the funding available to address them.

1	Project Name	Housing Rehabilitation-26/27
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing options for households earning <30% AMI

	Funding	CDBG: \$549,208 Local General Fund: \$100,000
	Description	Rehabilitation of substandard housing.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 7 low-income homeowners will benefit from the City's housing rehab programs: 5 low-income homeowners will benefit from CDBG-funded substantial rehabilitation; and 2 low-income homeowners will benefit from CDBG-funded limited repair program.
	Location Description	Citywide
	Planned Activities	Approximately 7 housing units to be rehabilitated.
2	Project Name	Homebuyer Assistance- 26/27
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing with access to employment, services, and amenities
	Funding	CDBG: \$1,215,000 + CDBG Program Income: \$150,000 = \$1,365,000 total
	Description	Down payment assistance and second mortgages to LMI homebuyers.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 27 LMI homebuyers will benefit from homebuyer assistance: from the CDBG-funded Citywide program.
	Location Description	Citywide, including targeted areas in the planned Bus Rapid Transit corridors.
	Planned Activities	27 households will receive down payment assistance and second mortgages through homebuyer assistance.
3	Project Name	Rental Development- 26/27
	Target Area	CITYWIDE DOWNTOWN NEIGHBORHOODS
	Goals Supported	Increase Affordable Housing Options

	Needs Addressed	Housing options for households earning <30% AMI Housing with access to employment, services, and amenities
	Funding	Local General Fund: \$7,761,635 Bond Revenue: \$705,000 <ul style="list-style-type: none"> ○ Rental Units – \$300,000 ○ Repairs, maintenance, and capital improvements - \$405,000 HOME: \$720,272 + HOME – CHDO: \$203,970 = \$1,524,243 total
	Description	Funding of the development/production of affordable rental housing. Includes \$705,000 in Bond Revenue rental development, for maintenance, capital improvements, and repair of city-owned rental units. \$203,970 is reserved for Community Housing Development Organization (CHDO)
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 308 housing units will be constructed to benefit LMI households.
	Location Description	CITYWIDE DOWNTOWN NEIGHBORHOODS
	Planned Activities	Creation of affordable rental units. Out of the HOME funding total, \$203,970 will be provided for Community Housing Development Organization (CHDO) activities.
4	Project Name	Pub Works/Site Improvements – 26/27
	Target Area	COLLEGE PARK NRSA, CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing options for households earning <30% AMI Housing with access to employment, services, and amenities Homelessness
	Funding	CDBG: \$40,000
	Description	Funding for site improvements and homeless shelter facilities, if necessary.
	Target Date	6/30/2027

	Estimate the number and type of families that will benefit from the proposed activities	Road improvements related to the East College Park repaving project will have an area-wide benefit. Improvements to homeless shelter facilities may benefit households experiencing homelessness.
	Location Description	Proposed area: East College Park, Citywide
	Planned Activities	Funding for site improvements and homeless shelter facilities, if necessary.
5	Project Name	Acquisition – 26/27
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing options for households earning <30% AMI Housing located near employment
	Funding	CDBG: \$25,000
	Description	Acquisition of property to benefit Low/Mod Renters.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Future acquisitions will support LMI housing benefit.
	Location Description	Citywide
Planned Activities	Targeted acquisition to support ongoing projects.	
6	Project Name	Demolition – 26/27
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing located near employment
	Funding	CDBG: \$25,000
	Description	Demolition for redevelopment.

	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Area-wide benefit
	Location Description	Citywide
	Planned Activities	N/A
7	Project Name	Admin– 26/27
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options, Prevent and Reduce Homelessness, Increase Housing Stabilization and Supportive Services.
	Needs Addressed	Housing options for households earning <30% AMI, Housing located near employment, Homelessness
	Funding	CDBG: \$569,837 HOME: \$135,164 Bond Revenue: \$165,000
	Description	Administration Costs, including admin for a new bond, and support for the fair housing conference (\$5,000) from CDBG.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	These are administrative costs that allow the City to carry out activities proposed in this plan. This includes loan services to the City's affordable housing loan portfolio.
	Location Description	Citywide
	Planned Activities	Eligible costs to administer federal grants and locally funded housing initiatives.
8	Project Name	HESG- 26/27
	Target Area	CITYWIDE

	Goals Supported	Prevent and Reduce Homelessness
	Needs Addressed	Homelessness
	Funding	ESG: \$252,878
	Description	HESG funds will be used to provide: Rapid Rehousing, Street Outreach, and HMIS administration.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	10 households will receive rapid-rehousing assistance, and 80 individuals will receive street outreach services.
	Location Description	Citywide
	Planned Activities	HESG funds will be used to provide: Rapid Rehousing, Street Outreach, and HMIS administration.
9	Project Name	Public Services – 26/27
	Target Area	CITYWIDE
	Goals Supported	Prevent and Reduce Homelessness, Increase Housing Stabilization and Supportive Services
	Needs Addressed	Homelessness
	Funding	CDBG: \$427,772 General Fund - Human Services Grant: \$1,457,350 Bond Revenue: \$30,000
	Description	Public Service Activities - Community Enhancement Grants – Non-Profit Support and Emergency Shelter Support. Human Services Grants.
	Target Date	6/30/2027

	Estimate the number and type of families that will benefit from the proposed activities	<p>Approximately 1,100 LMI individuals will benefit from public services through the Community Enhancement Grant.</p> <p>Homebuyer counseling will assist approximately 25 people</p> <p>The men's shelter will assist approximately 700 people</p> <p>The white flag shelter will assist approximately 700 people</p> <p>The Human Services Grant will assist approximately 2,800 people</p>
	Location Description	Citywide
	Planned Activities	Federal CDBG funding will go toward Homebuyer Counseling (\$57,772); South Wilmington St. Men's Shelter Operations (\$100,000); the Community Enhancement Grant (\$200,000) agency funding recommendations, and white flag shelter support (\$100,000).
10	Project Name	Contractual Services – 26/27 – Loans
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing options for households earning <30% AMI
	Funding	<p>Bond Revenue: \$300,000</p> <p>General Fund: \$200,000</p>
	Description	Funding for legal fees associated with loan document preparation, loan closings, etc.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	The legal services provided support the other programs (Homebuyer Assistance, Rental Development, Rehabilitation, etc.)
	Location Description	Citywide
	Planned Activities	Fund the legal services for programs including Homebuyer Assistance, Rental Development, Rehabilitation, etc.
11	Project Name	Contractual Services – 26/27 – Homelessness

	Target Area	CITYWIDE
	Goals Supported	Prevent & Reduce Homelessness
	Needs Addressed	Homelessness, Housing options for households earning <30% AMI
	Funding	General Fund: \$3,410,000
	Description	Funding for homelessness response services
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Households prevented, diverted, and rapidly exited from homelessness: 150 Eviction Prevention Legal Services: 20 Drop-In Shelter: 1200
	Location Description	Citywide
	Planned Activities	Services include eviction legal assistance, drop-in shelter support, diversion, and planning.
12	Project Name	Tenant-Based Rental Assistance (TBRA)
	Target Area	CITYWIDE
	Goals Supported	Prevent and Reduce Homelessness, Increase Housing Stabilization and Supportive Services
	Needs Addressed	Homelessness, Housing options for households earning <30% AMI
	Funding	HOME: \$300,000 General Fund: \$250,000
	Description	The Tenant-Based Rental Assistance (TBRA) program provides rental-housing subsidies and security deposits to eligible individuals and families experiencing homelessness in addition to low-income households.
	Target Date	6/30/27
	Estimate the number and type of families that will benefit from the proposed activities	22 low-income families may be assisted
	Location Description	Citywide

	Planned Activities	TBRA vouchers
13	Project Name	HUD Section 108
	Target Area	CITYWIDE
	Goals Supported	Increase Affordable Housing Options
	Needs Addressed	Housing options for households earning <30% AMI Housing with access to employment, services, and amenities Housing located near employment
	Funding	Section 108: \$14,200,000
	Description	To provide Section 108 loan pool funding for specific projects.
	Target Date	6/30/27
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	Citywide
	Planned Activities	The city will establish a Section 108 Loan Pool to support projects that increase affordable housing, create/retain jobs, and advance equitable development opportunities. Specific projects selected for the Section 108 Loan Pool funding will be identified through an application process.

TABLE 7 – PROJECT TABLE

AP-50 Geographic Distribution

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

College Park NRSA (see map below):

East College Park

In 2016, the City started construction on the largest infrastructure project it has implemented with CDBG funds. Single-family infill construction, the first housing component of the East College Park development, is complete. The City is utilizing a Neighborhood Revitalization Strategy Area (NRSA) designation from HUD to manage a mix of 60% of homebuyers under 80% of the area median income (AMI) and 40% of homebuyers unrestricted by income limits to provide a range of incomes to have access to homeownership. The second component was originally conceived as a

townhome development; however, the agreement with Evergreen Construction was terminated due to concerns around the feasibility of the project.

In collaboration with the Parks, Recreation, and Cultural Resources Department, a new park was opened in 2022.

West Idlewild

The West Idlewild area has been a focus area for many years. In February 2024, City Council authorized the execution of an Option to Purchase with the Raleigh Area Land Trust, Inc. (RALT), a local non-profit developer for three City-owned sites of 1.17 acres. The proposed project, known as the Cottages of Idlewild, will include 18 affordable units (14 for-sale and 4 rental) ranging from up to 30% to 80% of AMI through a Community Land Trust model, which provides long-term affordability at a minimum of 99 years. The project is currently under construction.

Downtown Neighborhoods (see map below)

The Downtown area has been a focus area for City redevelopment for years. The City will enter into land leases for several properties in the area through a Request for Proposal (RFP) process. These properties are projected to produce affordable multifamily rental housing. The following are sub-areas within Downtown:

- **East-Cabarrus:**

The City Housing and Community Development Department (Department) issued a Request for Proposals (RFP) in the fall of 2024 for the East-Cabarrus site for the development of affordable rental housing. The City received eight (8) proposals in response. Following evaluation, staff selected Local Post as the preferred development partner and is currently engaged in active discussions regarding project design and overall feasibility. Staff anticipates bringing the development partner recommendation to Council for approval this calendar year.

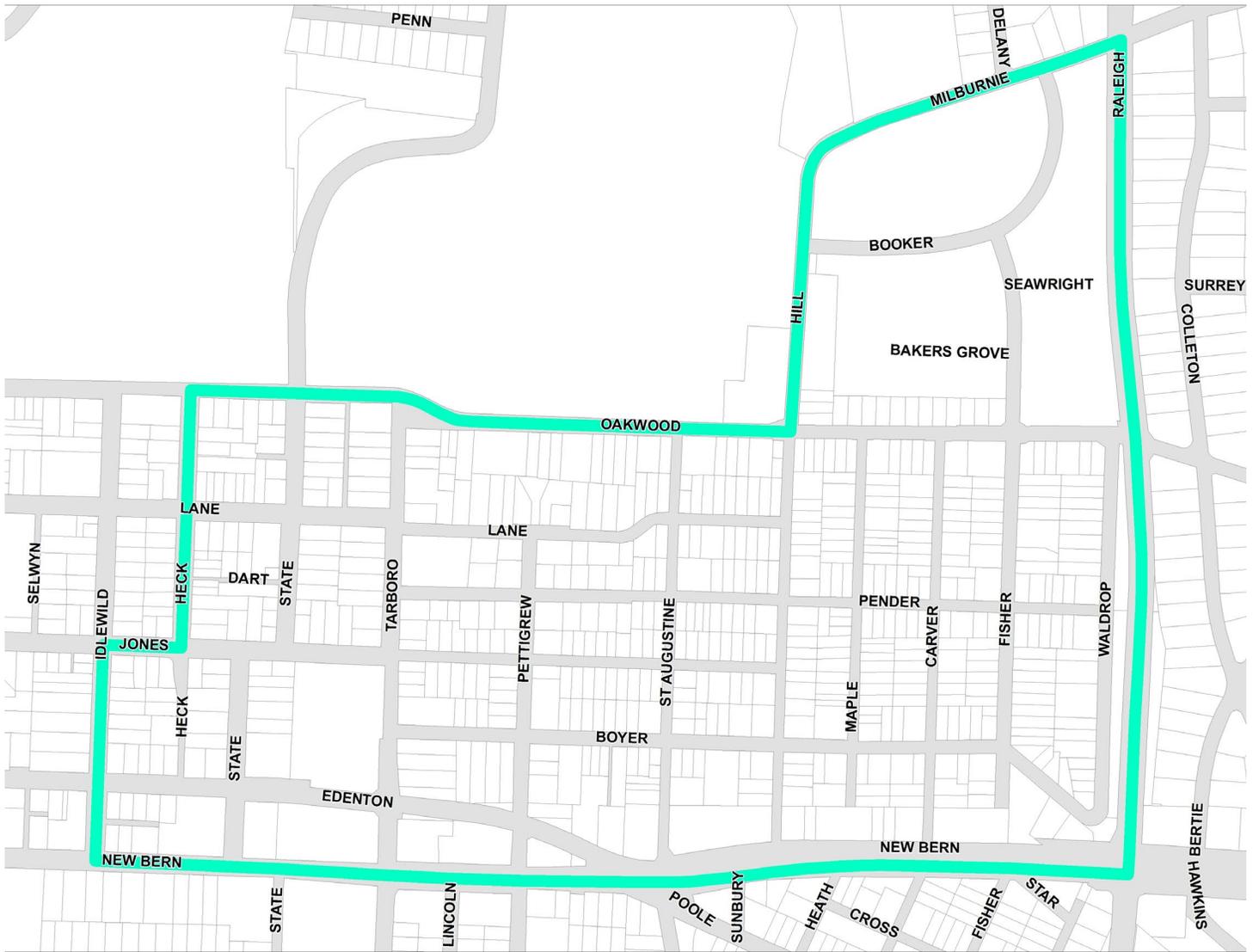
- **Bloodworth:**

The Bloodworth parcels, 424 and 428 S. Bloodworth Street, totaling approximately 0.12 acres, are City-owned sites. The City Council designated the parcels as surplus, authorizing staff to negotiate sales of these properties under land disposition methods available to the City under state law for the intended use of affordable homeownership development.

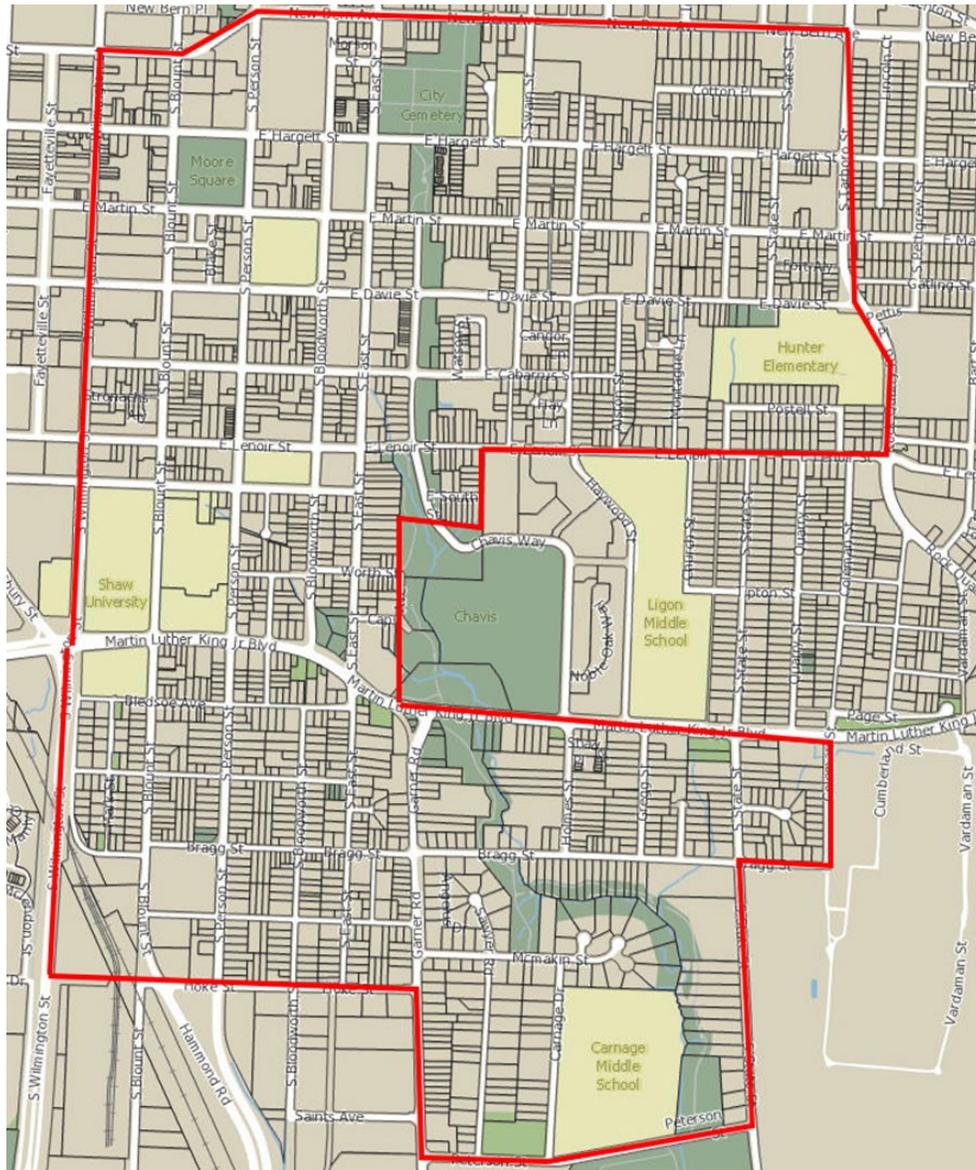
Habitat for Humanity of Wake proposes to pay \$100,000 for each Bloodworth Cluster parcel for a total of \$200,000 and to construct two affordable units on each parcel for a total of four affordable units in the form of two-family attached homes (i.e., duplexes) for low-income first-time homebuyers. Two units would be sold to households earning up to 60% of the AMI and two units to households earning up to 80% AMI. The proposed development will result in newly constructed affordable ownership units and supports the City's goal of increasing the supply of affordable housing.

- **15 Summit Avenue:**

The City Housing and Community Development Department is partnering with a non-profit to build a 10-unit tiny home, cottage court rental community for individuals experiencing homelessness or housing insecurity.



College Park Neighborhood Revitalization Strategy Area



Downtown Neighborhoods Geographic Priority Area

Citywide:

City-owned properties are being sold to create affordable housing developments throughout the City of Raleigh. The City of Raleigh is focusing on creating affordable housing through rental development. Rental Development loans are applied citywide. Homeowner Rehabilitation programs (Substantial and Limited Repair) and the Homebuyer Assistance program can be used by residents anywhere in Raleigh. Furthermore, funding awarded for non-profit services, and homebuyer counseling benefits Raleigh residents regardless of where they live in the city. Because most of Community and Small Business Development's programs are not bound by a specific target area, the majority of funding is described as "citywide".

Geographic Distribution

Target Area	Percentage of Funds
DOWNTOWN NEIGHBORHOODS	10
CITYWIDE	80
COLLEGE PARK NRSA	10

TABLE 8 - GEOGRAPHIC DISTRIBUTION

Rationale for the priorities for allocating investments geographically

Historically, the City of Raleigh has invested Community Development Block Grant (CDBG) funds in focus areas, including the College Park Neighborhood Revitalization Strategy Area (NRSA) created in 2016 and the neighborhoods surrounding downtown. The Downtown Neighborhoods area encompasses several projects planned and underway.

In recent years, a greater percentage of federal funding (CDBG, HOME) has been given to affordable rental development and rehab. The affordable apartment development is not isolated to the NRSA, in part due to the Affordable Housing Location Policy, and may occur in any area throughout the city. Therefore, the "Citywide" designation has grown as a percentage of geographic distribution. ESG funds are used to serve a population that is not tied to any specific area and are considered "Citywide."

Discussion

The City of Raleigh will continue to build on success in its geographic allocation of housing and community development investments throughout the City and in priority areas. In recent years the City has introduced downpayment assistance and homeowner rehabilitation programs set aside for areas within the planned Bus Rapid Transit corridors to offset potential impacts from this major investment.

AP-55 Affordable Housing

Introduction

The one-year goals for affordable housing are outlined below.

One Year Goals for the Number of Households to be Supported	
Homeless	2,882
Non-Homeless	4,080
Special-Needs	207
Total	7,059

TABLE 9 - ONE YEAR GOALS FOR AFFORDABLE HOUSING BY SUPPORT REQUIREMENT

Homeless Shelter Support

Approximately 1,900 people experiencing homelessness will be served in the coming year through overnight shelter, including white flag, by providing funding for meals and shelter operating costs. Local funds are also allocated to drop-in shelter support.

Additional Housing Support

The goal for special needs households supported estimates the number of units to be developed for special needs populations based on previous years, particularly the Human Services Agency Grant program. Special needs households include the elderly, persons with mental, physical, and developmental disabilities, persons with alcohol or other addictions, persons with HIV/AIDS, and victims of domestic violence. For most of these populations, the City of Raleigh can only report on these populations if they are self-identified.

One Year Goals for the Number of Households Supported Through	
Rental Assistance	32
The Production of New Units	308
Rehab of Homeowner-Occupied Housing	7
Acquisition of Existing Units	1
Total	348

TABLE 10 - ONE YEAR GOALS FOR AFFORDABLE HOUSING BY SUPPORT TYPE

The one-year goal of households supported through “Rental Assistance” is an estimation of the households to be assisted through ESG rapid re-housing and Tenant-Based Rental Assistance. The goal for “the Production of New Units” estimates the number of new units to be constructed from CDBG, HOME, and the Penny for Housing tax funds. The goal for the “Rehab of Existing Units” estimates the number of homeowners that will receive funding to rehabilitate their homes through the Substantial, Revitalization, and Limited-Repair programs. The City’s Limited Repair Rehab program provides forgivable loans to very low-income, elderly and/or disabled owner households, with priority given to those who are elderly or disabled.

Discussion

Like many cities nationwide, Raleigh faces a growing housing affordability crisis. Population growth, escalating development costs, and other factors have driven up rents and home prices, outpacing income increases. The relative affordability of a region is determined by the interplay of demand, supply, development costs, and household income.

In Raleigh, the median home value, adjusted for inflation, surged by 40.5% between 2013 and 2023, while median rent increased by 25.9%. In contrast, median income rose only 16.5%, with the majority of this growth concentrated among high-income families. This disparity indicates a significant decline in housing affordability, particularly for low- and moderate-income households.

The rising cost of housing has also presented challenges for affordable housing developers, compounded by reductions in federal funding. To address this, the City of Raleigh is increasing local investments, utilizing city-owned land for affordable housing development, and actively seeking strategies to preserve and expand affordable housing options in high-cost and transit-accessible areas.

AP-60 Public Housing

Introduction

The ability to serve families in need of subsidized housing depends on federal appropriations. Budgetary constraints on the federal level directly impact RHA. RHA operates conventional and incentive public housing, as well as tenant-based and project-based vouchers. RHA waiting lists last opened in June 2025 and have since closed. Individuals interested in

applying are encouraged to submit applications for all programs in which they wish to participate when wait lists are open as this provides the greatest number of options to the family. Each program and site operates its own wait list. Waiting lists have a one-in, one-out process, which means that in order to house a family from the waiting list, another family must first vacate the home. Wait times are pending the rate of turnover and vary based on family size and need. Currently, the typical Wake County family will wait between one and five years.

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

RHA receives HUD funding through the Capital Fund Program (CFP) to assist with unit modernization, development, and maintenance costs of public housing units community-wide. The following Capital Fund work items are either underway or recently completed:

- Installation of security cameras throughout sites as needed.
- Interior and exterior modernization activities in vacant units as needed. Extensive modernization will require units to be vacant.
- Asbestos abatement portfolio wide during vacancy turns as needed.
- Installation of new luxury vinyl-plank flooring during vacancy turns.
- Installation of smart burners and other safety equipment identified as necessary during vacancy turns.
- Modernization of units to address safety items or concerns at vacancy turns that would prohibit immediate re-occupancy of unit.
- Upgrading exterior lighting at site as a safety precaution.
- Testing of lead-based paint at all pre-1978 multifamily developments as needed.
- Testing of radon on first floor units at vacancy turn and mitigation system installation as needed.
- Redevelopment, demolition and disposition of properties is being reviewed and analyzed to address growing affordable housing needs in our jurisdiction. Capital Funds will be utilized during this process.
- The Heritage Park community is currently being redeveloped to increase and modernize affordable units in the Housing Authority's portfolio.

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

RHA recognizes the benefit of having its residents be involved with the communities while working towards a greater level of self-sufficiency. Each community may elect to have Resident Councils. Elections are held every 2 years, with a new term starting in April 2026. RHA regularly communicates, shares, and promotes opportunities to achieve this with residents. RHA promotes the following programs for residents:

- **Homeownership:** RHA offers an incentive public housing program that helps ready families for homeownership. The families that qualify for these homes based on a working preference are required to attend and complete home buyer training classes annually. RHA continues to offer or provide referrals to workshops on money management and homebuyer education to assist in future homeownership. This program works with families to establish and/or improve credit, save for down payments, shop for financing, and select houses. The residents of this program have a rental program opportunity to prepare and achieve their goals. RHA also supports and promotes partnering organizations that provide affordable homeownership options, including DHIC, Habitat for Humanity, land trusts, etc.
- **Supportive Services:** RHA has developed Memoranda of Understanding with community partners to better serve the needs of families of public housing. Communities In Schools of Wake County (CIS Wake) continues to

be a crucial partner in the delivery of services in public housing. CIS Wake operates after-school and summer programs in several public housing communities. The children attend these centers at no cost to their families. In partnership with AT&T and Google Fiber, free internet service and digital literacy classes are offered in some of the public housing communities. RHA anticipates continuing to increase the number of communities receiving free internet services. Partnerships such as these provide a plethora of resources and benefits to residents that would otherwise not be possible due to a lack of additional funding for supportive services.

RHA continues to seek Designated Housing status from HUD at Glenwood Towers and Carriage House. These buildings were originally intended as designated buildings, and RHA continues to operate them in a selective manner as allowed by HUD. The current DHP was approved by HUD through 2028 and designates these buildings to house the disabled, elderly, and near-elderly.

- **Community Involvement:** RHA continues to coordinate services with other agencies in the Raleigh area, including the Police Department, City Inspections, Community Development, and Parks and Recreation Department. In addition to the CIS centers, RHA provides space to a daycare center, the Inter-Community Council, Parks and Rec and Arts Together. The RHA staff is actively involved with coordinating programs with many community agencies, including Wake County Human Services, Communities In Schools of Wake County, InterAct, Coordinated Entry, and Alliance Health. The faith community is involved in the public housing communities, and many non-profit organizations take an active role in programs in various communities.
- **Family Self-Sufficiency (FSS) Program:** RHA is in the process of creating and implementing a Family Self-Sufficiency program to encourage independence and economic mobility. The Housing Authority anticipates a program launch within a year.

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

RHA continues to be a highly rated agency through HUD's management assessment system. RHA's Housing Choice Voucher program maintains high usage percentages and is highly rated by HUD. RHA is not designated as troubled by HUD and remains committed to its mission to provide safe, quality, affordable housing to LMI families in the greater Raleigh community. RHA also promotes personal responsibility and self-sufficiency of residents while maintaining the fiscal integrity of the agency.

Discussion

As a federally funded agency, RHA is impacted by budget decisions made by HUD. HUD provides guidance that funding for public housing will remain less than 100% of eligibility, so funds are not available to serve 100% of eligible families. Housing authorities are encouraged to find alternative means to modernize public housing units and use operating capabilities for activities that depend less on federal subsidies.

RHA is moving forward with redeveloping its aging housing stock as needed. Heritage Park has been approved under Section 18 and redevelopment efforts are underway. RHA is also seeking approval to convert housing communities under the Rental Assistance Demonstration. A Commitment to Enter into a Housing Assistance Payment Contract (CHAP) has been awarded to the Glenwood Towers community. An extensive public and resident input process was undertaken to ensure that the redevelopment takes into consideration the wishes and needs of all stakeholders. RHA remains committed to protecting and increasing affordable housing within the city of Raleigh. Future activities may include affordable housing purchases, redevelopment, demolition and/or disposition.

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

Introduction:

The information in this section discusses the current state of homeless services in Raleigh and Wake County and activities that the City of Raleigh will undertake in partnership with Wake County Government and the Continuum of Care (CoC). All partners are working toward full incorporation of HUD requirements and best practices in service delivery to homeless households and consistent services and programs across the CoC.

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:

Outreach to persons experiencing homelessness is done in a variety of ways:

1. The City of Raleigh is a member of the Wake County Continuum of Care (CoC) Governing Board, which provides oversight and guidance to the CoC and programs serving those experiencing homelessness. Staff participate in monthly committee meetings, with the goal of involving people with lived experience. The City of Raleigh is a member of the Wake County CoC and staff participate in monthly CoC meetings where representatives from the City, County, service providers, and individuals with lived experience give updates and discuss pertinent issues. The City works closely with Wake County, who serves as the lead collaborative applicant and also administers the Homeless Management Information System (HMIS), and manages Coordinated Entry.
2. The City of Raleigh and all individual service providers with the City and County participate in the CoC's coordinated assessment system, which ensures that all people experiencing a housing crisis are quickly identified, assessed for, referred and connected to housing and assistance based on their strengths and needs.
3. Street outreach to people experiencing unsheltered homelessness is provided in the community by the City of Raleigh's ACORNS (Addressing Crises through Outreach, Referrals, Networking and Service) program as well as other service providers.
4. Oak City Cares is a non-profit and multi-services center that connects individuals and families at risk of, or currently experiencing, homelessness to coordinated services. Through partnerships with more than 20 community providers the Center serves as an entry point for accessing programs operated by local partner agencies. The property for Oak City Cares was acquired by Wake County on March 29, 2017, and the City contributed \$3.14 million toward the property purchase and construction costs. Oak City Cares provides an integrated set of homelessness prevention, assessment, case management, advocacy, access, and referral services and resources. The City will provide \$75,000 in local funds to Oak City Cares to provide 40,000 weekend and holiday meals.
5. The South Wilmington Street Center is a men's shelter run by the Wake County Human Services Department. The Center offers emergency beds to men through a lottery system. Staff encourages men at the Center to become part of the housing program because the program provides a path to permanent housing. The City will provide \$100,000 in CDBG funds which will provide emergency shelter to 1200 men experiencing homelessness. In addition, the City will provide \$100,000 in CDBG funds to the Wake County Continuum of Care Department to provide white flag emergency shelter to approximately 700 individuals on those nights declared white flag.

Addressing the emergency shelter and transitional housing needs of homeless persons

When homelessness cannot be prevented, shelter is provided as a temporary emergency solution. In Raleigh and Wake County, shelters include congregate facilities, seasonal sites for white flag, scattered locations, and hotel/motel voucher programs. These shelters provide case management and housing navigation services, all with the goal of securing stable, permanent housing. In addition to emergency shelter, homelessness will be addressed through homelessness prevention, diversion, rapid rehousing, street outreach, and tenancy support/care coordination. The following initiatives provide more detail:

- Targeting High Needs Clients - The Wake County Continuum of Care implemented and is continuing to refine a process to improve the delivery of housing and crisis response services and to assist people experiencing homelessness or at imminent risk of homelessness. This process, the Coordinated Entry System, institutes consistent and uniform access, assessment, prioritization, and referral processes to determine the most appropriate response to each person's immediate housing needs. Coordinated Entry has established a protocol for prioritizing higher-needs clients.
- Homelessness Prevention, Rapid Rehousing, Emergency Shelter and Supportive Services - The City of Raleigh collaborates with Wake County Government to release a Request for Proposals to fund emergency shelter, rapid re-housing, homelessness prevention, street outreach, and the Homeless Management Information System. This collaborative funding process simplifies the application for providers, streamlines the contracting and reimbursement process, and enables agencies to provide consistent services to consumers. The result is more efficiency in working toward a seamless safety net for households who are homeless or at-risk of becoming homeless. In addition, the City provides local funding to organizations providing homelessness prevention, diversion, and rapid exit interventions.
- Emergency Shelter for Singles - The City has and continues to fund the South Wilmington Street Center with \$100,000 in CDBG funds, which will provide emergency shelter to 700 men experiencing homelessness. In addition, the City will contribute CDBG funds for white flag shelter support, which is estimated to serve 700 individuals experiencing homelessness.

Oak City Cares serves as a multi-services center and provides coordinated assessment and connection to housing assistance and community resources, assessment for and connection to medical, mental health, and substance use care, Weekend meals for people experiencing homelessness and food insecurity, and laundry facilities, showers, computers, and phones.

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. Since 2015, the City of Raleigh and Wake County have partnered on funding ESG-eligible activities by collaborating on a Request for Proposals (RFP) with a two-year funding cycle. The RFP for Fiscal Years 2025-26 and 2026-27 was issued in spring 2025 and is funded with the City's ESG entitlement and the County's ESG and local Homeless Funds. The funds for this collaborative RFP will total approximately \$1.1 million and will fund the following ESG-eligible activities: Homelessness Prevention, Emergency Shelter, Street Outreach, Rapid Re-housing, and Homeless Management Information System (HMIS). This collaborative funding process streamlines the process and enables the CoC to provide consistent services according to adopted communitywide standards for consumers. The City, County, and CoC meet regularly and continue to work with grant recipients and help them adapt to the Combined RFP approach.

2. Shortening shelter stays: The collaborative RFP requires all shelter providers to have at least one MOU with a Rapid Re-Housing provider. These purposeful connections are intended to decrease the number of days involved in an average shelter stay. Rapid Re-Housing programs are expected to operate on a Housing First model, where clients are placed in housing first and provided with the support services appropriate to their need. The Housing First model should eventually result in shorter stays at shelters and increase access to Rapid Re-Housing programs and permanent housing. The communitywide standard is no more than 45 days in shelter before being rehoused.

3. Access to housing units: One priority in the City of Raleigh Consolidated Plan (Consolidated Plan) is to “Prevent and Reduce Homelessness.” One strategy for achieving this goal is to increase the production of affordable and permanent supportive housing. Additional affordable and permanent supportive housing will help those experiencing homelessness with the greatest need.

4. Preventing those individuals and families who have previously experienced homelessness from becoming homeless again: The City works closely with community partners such as Alliance Health to assure that any additional necessary services are provided.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The City’s Housing and Homeless Services Request for Proposals (RFP) will use ESG dollars to fund the following activities in 2026-2027, with no more than 60% of the total award being allocated to street outreach and emergency shelter.

Agency	Approximate Award (year 1)	Use of the Funds
Haven House, Inc	\$98,712	Rapid Re-housing
Haven House, Inc	\$77,666	Street Outreach
Wake County CoC Department	\$76,500	HMIS Administration
Total City ESG Funding	\$252,878	

TABLE 11 – ESG

In addition, the City of Raleigh works to prevent low-income individuals and families from becoming homeless in various ways. The efforts below are included in the City strategy:

- Providing CDBG-funded public service grants to nonprofits that provide services to homeless subpopulations.
- Providing \$68,000 in City support for Support Circles, a Rapid Re-housing and Homeless Prevention program managed by Catholic Charities, which will serve 25 households.
- City administrative support for Passage Home, a nonprofit that works to find housing for ex-offenders and homeless veterans.
- Partnerships with community agencies that provide case management, budget counseling, employment training, and financial assistance to help households who are at risk of homelessness.
- Eviction prevention legal clinic has been established in partnership with Campbell Law School which has avoided eviction for dozens of clients.
- Homelessness Prevention, Diversion, and Rapid Exit interventions to help those at imminent risk of becoming

homeless or experiencing homelessness.

- Homebuyer counseling and training for potential first-time homebuyers.

Discussion:

The City of Raleigh and Wake County work in partnership with the Continuum of Care (CoC) to address homelessness in our community and region. The actions outlined above are designed to improve the movement of people experiencing homelessness to stable, permanent housing, as well as ensuring those in housing remain housed. The actions are also intended to reduce the length of time individuals and families experience homelessness; enhance the communitywide coordinated intake / assessment process (Coordinated Entry), improve methods for compiling a comprehensive list of prioritized persons needing permanent supportive housing (the By-Name List), and reduce the average number of nights spent by anyone at a shelter. The goal is to make homelessness rare, brief, and nonrecurring.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Barriers to Affordable Housing – see Market Analysis, section MA-40 for additional detail

Cost of Housing Development:

The cost of developing housing, including land costs and construction costs is rapidly increasing. Construction costs increased by almost 20% from 2020 to 2024 according to the U.S. Bureau of Labor Statistics. The increased cost of construction has led to higher market prices, making housing less affordable.

Lack of Funding:

The amount of federal funds – CDBG, ESG, and HOME – has not kept pace with inflation or the need. Federal funding for maintaining existing or building new public housing, which is the primary source of housing for very low- and extremely low-income households, has been on a long-term downward trend, and resources to address housing for the non-homeless hardest-to-serve (e.g., the working poor) are very limited.

Additionally, the formula used by HUD to allocate CDBG includes “age of housing” among the metrics. Raleigh is seeing the private sector removal of significant numbers of older “naturally occurring” affordable apartment communities. This trend could reduce the funding available to the City to address its shrinking supply of such units.

Zoning Policies:

The state of North Carolina law does not allow for mandatory inclusionary zoning and past efforts to pass laws (or introduce bills) to allow it in specific jurisdictions have been unsuccessful. Affordable housing development has been stunted due to the proliferation of low density, single-family zoning. Approximately 55% of land within the City of Raleigh was zoned for single-family housing prior to 2021.

As North Carolina is a “Dillon Rule” state, meaning that municipalities only have the powers granted to them by the state legislature, the City of Raleigh is limited in its ability to innovate in creating additional affordable units beyond traditional methods already allowed in state law. Most of the traditional methods involve financial investments by the City, and, of course, such methods can only reach as far as the funds that are available.

Additional State Policies:

Affordable housing remains a relatively low priority at the state level and the elimination of the state’s housing tax credit program for the development of low-cost housing has reduced the funds available to address housing needs statewide. Additionally, the state Qualified Allocation Plan requirements make it difficult for a single city, even one that is growing rapidly, to receive more than two low-income housing 9% tax credit developments per year, and the scoring system discourages mixed-income housing and redevelopment of inner-city sites except in narrow circumstances. Raleigh has pointed out to NCHFA in the past these concerns, as well as an apparent suburban bias in the LIHTC scoring system.

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 City's Housing Location Policy aims to expand affordable housing choices for all residents. This policy identifies census tracts with high concentrations of racial and ethnic minorities, as well as those with a high percentage of subsidized rental properties. The policy encourages affordable housing development in underserved areas located near transit lines, employment centers, and commercial centers, specifically outside of the identified concentrated census tracts.

As Raleigh's housing costs escalate, the city faces a growing loss of naturally occurring affordable housing, particularly older apartment complexes. Recognizing the urgency, the City partnered with Wake County, Truist Bank, Wells Fargo Bank, First Horizon Bank, and Self-Help Ventures Fund to create the Wake Affordable Housing Preservation Fund (WAHPF) in 2022. The WAHPF is a loan fund capitalized with 61.6 million dollars and provides financing for nonprofit and for-profit developers to acquire, refinance, rehabilitate, and preserve existing affordable multifamily rental housing across Wake County. The City also provides gap financing to developers for the acquisition and rehabilitation of small-scale rental housing properties and large multi-family apartment communities.

Additionally, The City of Raleigh will continue to prioritize connecting affordable housing and transit. The City will continue to identify sites for housing development opportunities along transit corridors utilizing existing funding strategies. Local zoning code changes incentivizing the inclusion of affordable units have been implemented in areas surrounding the City's investments along transit lines, including the proposed Bus Rapid Transit (BRT) routes. The incentives include height bonuses if required affordable housing targets are met (ex. 5 stories instead of 3).

The Raleigh City Council is committed to expanding housing choices through ongoing regulatory changes. A key focus is on 'Missing Middle' housing types, such as duplexes, triplexes, and townhouses, which bridge the gap between single-family homes and large apartment buildings. These types integrate well into existing neighborhoods.

In recent years, the Council has adopted ordinances allowing Accessory Dwelling Units (ADUs), Missing Middle housing, and tiny homes by right. Additionally, Raleigh employs proactive zoning strategies, offering significant development bonuses along transit corridors in exchange for affordable units within market-rate projects.

These alternative housing types have contributed to new housing development and will continue to play a crucial role in enhancing housing affordability in Raleigh.

The City of Raleigh has created an expedited review process for affordable housing projects receiving city-supported funds. This process includes a flag in the permitting software to prioritize these projects, recognizing the importance of meeting funding deadlines and facilitating timely development.

Discussion:

To address Raleigh's growing population and rising housing costs, the City will pursue diverse strategies to provide affordable housing in high-need areas. Recognizing the potential of Bus Rapid Transit, the City will prioritize affordable

housing development along these transit corridors.

Key strategies include:

- Leveraging land value for small-scale rental opportunities.
- Exploring land trust models to facilitate affordable housing development.
- Partnering with Wake County to identify and preserve affordable rental units nearing the expiration of HUD affordability requirements. Early intervention will allow the City and County to collaborate with developers to maintain these units as affordable housing.

AP-85 Other Actions – 91.220(k)

Actions planned to address obstacles to meeting underserved needs

Every year, the City uses its ESG and CDBG funds to offer grant programs to help address the needs of underserved populations.

The City partners with the County to award ESG funds to help aid the multiple areas of need for the homeless populations. The City and Wake County jointly issue a competitive RFP every two years that is funded with ESG funds (City) and local funds (County). This combined application seeks to create a streamlined application for nonprofits and also allows the City and County the opportunity to combine their resources to address homelessness. For FY2026-2027, the City will be providing funding for rapid re-housing and HMIS administration.

The City also provides subrecipient grants to nonprofits through RFPs to address community needs. The Community Enhancement Grant (CEG) program is an annual grant that is awarded through a competitive RFP process. The programs that are awarded the funds must provide direct client assistance to an underserved population, including workforce development, within the City limits. The City is continuing to offer this grant with an additional focus on non-profits that have programs targeting at-risk populations.

Finally, low-income families wanting to purchase their first home will receive homebuyer counseling training through a local nonprofit.

Actions planned to foster and maintain affordable housing

Affordability with rental and homeownership options is becoming a major concern in Raleigh. Land is rapidly increasing in value, and construction materials continue to rise, making housing options increasingly expensive.

To continue the development of rental units, the City will continue to provide gap-financing opportunities to developers through a competitive Notice of Funding Availability (NOFA) process to support 9% and 4% Low-Income Housing Tax Credit (LIHTC) projects and non-LIHTC projects.

In addition, the City has made changes in the past several years to the Unified Development Ordinance (UDO) to implement zoning-based density and height bonus incentives. A density and height bonus incentive is available within the Frequent Transit Development Option (FTDO) area and a height bonus within the Transit Overlay District (TOD). Affordable rental units generated through a density or height bonus incentive are to be set aside at no greater than 60% AMI and include a minimum 30-year affordability period.

The Housing and Community Development Department is continuing to explore leveraging the value of City-owned lots to help produce affordable housing. Funds will also be available to developers seeking to preserve affordable units through rehabilitation.

As housing prices rapidly rise, the need for housing assistance will continue to increase. For those looking to purchase a home, the City will also continue to provide direct financial assistance in the form of a 0% interest forgivable second mortgage. This loan is offered to first-time homebuyers who have a qualifying household income. Funds will also continue to be made available for first-time homebuyer housing counseling services.

Background

Because Raleigh is a high-cost housing market, the City has decided to set its own home purchase price limit for homebuyer assistance and homeowner rehabilitation programs, rather than using the limits established annually by HUD. The purchase price limit for 2026 is **\$399,000**. This limit was established in accordance with a market analysis conducted following the required framework laid out by federal regulation in 24 CFR 92.254(a).

Methodology

Federal regulation requires that the 95 percent of median area purchase price must be established in accordance with a market analysis using a sufficient number of recent housing sales. Sales must cover the requisite number of months based on volume: For 500 or more sales per month, a one-month reporting period; for 250 through 499 sales per month, a 2-month reporting period; for less than 250 sales per month, at least a 3-month reporting period. The housing sales data must reflect all, or nearly all, of the one-family house sales in the entire City.

The 2025-2026 analysis used real estate sales data from the Wake County Tax Administration, available at <https://www.wakegov.com/departments-government/tax-administration/data-files-statistics-and-reports/real-estate-property-data-files>. The analysis included twelve months of data (from January 1, 2025, through December 31, 2025) on single-family home sales within the City limits of Raleigh. The number of sales in each month during this period is shown below:

- January 2025: 377 sales
- February 2025: 402 sales
- March 2025: 505 sales
- April 2025: 560 sales
- May 2025: 560 sales
- June 2025: 549 sales
- July 2025: 590 sales
- August 2025: 506 sales
- September 2025: 404 sales
- October 2025: 454 sales
- November 2025: 371 sales
- December 2025: 326 sales

The number of months included in the reporting period (12 months) exceeds the required number of months based on sales volume to ensure thoroughness and accuracy of the calculation.

The median sales price was determined following the methodology from 24 CFR 92.254(a):

1. The data was listed in ascending order of sales price
2. The middle sale on the list was considered the median (sales price of \$420,000)
3. This amount was multiplied by 0.95 to determine the purchase price limit:

$$\$420,000 \times 0.95 = \underline{\$399,000}$$

It is critical for the Housing and Community Development Department to strengthen new and existing partnerships that

will help develop affordable rental units and affordable homeownership options.

Actions planned to reduce lead-based paint hazards

Lead-based paint (LBP) remediation is an integral part of the City of Raleigh's rehabilitation program. All rehabs of owner-occupied homes are tested for lead-based paint, and any LBP found is appropriately remediated.

Actions planned to reduce the number of poverty-level families

The City will continue to work with multiple partners to provide services to help alleviate poverty by providing funds to non-profits to assist with shelter needs, meals, and basic needs for those who are in need. The CEG and Human Services Grants will continue to focus on providing funds for non-profits to provide direct services to clients with services or programs that will help reduce barriers for housing and employment-related needs.

Actions planned to develop institutional structure

Efforts have continued to create collaborative and efficient processes between funding sources, such as the City/County collaborative RFP process for housing and homeless services. The collaborative RFP was issued in Spring 2025 and has a two-year funding cycle which began in FY2025-2026. The City also works closely with the Wake County Continuum of Care (CoC) and its members, including Oak City Cares. The CoC's lead agencies administer the Coordinated Entry and HMIS Systems.

Oak City Cares serves as an access site for connecting homeless individuals and families to a network of support services offered by local organizations. Oak City Cares utilizes community collaborations with government, non-profit and faith-based organizations to strengthen the pathways to these life-rebuilding services for its clients by providing the following services on-site: coordinated entry & assessment; urgent care health clinic; behavioral healthcare; Veterans Services; street outreach; homeless prevention & diversion; domestic violence services; Medicaid & SNAP application assistance; and employment readiness. On-site service partners include: Advance Community Health; Haven House Services; InterAct; Monarch Behavioral Health; SNAP; StepUp Ministry; Durham VA Health Care System; Triangle Family Services; WakeMed; Wake County Public Health and Human services; Alliance Behavioral Health; NC FIT; SouthLight; Project CATCH; and Church in the Woods. The purpose of providing coordinated services in one location is to make homelessness rare, brief and non-recurring for the people served.

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

The City collaborated with the Partnership to End and Prevent Homelessness and Catholic Charities to build on the success of its Oak City Outreach Center. These three agencies partnered with Wake County to buy and retrofit a building into a multi-purpose center, Oak City Cares, to serve the homeless population with a new coordinated entry facility,

which opened in April 2019.

Discussion:

The City of Raleigh will continue its long-term partnerships with RHA, Wake County, the CoC, and private nonprofit in addressing needs that do not stop at the City border. The City will continue the coordination to include significant investments in land and development of affordable housing options in areas that will help connect lower-income residents to transit.

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

This section shows information on program-specific requirements for the Community Development Block Grant (CDBG), HOME, and Emergency Solutions Grant (ESG) programs.

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
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit: A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	93.85%

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

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

The City of Raleigh uses HOME funds to assist existing owner-occupants with the rehabilitation of their homes, to finance the acquisition of homes for homebuyers by providing down payment and closing cost assistance and/or gap financing, and to assist developers with the acquisition, new construction, or rehabilitation of affordable rental housing. The City of Raleigh invests these HOME funds as interest- and non-interest bearing loans and deferred payment loans, both forgivable and non-forgivable.

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:

The City of Raleigh uses the recapture provision to secure long-term affordability. Under this mechanism, the City of Raleigh recaptures a portion of the direct subsidy if the HOME recipient sells the house within the 30-year loan term, which is 20 years beyond the required affordability period. The recipient's HOME direct subsidy is discounted (reduced) 10% on each anniversary of the Note starting on the 20th anniversary and then forgiven in its entirety at 30 years. The recapture provisions are outlined in the HOME agreement with the HOME-assisted homebuyer and a lien is placed on the property.

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:

The recipient of a direct HOME subsidy is required to execute a HOME written agreement, which explains the recapture provision, prior to sale. Furthermore, a lien is placed on the property enforce the provisions.

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:

The City of Raleigh does not use HOME funds to refinance existing debt on a property.

Emergency Solutions Grant (ESG)

Reference 91.220(I)(4)

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

Please see Attachment "ESG Written Standards," Coordinated Entry System Policies and Procedures Manual.

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

Wake County Continuum of Care Department is the Local System Administrator (LSA) for NC 507's coordinated

assessment system. The system, which includes Access Sites, is the entry point for connecting individuals and families experiencing a housing crisis to appropriate programs. The coordinated assessment system was developed with input from service providers to ensure.

Access Point meetings and trainings are regularly offered and well attended. The Operations Manual has been reviewed by the Coordinated Access Committee (CAS), a CoC committee of service providers. Staff from the service providers who work on this committee are licensed users of HMIS and determine acuity for the by-name list. This improvement process has continued and is ongoing. Other meetings of service providers continue, as well, to make ongoing improvements to the coordinated entry system:

1. The CoC holds regular monthly Governance Committee, Membership Committee, and subcommittee meetings, which include representatives from agencies providing shelter, street outreach, rapid re-housing, and/or prevention services, as well as City and County staff to coordinate how issues are consistently and collaboratively addressed.

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).

Since 2015, the City of Raleigh has partnered with Wake County Government on a collaborative Request for Proposals (RFP). This has increased efficiency, reduced administrative burdens on the homeless service providers, and increased standardized practice among homeless service providers communitywide. Contracts have been awarded as 2-year contracts, as noted in the RFP. For the providers that met performance metrics at the end of the first year, as specified in their contract, contracts were extended for the second year using new ESG allocations, which were distributed proportionally among the subgrantees based on their first-year awards.

The City will ensure that 100% of the required ESG match will be met. Agencies awarded ESG funds are required to match ESG funds with other non-ESG funds. In addition, the City will provide matching funds through supporting shelter operations of the South Wilmington Street Men's Shelter (\$100,000: CDBG), white flag emergency shelter operations (\$100,000: CDBG), and Catholic Charities Support Circles Homelessness Prevention/Rapid re-housing (\$68,000: City). The City has not budgeted any of its ESG funds to support emergency shelter activities.

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.

Wake County Continuum of Care Department serves as Wake County Continuum of Care's lead agency.

5. Describe performance standards for evaluating ESG.

The following performance standards are used to evaluate ESG. These are applicable to all project types and are

tracked by HUD and the CoC to measure the efficacy of the system.

- Length of Time Homeless Return to Homelessness
- Number of exits to Permanent Housing (rental or ownership)
- Number of Returns into Homelessness

Discussion: Referenced in the answers to Questions 1-5 above, the City of Raleigh works closely with its CoC and Wake County to address homelessness in the City and County in a comprehensive fashion.

Attachment Table of Contents

Citizen Participation

- 1st Public Hearing – Minutes
- 1st Public Hearing Presentation
- Fall Public Meetings Comments
- Public Survey Report & Analysis
- Fall Public Meetings Presentation
- Citizen Participation Plan

Unique Appendices

- NC-507 Written Standards

SF-424s and Certifications - (to be submitted after City Council approval of the Consolidated and Annual Action Plan)



Tuesday, December 02, 2025
REGULAR MEETING- FIRST TUESDAY
AFTERNOON & EVENING SESSION
RALEIGH CITY COUNCIL MEETING
COUNCIL MINUTES
City Council Chamber, Room 201
222 West Hargett Street

PRESENT: Mayor Janet Cowell, Mayor Pro Tem Stormie Forte,
Council Member Jonathan Lambert-Melton, Council Member Mitchell Silver,
Council Member Megan Patton, Council Member Corey Branch, Council Member Jane Harrison and
Council Member Christina Jones

A. 1:00 P.M. MEETING CALLED TO ORDER BY THE MAYOR

A.1 Pledge of Allegiance

B. RECOGNITION OF SPECIAL AWARDS

C. CONSENT AGENDA

Motion Council Member Lambert-Melton

Seconded Council Member Branch

Motion to approve all items of the Consent Agenda with the exception of the following pulled items:

- C.1.a Raleigh Civil Service Act - Exemption by Position (Jones)
- C.1.c Combined Enterprise Systems Revenue and Revenue Refunding Bonds, Series 2026 - Refunding of the 2023 Revenue Bond Anticipation Note and the 2015A Revenue Bonds (Cowell)
- C.3.a Professional Services - Nash Square Public Realm Plan - Reed Hilderbrand PLLC (Harrison)

Adopted

C.1 CONSENT AGENDA - GENERAL ITEMS

C.1.b Raleigh Historic Landmark Designations – State Capitol Holiday Inn and Dr. Morley and Carol Kare House

Motion Council Member Lambert-Melton

Waste Services Department.

Dorothea Barrow made various comments relating to the mental health system.

Emma Kate Burns, Director of Government Relations for the American Heart Association, Maria Acton, Mansib Sacheha, and Yashasvi Saxena called for the Council to adopt the US Department of Health and Human Services' model ordinance to further restrict smoking and vaping in certain public spaces.

Kara "Momma Kai" Sanders made various comments relating to City employees, loose leaf collection, and rental of City property.

Maysa Saoutari and Alexis Kennedy made comments relating to the City's fire department and the ongoing war in Gaza.

Sophie Burgess expressed concerns related to the recent death of a professor due to a traffic incident.

T.1 Speaker No. 7 - Burns

T.2 Speaker No. 17 - Burgess

U. MATTERS SCHEDULED FOR PUBLIC HEARING

U.1 FY 2026-2027 Federal Annual Action Plan

Recommended Action: Conduct the public hearing.

Housing and Community Development Supervisor Ashley Tucker summarized the information. Mayor Cowell opened the hearing.

Octavia Rainey called on the Council to hold a public hearing on the Citizen Participation Plan and the Relocation Act, and requested various additional information.

Mayor Cowell closed the hearing.

U.2 Demolition of Unfit Building

Recommended Action: Conduct the public hearing and adopt an Ordinance to authorize demolition of unfit and unsafe buildings.

Housing and Community Development Manager Bryce Abernethy summarized the information. Mayor Cowell opened and closed the hearings for 1910 and 1908 West Millbrook Road as no one signed up to speak.

Housing and Community
Development

**2026-2027 Annual
Action Plan
Public Hearing**

December 2, 2025



2026–2027 Annual Action Plan Overview

- U.S. Department of Housing and Urban Development (HUD) requires **Annual Action Plan (AAP)** submission
- Aligned with **Consolidated Plan (2026-2030)** goals
 - Consolidated Plan outlines 5-year goals and strategy
 - Annual Action Plan describes programs and projects
- Purpose today: Share funding priorities, accomplishments, and next steps for the Annual Action Plan

Consolidated Plan Goals (2026-2030)



**Increase
Affordable
Housing Options**



**Increase Housing
Stabilization and
Supportive
Services**



**Prevent and
Reduce
Homelessness**

Community Benefits



2,088

Affordable rental units created

206

Downpayment loans provided

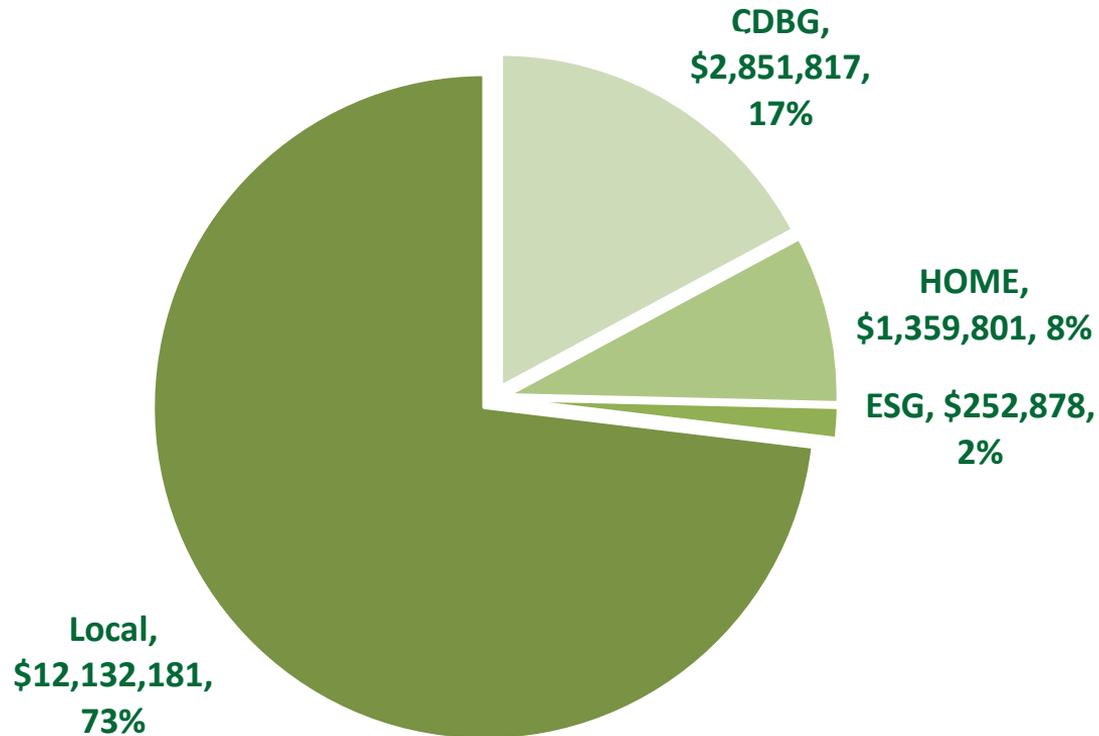


5,359

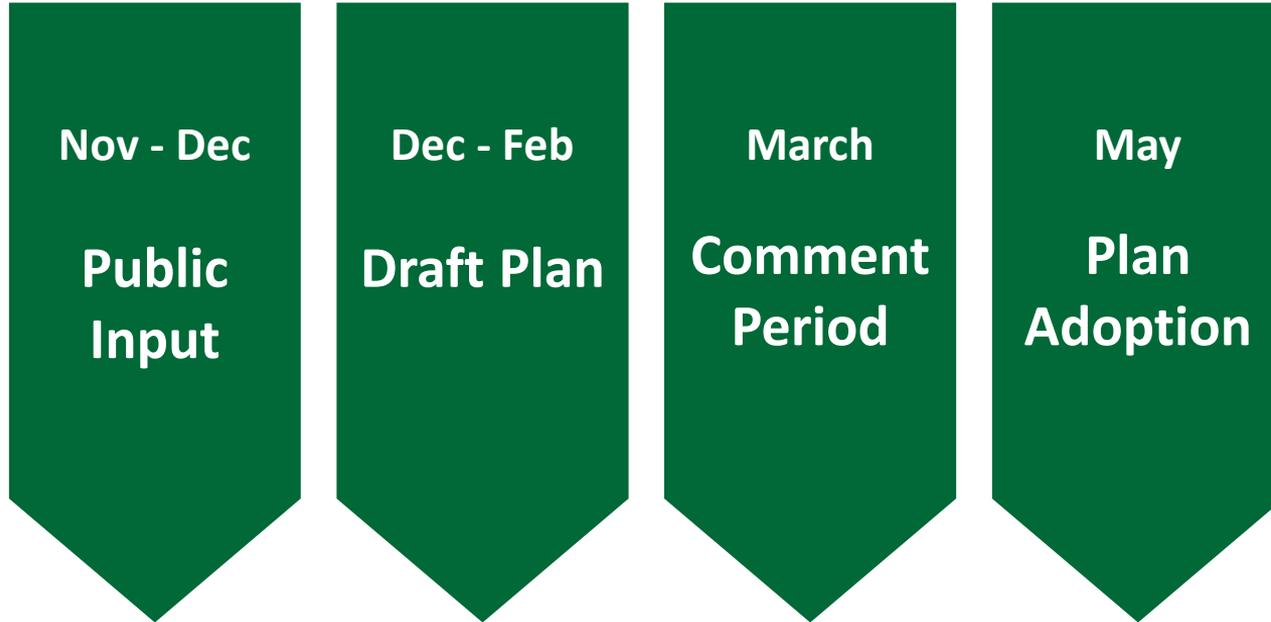
Individuals provided shelter

*Accomplishments are for the FY 2021-2025 Federal reporting period

Federal and Local Resources



Planning Process & Engagement



Public Meetings Comments and Questions Summary

Fall Public Meetings - November 25th, 26th, and December 3rd, 2025: one in-person (Chavis Community Center) and two virtual. 12 attendees

At each meeting, members of the public received a presentation from staff, including past program performance, before participating in a Question-and-Answer session. Common themes of questions and comments included the housing needs for different levels of income, barriers for renters and homeowners, lack of housing opportunities within transit corridors, and how people in need can access services.

Two public meetings will be held in March 2026 following the release of the draft plan.

Public Survey Results Analysis

Background

From November 11th through December 31st, 2025, the City surveyed the public on goals and priorities, receiving 561 responses. The survey was promoted on the City's website, social media, email, and flyers. To gather comprehensive insights, representatives from various public and private agencies—including those involved with assisted housing, health services, social services, and homeless services—were invited to participate in the survey through the Continuum of Care.

Results

When participants were asked to rank the City's three main goals from the 2026-2030 Consolidated Plan from 1 to 3, Increasing Affordable Housing Options ranked first, Preventing and Reducing Homelessness ranked second, and Increasing Housing Stabilization and Supportive Services ranked third. When asked for additional comment on priorities, the respondents supported the measures to reduce displacement, housing that is located closer to retail and employment, continued use of partnerships to develop deeply affordable units, preservation of Naturally Occurring Affordable Housing (NOAH), and first-time homebuyer programs and rental units for those with incomes under 60% of Area Median Income, especially below the 30% level.

City's Steps to Address Identified Needs

Increasing Affordable Housing Options

The City will continue to partner with affordable housing development partners to produce units for those at multiple income levels, including a focus on those earning less than 30% of the Area Median Income. The joint Wake County-City of Raleigh Preservation Fund, launched in October 2022, is utilizing more than \$60 million to identify, purchase, and preserve Naturally Occurring Affordable Housing. The plan also calls for funding the Down Payment Assistance Program that provides families earning less than 80% of the Area Median Income (currently \$72,950 for a family of one and \$83,400 for a family of two) with loans of up to \$45,000.

There was support for the City requiring private developers to include affordable units when requesting a rezoning. This is currently prohibited by the North Carolina General Assembly, however, the City Council does encourage developers to include affordable units, particularly near high-frequency transit lines, as voluntary conditions when applying for a rezoning of their property.

Preventing and Reducing Homelessness

The City of Raleigh and Wake County work in partnership with the Continuum of Care (CoC) to address homelessness in our community and region through a combination of federal and local funds. The actions outlined in this plan are designed to improve the movement of people experiencing homelessness to stable, permanent housing, as well as ensuring those in housing

remain housed. The actions are also intended to reduce the length of time individuals and families experience homelessness; enhance the communitywide coordinated intake/assessment process (Coordinated Entry), improve methods for compiling a comprehensive list of prioritized persons needing permanent supportive housing (the By-Name List), and reduce the average number of nights spent by anyone at a shelter. The goal is to make homelessness rare, brief, and nonrecurring.

One strategy for achieving this goal overlaps with those under the Increasing Affordable Housing Options goal, which is to increase the production of affordable and permanent supportive housing to prevent homelessness before it occurs.

Other strategies include the HUD-funded Emergency Solutions Grant program, support for a legal clinic providing eviction prevention assistance, and continued funding for the South Wilmington Street Center and white flag shelter support during adverse weather conditions.

Increasing Housing Stabilization and Supportive Services

The City's CDBG-funded Community Enhancement Grant (CEG) Program provides funding to nonprofits to administer public services to low-income residents. The City also makes funding available annually for permanent supportive housing developments. The Human Services Grant, provided through City funds, will award \$1,457,350 to non-profits that support direct services to older adults (age 55 and older), youth (age 19 and younger), persons with disabilities, persons with a substance use disorder, and people experiencing housing insecurity. Programs funded through the Human Services Agency Grant must benefit low-income persons and residents of Raleigh.

Housing and Community
Development

**2026-2027 Annual
Action Plan
Public Meeting**



2026–2027 Annual Action Plan Overview

- U.S. Department of Housing and Urban Development (HUD) requires **Annual Action Plan (AAP)** submission
- Aligned with **Consolidated Plan (2026-2030)** goals
 - Consolidated Plan outlines 5-year goals and strategy
 - Annual Action Plan describes programs and projects
- Purpose today: Share funding priorities, accomplishments, and next steps for the Annual Action Plan

Consolidated Plan Goals (2026-2030)



**Increase
Affordable
Housing Options**

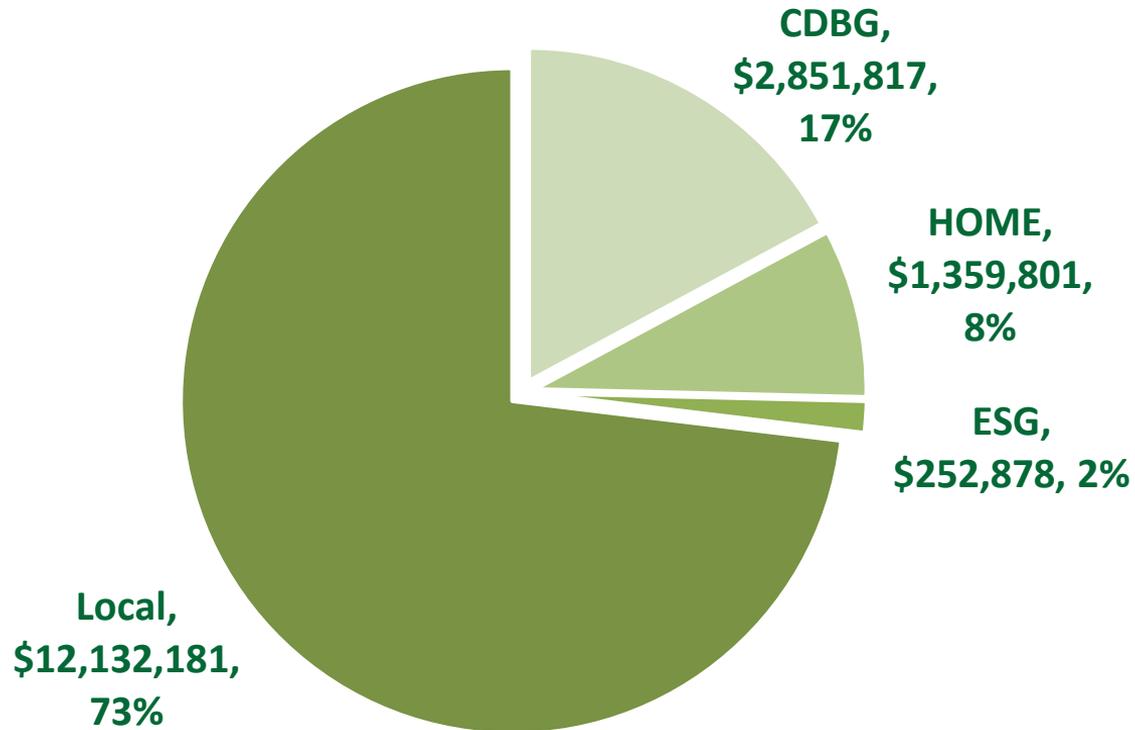


**Increase Housing
Stabilization and
Supportive
Services**



**Prevent and
Reduce
Homelessness**

Federal and Local Resources



Goals, Programs, and Funding (1-year)



Increase Affordable Housing Options

Housing
Rehabilitation

Rental
Development

Homebuyer
Assistance

Site
Improvement

CDBG
\$1,763,682

HOME
\$923,821

LOCAL
\$8,929,216

Rehabilitation Programs

Limited Repair

- At least 1 failing system; up to \$20,000

Substantial Rehab

- At least 3 failing systems; up to \$90,000. 62+ or disability

Raleigh Home Revitalization Program

- Located along identified transit corridors and adjacent to Dix Park; up to \$30,000

Loans are deferred payment with zero percent interest loan and are forgiven after five years unless the borrower defaults.

Homeownership Programs

Citywide Homebuyer Assistance Program

- Up to \$45k down-payment assistance

Enhanced Homebuyer Assistance Program – Transit Areas

- Up to \$60k down payment assistance for homes located along identified transit corridors and adjacent to Dix Park

0% interest rate, zero-interest loans to help with down payment and closing costs, or a gap in financing. The loans are deferred; no payments are due until the home is sold or the owner no longer uses the home as their primary residence.

Current Programs and Accomplishments



Increase Affordable
Housing Options

Metric	Description
2,088	Affordable rental units created
206	Down payment assistance loans provided
100	Home rehabilitation projects completed

*Accomplishments are for the FY 2021-2025 Federal reporting period

Goals, Programs, and Funding (1-year)



Increase Housing Stabilization and Supportive Services

**Human Service Agency
Grants**

**Community
Enhancement Grant**

Homebuyer Counseling

**CDBG
\$227,772**

**LOCAL
\$1,406,200**



Human Services Agency Grant (City-funded)

Annual Process	Direct Services to Target Groups	Funding (25-26)
Human Relations Commission Review and Recommendations	Older Adults, Youth	\$1,374,500
Council approves budget and projects	Individuals Facing Housing Insecurity	
38 grants awarded in FY 25- 26	Persons with Disabilities	
	Persons with Substance Use Disorders	



Community Enhancement Grant (CDBG)

Agency	Project	Funding
Consumer Education Services	Post-purchase Homeownership Education & Counseling	\$50,000
StepUp Ministry	Employment and Skills Training	\$50,000
The Green Chair Project	Home furnishings for low-income families	\$50,000
Oak City Cares	Homeless Care Coordination Services	\$50,000
		TOTAL
		\$200,000

Current Programs and Accomplishments



Increase Housing Stabilization
and Supportive Services

Metric	Description
10,921	Individuals provided public services
182	Households provided housing counseling

*Accomplishments are for the FY 2021-2025 Federal reporting period

Goals, Programs, and Funding (1-year)



Prevent and Reduce Homelessness

Homeless Services
Grants

Tenant Based Rental
Assistance

Emergency Shelter
Support

CDBG
\$200,000

ESG
\$252,878

HOME
\$300,000

LOCAL
\$3,000,000

Current Programs and Accomplishments



Prevent and Reduce
Homelessness

Metric	Description
5,359	Individuals provided emergency shelter
220	Households received rapid re-housing

*Accomplishments are for the FY 2021-2025 Federal reporting period

2021-2025 Consolidated Plan Performance

Goal	Indicator	Unit of Measure	Expected – Strategic Plan	Actual	Percent Complete
Enhance the Homeless to Housing Continuum	Tenant-Based Rental Assistance/Rapid Rehousing	HH Assisted	51	220	431%
	Homeless Person Overnight Shelter	Persons Assisted	2,858	5,359	188%
Increase & Preserve Supply of Affordable Housing	Rental Units Constructed	HH Assisted	2,250	2,088	93%
	Homeowner Housing Rehab	HH Assisted	250	100	40%
	Direct Financial Assistance to Homebuyers	HH Assisted	250	206	82%
Increase Services to Build Self-Sufficiency	Public Service activities other than Low/Mod Benefit	Persons Assisted	3,655	10,921	299%
	Homeowner Housing Added	HH	0	41	100%

Action Plan Planning Process



Questions?

Citizen Participation Plan



TM
Raleigh

CITIZEN PARTICIPATION PLAN

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1. Introduction

The City of Raleigh receives entitlement grant funds from the U.S. Department of Housing and Urban Development (HUD) and must develop a Citizen Participation Plan. Public engagement fulfills the City’s commitment to Raleigh residents and helps the City identify community needs, define community development goals, and determine the best approach to accomplish each goal. Meaningful engagement helps align City decisions with residents’ needs and empowers them to influence those decisions.

CITIZEN PARTICIPATION PLAN

The Citizen Participation Plan provides policies and procedures to encourage public involvement in the development, implementation, and assessment of the City of Raleigh's federal reports and federally funded programs.

HUD requires reports in the following six areas of planning to access federal funds for affordable housing and community development programs. The City also includes the Section 108 Loan Guarantee program in the Citizen Participation Plan:

1. The Consolidated Plan;
2. The Annual Action Plan;
3. The Consolidated Annual Performance and Evaluation Report (CAPER);
4. Substantial Amendments to a Consolidated Plan and/or Action Plan;
5. Section 108 Loan Guarantee Program; and
6. Amendments to the Citizen Participation Plan;

The Community Development Block Grant (CDBG) program, HOME Investment Partnerships program, Emergency Solutions Grant (ESG) program, and the Section 108 Loan Guarantee program are the four federal funding sources addressed in the planning process. The Housing and Community Development Department is designated by the Raleigh City Council as the lead agency for administering the CDBG, HOME, ESG, and Section 108 Loan Guarantee programs. As the lead agency, the Housing and Community Development Department is responsible for developing the City's Consolidated Plan, Annual Action Plans, and the Consolidated Annual Performance and Evaluation Report (CAPER).

2. Goals

Citizen participation is a critical piece of the City's planning process. The goals of the Citizen Participation Plan (CPP) are:

- A. To involve the community in identifying housing and community development needs, reviewing proposed activities, and assessing program performance in accordance with the annually adopted schedules.
- B. To enable the City to respond to the needs of its citizens through community development and housing programs, policies, and plans.

- C. To encourage citizens, particularly very low-, low- and moderate-income persons, residents of rapidly changing Community Development, members of minority groups, nonprofit agencies, public housing residents, the business and civic community, and special populations to submit their comments, questions, and proposals regarding the City’s community development programs.

3. Federal Requirements

The City of Raleigh is required to adopt a Citizen Participation Plan that meets HUD’s minimum requirement as set forth in the Code of Federal Regulations (CFR) for “Consolidated Submission for Community Planning and Development Programs” (24 CFR 91 Subpart B).

The Citizen Participation Plan outlines procedures by which each of the requirements set forth in 24 CFR Section 91.105 of the Federal Regulations are carried out. This Plan is effective as of July 1, 2025, and remains in effect until all activities assisted are completed, or until superseded by a new Plan. This Plan also supersedes any Plan that may have been in effect prior to July 1, 2025. The City’s fiscal year begins July 1st and ends June 30th.

The Housing and Community Development Department is designated as the lead agency responsible for developing and carrying out the planning and community participation for the Community Development Block Grant (CDBG), HOME Investment Partnership, and Emergency Solutions Grant (ESG) programs.

4. The Participation Process

The participation process is conducted both at a community-wide level and in neighborhoods where revitalization activity is proposed or underway. The community-wide process involves consultations with businesses, developers, community and faith-based organizations, and other interested citizens concerning housing and redevelopment issues.

Agency Consultation Process:

Agency consultations are a part of the ongoing process that includes service providers, advocacy groups, and coordinating bodies responsible for providing services, especially to populations with special housing needs. City staff meet throughout the year with local housing, social service, homeless, and economic development agencies to determine the housing needs of specific populations and groups.

CITIZEN PARTICIPATION PLAN

Public Housing Authority Consultation:

The City consults with the Raleigh Housing Authority (RHA) to facilitate City understanding of public housing needs and planned RHA activities, which will provide the basis for local certification of RHA's annual plans. Such consultation also helps ensure coordination between Consolidated Plan activities and RHA activities in addressing issues of joint concern.

Public Meetings:

The City meets with citizens' groups and conducts public meetings with an emphasis on areas of current and potential rapid change. The City may also meet with other citizen groups as requested.

All public meetings are held at locations providing accessibility for persons with physical disabilities and take place in locations and virtual settings convenient to residents.

Public Hearings:

Public Hearings are held in accordance with the City of Raleigh's and HUD's policies procedures and regulations. The hearings follow the State of North Carolina's Open Meeting law and are conducted in City Council meetings.

Exigent Circumstances:

When circumstances prevent an in-person event for public meetings or one or both public hearings held in support of a Consolidated Plan or Annual Action Plan, or amendment(s) to one or both, a "virtual" public meeting or public hearing will substitute for in-person gatherings, as allowed by the U.S. Department of Housing and Urban Development (HUD).

Public Notices:

Notices of all hearings will be advertised in local newspapers, the City's website, and Housing and Community Development's email distribution list no less than 12 days and not more than 30 days in advance of the hearing.

Public notices indicate the date, time, and location of the hearing and the topics to be covered.

Mailings (electronic where appropriate) are sent to interested persons and entities and the public hearing notices are posted on the City of Raleigh's website at www.raleighnc.gov

5. Consolidated Plan/Annual Action Plan

Background

Consolidated Plan:

The Consolidated Plan is the City's five-year comprehensive plan addressing housing, homelessness, and recommendations for eliminating homelessness, increasing homeownership, and non-housing community development needs. The Consolidated Plan recommends creative approaches to housing, economic, and quality of life – HUD's national objectives.

Annual Action Plan:

The Annual Action Plan is a one-year strategy for accomplishing the Consolidated Plan. Although the Action Plan mirrors the Consolidated Plan, it is flexible to adapt to community changes and needs.

Plan Engagement

Public Hearings:

For each plan, the City conducts two (2) public hearings at City Council meetings.

- Public Hearing # 1: The first hearing occurs at the beginning of the planning process to review past program performance, obtain views on community development and housing needs, and identify strategic priorities for projected funding.
- Public Hearing # 2: The second public hearing is held after staff has drafted the proposed annual budget and Consolidated Plan (or annual Action Plan) but prior to City Council approval of the Plan. This hearing provides the public the opportunity to comment on the draft plan.

Public Comment Period

The Consolidated Plan and each Annual Action Plan are made available in draft form to receive public comments for at least thirty (30) days. Copies of the draft Plan are available at the Housing and Community Development Department office. The draft plan is also posted on the City's website at www.raleighnc.gov/housing and through the Housing and Community Development e-mail delivery system.

The proposed plan includes public comments made either orally at a public hearing or in writing. A summary of these comments or views and a summary of any comments or views not accepted and the rationale for not accepting the comments is attached to the final plan document. Written responses are provided to all comments including complaints and grievances and/or proposals submitted during the Citizen Participation Planning process. The City makes every reasonable effort to provide a written response to all written comments within fifteen days of receipt of the

comment. A concise summary of citizen participation and consultation process, including efforts to broaden public participation, is included in the Plan.

6. Annual Performance Assessment and Reports

The Consolidated Annual Performance and Evaluation Report (CAPER) is a summary of Community Development Block Grant, HOME, ESG, and other housing program accomplishments for the past fiscal year. The CAPER is sent to HUD ninety days after the completion of the program year. Prior to its submission, the Housing and Community Development Department will inform the public of the CAPER's availability for comment through a local newspaper, the City's web page (www.raleighnc.gov/housing), and email distribution channels.

Citizens have 15 days to examine the report and provide comments prior to its submission to HUD. A summary of all comments or views is attached to the CAPER submitted to HUD.

7. Program Amendments

From time to time, the Consolidated Plan or Annual Action Plan may be substantially amended to reflect changes in program activities and priorities.

The following are considered substantial changes:

- A. Addition of a new activity or new priority not previously described,
- B. Cancellation of an activity category or deletion of a priority,
- C. A change in the purpose, scope, location, or beneficiaries of an activity, and
- D. A substantial change in the allocation or distribution of funds is defined as when the dollar amount of that change is equal to or greater than 25% of the City's current fiscal year federal budget by source (e.g., CDBG is undergoing a substantial change when 25% or more of that year's CDBG allocation plus program income is affected).

Prior to amending the Consolidated Plan or Action Plan, citizens will be given reasonable notice of, and opportunity to comment on, such proposed changes and the re-use of funds. The process to substantially amend the plan includes a public hearing using the public notice process and a thirty (30) --day comment period to receive citizen comments on the proposed amendment before

implementation. Citizens' comments, orally or in writing, will be considered. A summary of the comments and the rationale for not accepting any comments will be attached to the substantial amendment of the Consolidated Plan.

8. Section 108 Loan Guarantee Program

The program is authorized under Section 108 of the Housing and Community Development Act of 1974 as the loan guarantee component of the Community Development Block Grant (CDBG) Program. The Section 108 program provides low-cost, long-term financing to the City of Raleigh to be used for economic development, housing, public facilities, infrastructure, and other community development activities.

The City created a loan pool to re-lend Section 108 funds to affordable housing developers, nonprofits, and businesses. Goals for using the Section 108 Loan Pool include acquiring land for redevelopment, revitalizing housing stock, development of new public facilities, directly assisting businesses and nonprofits, and real estate development projects that produce a public benefit.

Prior to making a loan, the City will provide public notice by posting a Notice of Funding Availability (NOFA) on the City website to solicit project proposals. The NOFA will be posted on the City website for a period of 30 calendar days. The NOFA will include a summary of the funding opportunity, funding eligibility criteria, proposal evaluation criteria, the proposal submission process, and the proposal submission deadline. Individual project proposals will be evaluated by a loan investment committee led by the City's Housing and Community Development Department and comprised of City and community representatives.

9. Citizen Participation Plan Amendments

The City will review the Citizen Participation Plan (CPP) at least every 5 years for potential enhancement or modification; this review will occur as a component of the Consolidated Planning process. In the event that changes to the CPP are necessary, City staff shall draft them.

1. Public notice of Citizen Participation Plan amendments will be advertised on the City website and through the Housing and Community Development' email distribution list. The public notice will include the locations where copies of the proposed document can be examined and guidance on how comments will be accepted.
2. Citizen Participation Plan amendments will be posted on the City website for a period of 15 calendar days to encourage public review and comment.
3. After the 15-day public comment period, the Citizen Participation Plan amendments will be presented to City Council for approval.
4. Upon approval by City Council, the Citizen Participation Plan amendment will be posted in the official City Council minutes and available online on the City's website and in the office of City's Housing and Community Development Department.

10. Adequate and Timely Information

All aspects of citizen participation in the City of Raleigh government are conducted in an open manner, with freedom of access for all interested persons or groups. Information pertinent to the activities of the Housing and Community Development Department is circulated to the public and made available for review in the Housing and Community Development Department during normal business hours. This information is made public subject to all applicable laws regarding confidentiality and personal privacy.

Every attempt is made to respond to written requests for information within 15 days of receipt.

11. Technical Assistance

Technical assistance is provided to citizen organizations and very low, low and moderate-income persons who live in community development areas through a number of city departments. Staff support is provided through the Housing and Community Development Department and the Office of Community Engagement.

Assistance consists in part of helping to organize meetings, explaining City policies, and referring questions and concerns to appropriate City departments and other agencies. Within the Housing and Community Development Department, there are staff available to answer questions related to the CDBG, HOME, and ESG programs, as well as to offer technical assistance to groups representative of low-to-moderate-income citizens in developing proposals for assistance under these programs.

12. Non-English Speaking Persons

The Housing and Community Development Department created a Language Access Plan (LAP) to describe the procedures staff will use to assess the language needs of residents and provide language services as requested. The Department will provide resources to help individuals with limited English proficiency (LEP). A LEP individual is defined as any prospective, potential, or actual recipient of benefits or services from the Department who cannot speak, read, write, or understand the English language at a level that permits them to interact effectively with Department staff. The Department will provide oral and written language services needed to assist LEP individuals with communicating effectively with staff, and to provide LEP individuals with meaningful access and an equal opportunity to participate fully in the services, activities, or other programs administered by the Department.

13. Persons with Disabilities

The City of Raleigh has taken steps to ensure that individuals with disabilities can participate in the public hearings held in City Council Chambers.

Audio enhancements have been installed in the City Council Chamber. Assistive listening devices are available upon request. Interpreters for deaf and hearing-impaired persons are available. Citizens in need of such assistance should provide a 24-hour notice by calling 919-996-3100 (voice) or 996-3107 (TDD).

The City of Raleigh does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs and activities. Upon request, federal reports will be provided in a form accessible to persons with disabilities.

14. Relocation Plan and Anti-Displacement Policy

Displacement will be minimized but when it is unavoidable, any person(s) displaced due to the activities of the Consolidated Plan Programs receive(s) relocation assistance and relocation payments in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (Uniform Act) or 106(d) of the Housing and Community Development Act of 1974. Prospective displaced persons are provided information and one-on-one assistance.

15. Complaint Procedure

Written complaints related to the City's programs and activities funded through entitlement grant funding may be directed to the Housing and Community Development Department. A timely, written, and substantive response to the complainant will be prepared within 15 working days of receipt of the complaint. If a response cannot be prepared within the 15-day period, the complainant will be notified of the approximate date a response will be provided. Written complaints must include the complainant's name, address, and zip code. A daytime telephone number should also be included in the event further information or clarification is needed. Complaints should be addressed as follows:

City of Raleigh
Housing & Community Development Department
P.O. Box 590
Raleigh, NC 27602

If the response is not sufficient, an appeal may be directed to the City Manager, and a written response will be provided within 30 days. An appeal should be addressed as follows:

CITIZEN PARTICIPATION PLAN

City Manager's Office
Attn: City Manager
222 West Hargett Street
Raleigh, NC 27601

16. Additional Information

As the lead agency, the Housing and Community Development Department is responsible for:

- A. Developing and implementing the CPP
- B. Coordinating public meetings and outreach activities
- C. Ensuring that public comments are considered in decision-making processes
- D. Maintaining records of public involvement activities

For more information on the CPP, please contact:

City of Raleigh
Housing & Community Development Department
421 Fayetteville Street, Suite 1200
Raleigh, NC 27601
(919) 996-4333
E-mail: housing@raleighnc.gov

NC507 Continuum of Care Written Standards

OVERVIEW

The Raleigh-Wake Partnership to End and Prevent Homelessness (The Partnership) serves as the NC-507 Wake County Continuum of Care lead agency for the City of Raleigh and Wake County. The Partnership has developed these program standards to establish specific community-wide expectations for the best chance of ending homelessness. These guidelines create consistency across the community, protect our clients by putting their needs first, and provide a baseline for holding all CoC programs to a specific standard of care.

The Department of Housing and Urban Development (HUD) requires every Continuum of Care to evaluate outcomes of projects funded under the Emergency Solutions Grants program and the Continuum of Care program and report to HUD (24 CFR 578.7(a)7). In consultation with recipients of federal program funds within the geographic area, CoCs must establish and operate either a centralized or coordinated entry system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.

In consultation with recipients of ESG program funds within the geographic area, CoCs must establish and consistently follow written standards for providing CoC assistance. At a minimum, these standards must include:

- Policies and procedures for evaluating individuals' and families' eligibility for assistance;
- Policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance (these policies must include the emergency transfer priority required under §578.99(j)(8));
- Policies and procedures for determining and prioritizing which eligible individuals and families will receive rapid rehousing assistance (these policies must include the emergency transfer priority required under §578.99(j)(8));
- Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid rehousing assistance;
- Policies and procedures for determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (these policies must include the emergency transfer priority required under §578.99(j)(8))

In addition, the following are the requirements for Written Standards for all Emergency Solution Grant (ESG) funded program types per 24 CFR Part 576(3): Emergency Solutions Grant Program Interim Rule:

- ESG funded programs are required to coordinate with other programs targeted to people experiencing homelessness in the area covered by the CoC to provide a strategic, community-wide system to prevent and end homelessness for the CoC; and
- ESG funded programs are required to coordinate to the maximum extent practicable, ESG-funded activities with mainstream housing, health, social services, employment, education, and youth programs for households experiencing homelessness or at-risk of homelessness.

DEFINITIONS

Acuity: When using the VI-SPDAT prescreens, acuity means the presence of a presenting issue based on the prescreening score. Acuity on the prescreening tool is expressed as a number with a higher score representing more complex, co-occurring issues likely to impact overall stability in permanent housing. When using a case management tool, acuity refers to the severity of the presenting issue and the ongoing goals in addressing these issues.

Case Management Tool: A standardized or community-approved tool for case management to track outcomes in the coordinated entry process. Housing programs administer this tool at program entry, housing entry, and every six months thereafter until program discharge. Upon discharge from the program, housing case managers administer the tool one final time 12 months later, when possible, to ensure the household continues to make progress.

Chronically Homeless: (1) an individual with a disability as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)) who: (i) lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and (ii) has Page 4 of 11 been homeless and living as described in (i) continuously for at least 12 months or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating occasions included at least 7 consecutive nights of not living as described in (i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12- month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering the institutional care facility; (2) an individual who has been residing in an institutional care facility, including jail, substance abuse, or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition, before entering that facility; or (3) a family with an adult head of household (or if there is not an adult in the family, a minor head of household) who meets all of the criteria in (1) or (2) of this definition, including a family whose composition had fluctuated while the head of homelessness has been homeless. (24 CFR 578.3)

Comparable Database: HUD-funded providers of housing and services (recipients of ESG and/or CoC funding) who cannot enter information by law into HMIS (victim service providers as defined under the Violence Against Women and Department of Justice Reauthorization Act of 2005) must operate a database comparable to HMIS. According to HUD, “a comparable database . . . collects client-level data over time and generates unduplicated aggregate reports based on the data.” The recipient or sub-recipient of CoC and ESG funds may use a portion of those funds to establish and operate a comparable database that complies with HUD’s HMIS requirements. (24 CFR 578.57)

Coordinated Entry: “A centralized or coordinated process designed to coordinate program participant intake, assessment, and provision of referrals across a geographic area. The . . . system covers the geographic area (designated by the CoC), is easily accessed by individuals and families seeking housing or services, is well advertised, and includes a comprehensive and standardized assessment tool” (24 CFR 578.3). CoC’s have the ultimate responsibility to implement coordinated entry in their geographic area.

Developmental Disability: As defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U.S.C. 15002): (1) A severe, chronic disability of an individual that (i) is attributable to a mental or physical impairment or combination of mental and physical impairments; (ii) is manifested before the individual attains age 22; (iii) is likely to continue indefinitely; (iv) results in

substantial functional limitations in three or more of the following major life activities: (a) self-care; (b) receptive and expressive language; (c) learning; (d) mobility; (e) self-direction; (f) capacity for independent living; (g) economic self-sufficiency; (v) reflects the individual's need for a combination and sequence of special, interdisciplinary, or generic services, individualized supports, or other forms of assistance that are of lifelong or extended duration and are individually planned and coordinated.

(2) an individual from birth to age 9, inclusive, who has a substantial developmental disability or specific congenital or acquired condition, may be considered to have a developmental disability without meeting three or more of the criteria in (1)(i) through (v) of the definition of "developmental disability" in this definition if the individual, without services or supports, has a high probability of meeting these criteria later in life. (24 CFR 578.3) Page 5 of 11

Disabling Condition: According to HUD: (1) a condition that: (i) is expected to be of indefinite duration; (ii) substantially impedes the individual's ability to live independently; (iii) could be improved by providing more suitable housing conditions; and (iv) is a physical, mental, or emotional impairment, including an impairment caused by alcohol or drug abuse, posttraumatic stress disorder, or brain injury; or a developmental disability, as defined above; or the disease of Acquired Immunodeficiency Syndrome (AIDS) or any conditions arising from AIDS, including infection with the Human Immunodeficiency Virus (HIV). (24 CFR 583.5)

Diversion: Diversion is a strategy to prevent homelessness for individuals seeking shelter or other homeless assistance by helping them identify immediate alternate housing arrangements, and if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion practices and programs help reduce the number of people becoming homeless and the demand for shelter beds.

Family: A family includes, but is not limited to the following, regardless of actual or perceived sexual orientation, gender identity, or marital status: (1) a single person, who may be an elderly person, displaced person, disabled person, near-elderly person, or any other single person; or (2) a group of persons residing together, and such group includes, but is not limited to: (i) a family with or without children (a child who is temporarily away from the home because of placement in foster care is considered a member of the family); (ii) an elderly family; (iii) a near-elderly family; (iv) a disabled family; (v) a displaced family; and (vi) the remaining member of a tenant family. (24 CFR 5.403)

Homeless: Category 1: an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (i) an individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; (ii) an individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by Federal, State, or local government programs for low-income individuals); or (iii) an individual who exits an institution where he/she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution; Category 2: an individual or family who will immediately lose their primary nighttime residence, provided that: (i) the primary nighttime residence will be lost within 14 days of the date of application for homeless assistance; (ii) no subsequent residence has been identified; and (iii) the individual or family lacks the resources or support networks (e.g. family, friends, faith-based or other

social networks) needed to obtain other permanent housing; or Category 4: any individual or family who: (i) is fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or family member, including a child, that has either taken place within the individual's or family's primary nighttime residence; (ii) had no other residence; and (iii) lacks the resources or support networks (e.g. family, friends, and faith-based or other social networks) to obtain other permanent housing. (24 CFR 578.3) Page 6 of 11

Housing First: A national best practice model that quickly and successfully connects individuals and families experiencing homelessness to permanent housing without preconditions such as sobriety, treatment compliance, and service and/or income requirements. Programs offer supportive services to maximize housing stability to prevent returns to homelessness rather than meeting arbitrary benchmarks before permanent housing entry.¹

Prevention and Diversion Screening Tool: A tool used to reduce entries into the homeless service system by determining a household's needs upon initial presentation to shelter or other emergency response organizations. This screening tool gives programs a chance to divert households by assisting them to identify other permanent housing options and, if needed, providing access to mediation and financial assistance to remain in housing.

Rapid Re-housing: A national best practice model designed to help individuals and families exit homelessness as quickly as possible, return to permanent housing, and achieve long-term stability. Like Housing First, rapid rehousing assistance does not require adherence to preconditions such as employment, income, absence of a criminal record, or sobriety. Financial assistance and housing stabilization services match the specific needs of the household. The core components of rapid rehousing are housing identification/relocation, short- and/or medium-term rental and other financial assistance, and case management and housing stabilization services. (24 CFR 576.2)

Transitional Housing: Temporary housing for participants who have signed a lease or occupancy agreement with the purpose to transition households experiencing homelessness into permanent housing within 24 months.

VI-SPDAT (Vulnerability Index-Service Prioritization Decision Assistance Tool): An evidence-based tool used throughout NC-507 to determine initial acuity and set prioritization and intervention for permanent housing placement.

¹ <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1448313/pdf/0940651.pdf>

Street Outreach Written Standards

The NC-507 Continuum of Care developed the following Street Outreach performance standards to ensure:

- Program accountability to individuals and families experiencing unsheltered homelessness, specifically populations at greater risk or with the longest histories of homelessness
- Program compliance with the Department of Housing and Urban Development
- Service consistency within programs
- Adequate program staff competence and training, specific to the target population served

EXPECTATIONS

These performance standards attempt to provide a high standard of care that places community and client needs first. Based on best practices, this high standard of care is necessary to achieve our goal of ending homelessness in Raleigh/Wake County. The Partnership recommends that street outreach programs funded through other funding sources also follow these standards.

Unless otherwise outlined by the programs funding source, providers of Street Outreach must target unsheltered homeless individuals and families who lack a fixed, regular, and adequate nighttime residence, such as an individual or family with a primary nighttime residence that is in a public or private place not meant for human habitation including but not limited to a car, park, abandoned building, bus or train station, airport, or camping ground.

Outreach programs must meet people where they are, both geographically and emotionally. This means meeting people in locations that are most convenient for them as well as developing trusting relationships with unsheltered people through active listening, persistence, consistency, and without judgment. Because outreach happens in non-traditional settings with people who often have complex needs, outreach workers face challenges that require special skills to do their job well.

Engaging unsheltered people on their turf means workers must be able to maintain their and their client's safety, have strong ethics and boundaries, and good coping skills after working under very difficult and stressful circumstances. Outreach workers must make frequent judgment calls about balancing safety and ethics with clients' needs.

Since street outreach programs work with a vulnerable population that often has little or no access to services, the main component of street outreach work is to ensure the survival of people living on the streets. Street outreach programs provide necessary supplies for living unsheltered and assist people to access emergency shelters, especially during very cold or hot times of the year.

Regularly engaging community providers, including law enforcement and other city and county departments encountering unsheltered people, and creatively including homeless and formerly homeless individuals to assist in the engagement of this population are necessary to provide effective street outreach.

Street outreach programs must operate with a Housing First approach. Housing First programs believe that anyone can and should be housed and the barriers to permanent housing should be minimized. Housing First allows street outreach programs to move unsheltered individuals more quickly from places

not meant for human habitation into permanent housing.

PERFORMANCE STANDARDS PERSONNEL

STANDARD:

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

Benchmarks

- The organization selects employees and/or volunteers with adequate and appropriate knowledge, experience, and stability for working with unsheltered individuals and families.
- 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.
- All programs should use the Homeless Management Information System (HMIS) wherein all end users must abide by the NC HMIS User and Participation Agreements, including adherence to the strict privacy and confidentiality policies.
- Staff supervisors of casework, counseling and/or case management services have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with unsheltered individuals and families.
- All program staff have written job descriptions that address tasks staff must perform and the minimum qualifications for the position.
- The organization will train program staff on general topics such as self-care, teamwork, boundaries and ethics, and personal safety. It will also train staff on specific skills necessary to effectively connect with unsheltered individuals, including, but not limited to, relationship- building, motivational interviewing, cultural competence, effective referrals and linkages, basic medical and mental health care, and conflict de-escalation.

STREET OUTREACH

Standard: Street outreach programs will provide assertive outreach and engagement to unsheltered individuals living in places not meant for human habitation, and assist them in accessing emergency shelter, physical and behavioral health services, income supports, and permanent housing.

Benchmarks:

- Street outreach programs will assertively outreach and engage unsheltered individuals where they are, seeking them in campsites, under bridges, near the entrance and exit ramps to roads and highways, in abandoned buildings, living in bus or train stations, or other places not meant for human habitation.
- Street outreach programs will collaborate with local service or basic needs providers and organizations where unsheltered individuals seek basic services such as food pantries, crisis centers, community centers, day shelters, and others, setting up regularly scheduled times to outreach and engage unsheltered individuals in these locations.
- Street outreach programs should provide outreach and engagement, crisis intervention counseling, case management, emergency and permanent housing planning, employment and other income assistance, and life skills training. Program staff will help unsheltered individuals connect to physical and mental health services, substance abuse treatment, transportation, services for special populations (i.e. developmental disabilities, HIV/AIDS), and other mainstream services, including public benefits such as Social

Security Disability, Medicaid/Medicare, Food Stamps, TANF.

- Street outreach programs may not deny or terminate services to individuals unwilling or unable to obtain higher-level services or follow a basic case management plan.
- Street outreach programs must actively participate in the NC-507 Coordinated Access System. Program staff will assess unsheltered individuals with the VI-SPDAT as soon as possible and participate in community bi-weekly case conferencing meetings.
- Street outreach programs shall not charge money for any housing or supportive service provided.
- Street outreach programs must work to connect their clients to permanent housing programs, such as rapid re-housing and permanent supportive housing, in the community. When appropriate based on the individual's needs and wishes, the provision of or referral to rapid rehousing services that can quickly assist individuals to obtain safe, permanent housing shall be prioritized over the provision of or referral to an emergency shelter or transitional housing services. If a permanent housing program does not have availability or the client is not currently matched to a program, Street Outreach programs must continue to engage clients and discuss alternative housing options.
- Communities will share information across outreach teams and sites and engage with other systems, including law enforcement, hospitals, and emergency departments, corrections, libraries, and job centers to proactively seek all unsheltered people within CoC, including people living in encampments or tent cities, and not be limited to serving only persons seeking assistance. This *must* be conducted by prioritizing the client's privacy, health, and safety above all else.
- All outreach should be person-centered and emphasize building rapport and trust as a means of helping people obtain housing with appropriate services.

OUTREACH AND ENGAGEMENT

Standard: Programs will locate, identify, and build relationships with unsheltered people experiencing homelessness and engage them to provide immediate support, intervention, and connections with homeless assistance programs, essential services, and permanent housing programs.

Benchmarks:

- All participants must meet the following program eligibility requirements for street outreach programs unless otherwise specified by a program funder:
 - Unsheltered homeless, living in places not meant for human habitation such as campsites, abandoned buildings, bus or train stations, in cars, or under bridges
 - All Street Outreach providers must use the standard order of priority for documenting evidence to determine unsheltered homeless status. Street Outreach must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:
 - Third-party documentation (including HMIS)
 - Intake worker observations through outreach and visual assessment
 - Self-certification of the person receiving assistance
 - Programs should engage individuals, make an initial assessment of needs, and determine unsheltered homeless status. During outreach, if programs determine that an individual does not meet the definition of unsheltered homelessness, they should still connect any literally homeless person needing assistance to the Coordinated Entry System to access needed services, but not enroll them for expanded services in the street outreach program.
 - Programs can only turn away unsheltered individuals from program entry for the following reasons:

- The individual does not meet the unsheltered homeless definition
- The safety of staff is at imminent risk
- The individual does not meet other program requirements set by the program funder. i.e. PATH, Runaway and Homeless Youth (RHY) Street Outreach, etc.
- Programs cannot disqualify an individual or family from entry because of:
 - Employment status or lack of income.
 - Evictions or poor rental history.
 - Unwillingness or inability to obtain higher-level services or follow a basic case management plan.
- Programs may make services available and encourage engaged individuals to participate in higher-level services but cannot make service usage a requirement.
- Street outreach programs must continue to outreach and engage unsheltered individuals regularly, offering them higher-level services, and ensuring basic needs are met.
- Programs will maintain releases of information, case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. Paper files should be maintained in a locked cabinet behind a locked door with access strictly reserved for caseworkers and administrators.

CASE MANAGEMENT SERVICES

Standard: Street outreach programs shall provide access to case management services by trained staff to any unsheltered individuals, matching their needs and desires.

Benchmarks:

- Street outreach staff provide regular and consistent case management and connect program participants to essential services based on the individual's specific needs and the level at which the participant desires.
 - Case management includes:
 - Building trusting, lasting relationships with unsheltered individuals.
 - Providing access to essential services, such as emergency health services, emergency mental health services, and transportation to eligible services.
 - Assessing, planning, coordinating, implementing, and evaluating the services delivered to the participant. Program staff will engage participants in an individualized housing and services plan. Participants do not need to access additional services to be referred to permanent housing providers.
 - Helping clients to create strong support networks and participate in the community, as they desire.
 - Encouraging unsheltered individuals to seek emergency shelter and advocating with local shelter providers to accept and work with the individual, per the Coordinated Entry System.

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 (24 CFR 576.402).

Benchmarks:

- In general, the program may terminate assistance under a formal process established by the program

that recognizes the rights of individuals and families affected.

- The program is responsible for providing evidence that extenuating circumstances were considered and significant attempts were made to help the client continue in the program. Programs should have a formal, established grievance process in its policies and procedures for participants who feel assistance was wrongly terminated.
- Programs should only terminate assistance when a participant has presented a terminal risk to staff or other clients. If a barred client presents him/herself later, programs should review the case to determine if the debarment can be removed to give the participant a chance to receive further assistance.
 - Programs may deny entry or terminate services for program-specific violations relating to the safety and security of program staff and participants.

Emergency Shelter Written Standards

The NC-507 Continuum of Care developed the following Emergency Shelter performance standards to ensure:

- Program accountability to individuals and families experiencing homelessness, specifically populations at greater risk or with the longest histories of homelessness
- Program compliance with the Department of Housing and Urban Development and the Department of Veteran Affairs
- Service consistency within programs
- Adequate program staff competence and training, specific to the target population served

EXPECTATIONS

All program grantees using the Department of Housing and Urban Development Continuum of Care and the Department of Veteran's Affairs VA Supportive Housing (VASH) funding must adhere to these performance standards. Programs funded through the Continuum of Care will be monitored by The Partnership to ensure compliance. These performance standards attempt to provide a high standard of care that places community and client needs first. Based on proven best practices, this high standard of care is necessary to achieve our goal of ending homelessness in Wake County.

EMERGENCY SHELTER

Emergency shelter is any facility whose primary purpose is to provide temporary housing for individuals or families experiencing homelessness for 90 days or less. Emergency shelters, as we know them today, emerged during the late 1970s and early 1980s in response to an increasing number of individuals experiencing homelessness. These initial shelters were meant to provide a short-term emergency stay for individuals as they rehoused themselves. However, because of decreased affordable housing in urban centers, a lack of substantive supportive services catering to the needs of homeless individuals, and a large subpopulation of individuals with disabling conditions, the movement out of the emergency shelter into permanent housing stalled with many individuals staying in the shelter for long periods of time.

With the advent of permanent supportive housing and rapid rehousing based on the national best practice, Housing First, communities are moving some of their most vulnerable homeless individuals and families with the longest histories of homelessness into permanent housing. This allows the emergency shelter system to regain its original intention, providing individuals experiencing homelessness a temporary stay until they can regain permanent housing.

Emergency shelters serve a wide variety of people experiencing homelessness in our communities and may target their services to a population. Many emergency shelters serve a single-gender, individuals and/or families, people fleeing domestic violence, or a combination thereof. The most effective emergency shelters direct their services and resources toward a truly interim housing solution and have strong connections to permanent housing programs catering to the needs of people experiencing homelessness. Emergency shelters can provide short-term housing for individuals and families waiting for placement in a rapid rehousing or permanent supportive housing program.

PERFORMANCE STANDARDS PERSONNEL

STANDARD:

Programs shall adequately staff services with qualified personnel to ensure the 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/or 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.
- All paid and volunteer staff participate in ongoing internal and/or external training on the community-approved prevention and diversion screening tool, the individual and family VI-SPDAT screening tool, and the community-approved case management tool.
- For programs using the Homeless Management Information System (HMIS), all end users must abide by the NC HMIS End User and Participation Agreements, including adherence to the strict privacy and confidentiality policies.
- Staff supervisors of casework, counseling, and/or case management services have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that place individuals and/or families at risk of homelessness.
- Staff supervising overall program operations have, at a minimum, a bachelor's degree in a human service-related field and/or demonstrated ability and experience that qualifies them to assume such responsibility.
- All program staff have written job descriptions that address tasks staff must perform and the minimum qualifications for the position.
- If the shelter provides case management as part of its programs, case managers provide case management with the designated case management tool frequently (every six months minimum) for all clients.
- Organizations should share and train all program staff on the NC-507 Emergency Shelter Written Standards.

CLIENT INTAKE PROCESS STANDARD:

Programs will actively participate in their community's coordinated entry system. Programs will serve the most vulnerable individuals and families needing assistance.

Benchmarks

- All adult program participants must meet the following program eligibility requirements in ESG-Funded Emergency Shelter:
 - 18 years or older
 - Literally homeless, imminently at-risk of homelessness, and/or fleeing or attempting to flee domestic violence (see definitions listed above for Category 1, 2, and 4 of the

homeless definition)

- All ESG recipients must use the standard order of priority for documenting evidence to determine homeless status and chronically homeless status. Grantees must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:
 - Third-party documentation (including HMIS)
 - 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 (24 CFR 578.93)
- Programs cannot disqualify an individual or family because of employment status or lack of income.
- Programs cannot disqualify an individual or family because of 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, case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. Paper files should be maintained in a locked cabinet behind a locked door with access strictly reserved for caseworkers and administrators.
- Programs may deny entry or terminate services for program-specific violations relating to the safety and security of program staff and participants.

EMERGENCY SHELTER STANDARD:

Shelters will provide safe, temporary housing options that meet participant needs under guidelines set by the Department of Housing and Urban Development.

Benchmarks:

- 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 the health and safety of the residents.
- Shelters must be accessible under Section 504 of the Rehabilitation Act, the Fair Housing Act, and Title II of the Americans with Disabilities Act, where applicable.
- Shelters may provide case management, counseling, housing planning, child care, education services, employment assistance and job training, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment, transportation, and services for special

populations per 24 CFR 576.102 but cannot deny shelter services to individuals and families unwilling to participate in supportive services. See the next section for specific required and optional services shelters must provide.

- Shelters providing shelter to families may not deny shelter to a family based on the age and gender of a child under 18 years of age.
- Shelters must comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. 4821- 4946), the Residential Lead-Based Paint Hazard Reduction Act of 1992 (42 U.S.C. 4851- 4956), and implementing regulations in 24 CFR part 35, subparts A, B, H, J, K, M, and R.
- Shelters must actively participate in their community's coordinated entry system.
- 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.

CASE MANAGEMENT SERVICES STANDARD:

Shelters shall provide access to case management services by trained staff to each individual and/or family in the program.

Benchmarks (Standard Available Services)

- Shelters must provide the client with a written copy of the program rules and the termination process before he/she begins receiving assistance.
- Shelter staff provide regular and consistent case management to shelter 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 shelter 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.
 - If the shelters provide case management as part of its programs, use of the community-approved case management tool for ongoing case management and measurement of acuity over time, determining changes needed to better serve residents.
- Shelter staff or other programs connected to the shelter through a formal or informal relationship will assist residents in accessing cash and non-cash income through employment, mainstream benefits, childcare assistance, health insurance, and others. Ongoing assistance with basic needs.

Benchmarks (Optional but recommended services, often from other providers)

- Representative payee services.
- Basic life skills, including housekeeping, grocery shopping, menu planning, and food preparation, consumer education, bill paying/budgeting/financial management, transportation, and obtaining vital documents (social security cards, birth certificates, school records).
- Relationship-building and decision-making skills.

- Education services such as GED preparation, post-secondary training, and vocational education.
- Employment services, including career counseling, job preparation, resume-building, dress, and maintenance.
- Behavioral health services such as relapse prevention, crisis intervention, medication monitoring, and/or dispensing outpatient therapy and treatment.
- Physical health services such as routine physicals, health assessments, and family planning.
- Legal services related to civil (rent arrears,

TERMINATION STANDARDS:

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 (24 CFR 576.402). NC-507 CoC recommends programs work with other community service providers to develop a board to hear client grievances.

Benchmarks

- In general, if a resident violates program requirements, the shelter may terminate assistance under 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 to determine if the debarment can be removed to give the program a chance to provide further assistance at a later date.

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 program files should, at a minimum, contain all of the information and forms required by HUD at 24 CFR 576.500 and the state ESG office, service plans, case notes, referral lists, and service activity logs including services provided directly by the shelter program and indirectly by other community service providers. ESG requires:
 - Documentation of homeless status (see above for the priority of types of documentation)
 - Determination of ineligibility, if applicable, which shows the reason for this determination
 - Annual income evaluation
 - Program participant records
 - Documentation of using the community's coordinated entry system
 - Compliance with shelter and housing standards
 - Services and assistance provided
 - Expenditures and match
 - Conflict of interest/code of conduct policies

- Homeless participation requirement
- Faith-based activity requirement, if applicable
- Other Federal requirements, if applicable
- Confidentiality procedures
- All client information should be entered into the NC HMIS under 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.
- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission of 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 research, teaching, and public interpretation. All programs must have consent for release of information form for clients to use to indicate consent in sharing information with other parties.
- All records about ESG funds must be retained for the greater of 5 years or the participant records must be retained for 5 years after the expenditure of all funds from the grant under which the program participant was served. Agencies may substitute written files with microfilm, photocopies, or similar methods.

EVALUATION AND PLANNING STANDARD:

Shelter will conduct ongoing planning and evaluation to ensure programs continue to meet community needs for individuals and families experiencing homelessness.

Benchmarks

- Agencies maintain written goals and objectives for their services to meet the outcomes required by ESG.
- 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, adjusting the program as needed to meet the needs of the community.
- Programs regularly review project performance data in HMIS to ensure the reliability of data. Programs should review this information, at a minimum, quarterly.

Rapid Rehousing Written Standards

The NC-507 Continuum of Care developed the following Rapid Rehousing performance standards to ensure:

- Program accountability to individuals and families experiencing homelessness, specifically populations at greater risk or with the longest histories of homelessness
- Program compliance with the Department of Housing and Urban Development and the Department of Veteran Affairs
- Service consistency within programs
- Adequate program staff competence and training, specific to the target population served

EXPECTATIONS

All program grantees using Department of Housing and Urban Development Continuum of Care, Emergency Solutions Grant, VA SSVF, and HOME TBRA funding must adhere to these performance standards. Rapid Rehousing programs funded through the Continuum of Care and Emergency Solutions Grant will be monitored by the Partnership to ensure compliance. The NC-507 CoC recommends that rapid rehousing programs funded through other sources also follow these standards. These performance standards attempt to provide a high standard of care that places community and client needs first. Based on proven best practices, this high standard of care is necessary to achieve our goal of ending homelessness in Wake County.

Some requirements and parameters for rapid rehousing assistance vary from program to program. It will be necessary to refer to the regulations for each program along with these program standards (CoC: 24 CFR 587; ESG: 24 CFR 576; SSVF: 38 CFR 62; HOME: 24 CFR 570). The program standards note many of the differences below in each of the following sections. For other helpful documents to check for compliance with requirements, see the footnotes below.²

RAPID REHOUSING

Rapid rehousing provides an immediate permanent housing solution for vulnerable homeless individuals and families by providing short-term rental assistance and services.³ Common publicly-funded types of rapid rehousing programs include HUD CoC-funded rapid rehousing, Emergency Solutions Grant-funded rapid rehousing, Supportive Services for Veteran Families (SSVF) programs funded through the Department of Veteran Affairs, and Tenant-Based Rental Assistance programs funded through the HOME Investments Partnership (HOME) formula grant program. Research shows rapid rehousing to be one of the most effective types of contemporary homeless service programs to end homelessness from a financial and housing stability perspective.⁴

² https://www.hudexchange.info/resources/documents/Rapid_Re-Housing_ESG_vs_CoC.pdf;

http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/hudclips/handbooks/cpd/6509.2

³ <https://www.gpo.gov/fdsys/granule/CFR-2012-title24-vol3/CFR-2012-title24-vol3-part576/content-detail.html>

⁴ <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/2000265-Rapid-Re-housing-What-theResearch-Says.pdf>

In general, rapid rehousing programs have latitude in determining the target population the program will serve and a great degree of flexibility in how programs apply subsidies, in duration and amount, to house and stabilize individuals and families experiencing homelessness. Many rapid rehousing programs focus on ending homelessness among youth and family populations. Other programs focus exclusively on veterans and veteran families. Others design their programs to target the needs of survivors of domestic violence or persons experiencing chronic or episodic homelessness. Rapid rehousing is an intervention that can adapt to serve individuals, families, and youth with a variety of housing barriers.

No matter the focus population, all rapid rehousing programs should adopt a Housing First philosophy by reducing barriers to eligibility (i.e. no income, sobriety, and rental history) and housing people as quickly as possible. These programs should also participate in the coordinated entry process, including the local prioritization of individuals and families for permanent housing interventions. In Wake County, each Access Site and Emergency Shelter utilizes a community-approved prevention and diversion screening tool and the Individual and Family VI-SPDAT Prescreen Tools to assist in determining priorities and housing triage methods, while permanent housing programs use a case management tool for more developed housing placement purposes and intensive case management over time. Communities use the VI-SPDAT to prioritize individuals and families experiencing literal homelessness based on chronicity, length of time homeless, and an acuity score that indicates the type of housing intervention best suited to their ongoing needs.

PERFORMANCE STANDARDS PERSONNEL

STANDARD:

Programs shall adequately staff services with qualified personnel to ensure the 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/or 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.
- Program designates staff whose responsibilities include identification and recruitment of landlords, encouraging them to rent to homeless households served by the program. Staff have the knowledge, skills, and agency resources to understand landlords' perspectives, understand landlord and tenant rights and responsibilities, and negotiate landlord supports. Grantees should train their case management staff who have housing identification responsibilities on this specialized skill set to perform the landlord recruitment function effectively.
- For programs using the Homeless Management Information System (HMIS), all end users must abide by the NC HMIS End User and Participation Agreements, including adherence to the strict privacy and confidentiality policies.
- Staff supervisors of casework, counseling, and/or case management services have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that place individuals and/or families at risk of homelessness.

- Staff supervising overall program operations have, at a minimum, a bachelor's degree in a human service-related field and/or demonstrated ability and experience that qualifies them to assume such responsibility.
- All program staff have written job descriptions that address tasks staff must perform and the minimum qualifications for the position. Ideally, rapid rehousing programs would have staff dedicated to housing identification and landlord recruitment. However, if programs cannot have dedicated staff, case manager job descriptions must include responsibilities for landlord recruitment and negotiation.
- Case managers provide case management with an approved case management tool frequently (minimum of bi-monthly) for all clients.
- Organizations should share and train all program staff on the NC-507 Rapid Rehousing Written Standards.

PRIORITY FOR TENANTS WHO NEED EMERGENCY TRANSFERS UNDER VAWA 2013 STANDARD:

Tenants eligible for emergency transfers under the NC-507 emergency transfer policy and VAWA statute and regulations have priority for open rapid rehousing units if they also meet all eligibility requirements and relevant prioritization requirements for the project.

CLIENT INTAKE PROCESS STANDARD:

Programs will actively participate in their community's coordinated entry system by only taking referrals from the coordinated entry system for their program. At a minimum, programs will perform the Prevention and Diversion screening tool to determine the ability of the program to divert the presenting household from the homeless service system and/or the VI-SPDAT Prescreen on 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 (CoC RRH programs may work with participants in Categories 1 and 4. ESG RRH programs may work with participants in Category 1 and literally homeless participants in Category 4). SSVF programs should follow specific guidelines for eligible participants.
 - Adult household members can participate in developing and carrying out an appropriate housing stability plan and maintain accountability of said plan.
 - CoC programs should also assess participant eligibility based on eligibility criteria established by the NOFA for the year of the award.
- Programs cannot disqualify an individual or family because of prior evictions, poor rental history, criminal history, or credit history.
- Programs focus on engaging participants by explaining available services and encouraging each adult household member to participate in said services, but programs do not make service usage a requirement or the denial of services a reason for disqualification or eviction.
- 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. Grantees must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:

- Third-party documentation (including HMIS)
- Intake worker observations through outreach and visual assessment.
- Self-certification of the person receiving assistance.
- Programs will maintain release of information, case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. Paper files should be maintained in a locked cabinet behind a locked door with access reserved for caseworkers and administrators.
- 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
 - Rapid rehousing subsidy money has been exhausted
 - If the housing has in residence at least one family member 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 (24 CFR 578.93)
 - For SSVF and HOME programs only, the family or individual has household income over 50% of area median income

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.

Benchmarks

- Programs explain program rules and expectations before 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 before the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
- Programs may assist with rental application fees (ESG, CoC and SSVF only), moving costs (ESG, SSVF, and CoC only), temporary storage fees (ESG and SSVF programs only), security deposits (up to 2 months for ESG, CoC and HOME), last month's rent (ESG, CoC and SSVF only), utility deposits, utility payments, rental arrears (up to 6 months for ESG), utility arrears (up to 6 months for ESG), credit repair (ESG and CoC only), and legal services (ESG and CoC only) related to obtaining permanent housing. Grantees should follow the specifics of the grant program under which their program is funded to understand specific restrictions for each program and the maximum number of months allowed for rental and utility assistance.
- 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. Initial lease agreements should be for one year, renewable for a minimum term of one month, and terminable only for cause. HOME TBRA leases should not have prohibited lease provisions (24 CFR 92.253).

- Rental Assistance Agreement: Grantees may make rental and utility assistance payments only to an owner with whom the household has entered into a rental assistance agreement. The rental assistance agreement must set forth the terms under which rental assistance will be provided. The rental assistance agreement must provide that, during the term of the agreement, the landlord must give the grantee a copy of any notice to the program participant to vacate the housing unit or any complaint used under state or local law to commence a legal eviction against a program participant.
- Programs should take a progressive approach when determining the amount that households will contribute toward their monthly rent payment. Programs should remain flexible, considering the unique and changing needs of the household. The household's payment cannot exceed ESG, CoC, SSVF, or HOME regulations. Except for the HOME TBRA program, programs can choose not to charge households rent during their participation in the program. All rent payments made by program participants must be paid directly to the landlord or property owner. Programs will review the amount of rental assistance paid for the participating household every 3 months and changes made to the agreement will be determined by continued need and ability of the household to sustain housing long-term. Programs should have written policies and procedures for determining the rent amount participants pay towards housing costs. This amount must be reasonable based on household income (this could potentially be 50-60% of their monthly income), including \$0 for households with no income. These policies should also address when and how programs use financial assistance as a bridge to housing subsidy or a permanent supportive housing program.
- 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. Programs must review the amount of rental assistance provided every 3 months and continued need determined through consultation between the participant and the case manager. Programs should review regulations for the funding source to determine maximum months they can pay for rental assistance.
- Use with other subsidies: Except for the 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.
- HUD CoC grantees will adhere to the responsibilities of grant management outlined by the CoC Written Standards.

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 (Standard Available Services)

- Programs provide individual housing stabilization and/or case management services to program participants at least monthly. These services include:
 - Housing stability services to assist participants in locating and obtaining suitable, affordable permanent housing, including:

- Assessment of housing barriers, needs, and preferences.
 - Development of an action plan for locating housing.
 - Housing search.
 - Outreach to and negotiation with landlords or property owners.
 - Tenant counseling.
 - Assessment of housing for compliance with program type requirements for habitability, lead- based paint and rent reasonableness.
 - Assistance with submitting rental applications.
 - Understanding lease agreements.
 - Arranging for utilities.
 - Making moving arrangements.
 - Assuring participants have the basics at move-in, including simple furnishings, mattresses, and cooking utensils like pots and pans.
- o 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.
 - Developing, securing, and coordinating services.
 - Obtaining federal, state, and local benefits.
 - Monitoring and evaluating program participants' progress towards goals.
 - Providing information about and referrals to other providers.
 - Conducting 3-month evaluations to determine ongoing program eligibility.
- o Programs may offer other services, including:
- Legal services to resolve a legal problem prohibiting a program participant from obtaining or retaining permanent housing (only ESG and CoC), including:
 - Client intake.
 - Preparation of cases for trial.
 - Provision of legal advice.
 - Representation of legal advice.
 - Counseling.
 - Filing fees and other necessary court costs.
 - Mediation between the program participant and the owner or person(s)with whom the participant is living (only ESG and CoC).
 - Credit repair (only ESG and CoC), including:
 - Credit counseling.
 - Accessing a free personal credit report.
 - Resolving personal credit problems.
 - Other services needed to assist with critical skills related to household budgeting and money management.
- Case management includes the following types of contact: home visits, office visits, meeting in a location in the community, or phone calls (at least one visit per month must be in person). Programs should use an approved case management tool as a guide for their case management services to program participants. Meeting times, place, and frequency should be mutually agreed upon by both the participant and case manager.

- CoC and ESG RRH programs must meet with participants at least once per month to assist the participant in long-term housing stability. Program staff must conduct an annual assessment of service needs.
- The program will evaluate the household for continued eligibility every three months or as changes are reported in household income and housing stability. To continue receiving rapid rehousing assistance, the household must demonstrate:
 - Lack of resources and support networks. The household must continue to lack sufficient resources and support networks to retain housing without program assistance.
 - Need. The program must determine the amount and type of assistance that the household needs to (re)gain stability in permanent housing.
 - For ESG, at the 12-month annual recertification, the client's income must be at or below 30% Area Median Income.

Benchmarks (Optional but recommended services, often from other providers)

- Representative payee services.
- Relationship-building and decision-making skills.
- Education services such as GED preparation, post-secondary training, and vocational education.
- Employment services, including career counseling, job preparation, resume-building, dress, and maintenance.
- Behavioral health services such as relapse prevention, crisis intervention, medication monitoring, and/or dispensing, outpatient therapy, and treatment.
- Physical health services such as routine physicals, health assessments, and family planning.
- Legal services related to civil (rent arrears, family law, uncollected benefits) and criminal (warrants, minor infractions) matters.
- For CoC PSH, in addition to the services mentioned such as one-time moving costs and case management, other eligible supportive service costs include childcare, food, housing search and counseling, outreach services, transportation, and one-time utility deposit.

SERVICE COORDINATION STANDARDS:

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; childcare resources and other public programs that subsidize childcare; youth development and child welfare; WIC; Supplemental Nutritional Assistance Program (SNAP); Unemployment Insurance; Social Security benefits;

Medicaid/Medicare or other comparable services if available.

- For CoC RRH, in addition to one-time moving costs and case management, other eligible supportive service costs include child care, education, and employment services, food, housing search and counseling, legal services, life skills training, mental health and outpatient health services, outreach services, substance abuse treatment, transportation, and a one-time utility deposit.

TERMINATION STANDARDS:

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. The Partnership recommends programs work with other community service providers to develop a board to hear client grievances.

Benchmarks

Emergency Solutions Grant Rapid Rehousing

- To terminate assistance to a program participant, the agency must follow the due-process provisions outlined in 24 CFR 576.402 as follows:
 - If a program participant violates program requirements, the grantee may terminate the assistance under a formal process established by the grantee, recognizing the rights of the individuals affected. The grantee must exercise sound judgment and examine all extenuating circumstances in determining when violations warrant termination so that programs terminate assistance to program participants in only the most severe cases.
 - To terminate rental assistance and/or housing relocation and stabilization services to program participants, the required formal process, at a minimum, must consist of:
 - Written notice to the program participant containing a clear statement of the reasons for termination;
 - A review of the decision, in which the program participant has the opportunity to present written or oral objections before a person other than the person who made or approved the termination decision;
 - Prompt written notice of the final decision to the program participant.
 - Termination under this section does not preclude the program from providing further assistance later to the same individual or family.

Continuum of Care Rapid Rehousing, HOME Tenant-Based Rental Assistance

- To terminate assistance to a program participant, the agency must follow the provisions described in 24 CFR 578.91 of the HEARTH Continuum of Care Interim Rule as follows:
 - The grantee may terminate assistance to program participants who violate program requirements or conditions of occupancy. Termination under this section does not preclude the program from providing further assistance at a later date to the same individual or family.
 - To terminate assistance to program participants, the grantee must provide a formal process, recognizing the rights of the individuals receiving assistance under the due process of law. This process, at a minimum, must consist of:
 - Providing program participants with a written copy of program rules and the termination process before the participant begins to receive assistance with a copy signed by the client;
 - Written notice to program participants containing a clear statement of the reasons for termination;

- A review of the decision, in which the program participant has the opportunity to present written or oral objections before a person other than the person who made or approved the termination decision;
- Prompt written notice of the final decision to the program participant.

Supportive Services for Veteran Families –Rapid Rehousing

- Limitations on and continuations of the provision of supportive services can be found under 38 CFR 62.35 as follows:
 - Extremely low-income veteran families: a participant classified as an extremely low-income veteran family will retain that designation as long as the participant continues to meet all other eligibility requirements.
 - Limitations on the provisions of supportive services to participants classified under 62.11(c): a grantee may provide supportive services to a participant until the earlier of two dates:
 - The participant commences receipt of other housing services adequate to meet the participant's needs;
 - Ninety days from the date the participant exits permanent housing.
 - Supportive services provided to participants classified under 62.11(c) must be designed to support the participants in their choice to transition into housing that is responsive to their individual needs and preferences.
 - Continuation of supportive services to veteran family member(s): if a veteran becomes absent from a household or dies while other members of the veteran family are receiving supportive services, then such supportive services must continue for a grace period following the absence or death of the veteran. The grantee must establish a reasonable grace period for continued participation by the veteran's family member(s), but that period may not exceed 1 year from the date of absence or death of the veteran, subject to the requirements of bullets (1) and (2) of this section. The grantee must notify the veteran's family member(s) of the duration of the grace period.
 - Referral for other assistance: if a participant becomes ineligible to receive supportive services under this section, the grantee must provide the participant with information on other available programs and resources.
 - *Families fleeing domestic violence*: Notwithstanding the limitations in 62.34 concerning the maximum amount of assistance a family can receive during a defined period of time, a household may receive additional assistance if it otherwise qualifies for assistance under this part and is fleeing from a domestic violence situation. A family may qualify for assistance even if the veteran is the aggressor or perpetrator of domestic violence. Receipt of assistance under this provision resets the maximum limitation for assistance under the regulations for the amount of support that can be provided in a given amount of time under 62.34

FOLLOW-UP SERVICES STANDARD:

Programs must ensure a continuity of services to all clients exiting their programs. Agencies can provide these services directly or through referrals to other agencies.

Benchmarks

- Programs prioritize the development of exit plans for each participant to ensure continued permanent housing stability and connection to community resources as well as a list of prevention and diversion services available if another housing crisis occurs, as desired.
- Programs should attempt to follow up with participants through verbal or written contact at least once 6 months after the client exits the program. A program may provide follow-up services to include identification of additional needs and referrals to other agencies and community services to prevent future episodes of homelessness.

CLIENT AND PROGRAM FILES STANDARD:

Programs will keep all program participant files up-to-date and confidential to ensure effective delivery and tracking of services.

Benchmarks

- Client and program files should, at a minimum, contain all the information and forms required by HUD (24 CFR 576.500), and the VA, service plans, case notes, referral lists, and service activity logs, including services provided directly by the permanent supportive housing program and indirectly by other community service providers. Programs should have:
 - Documentation of homeless status, chronic homelessness status (where applicable), and disabling condition.
 - Determination of ineligibility, if applicable, which shows the reason for this determination.
 - Initial and annual income evaluation, per program rules.
 - Program participant records.
 - Documentation of using the community's coordinated entry system.
 - Compliance with shelter and housing standards.
 - Services and assistance provided.
 - Expenditures and matches.
 - Conflict of interest/code of conduct policies.
 - Homeless participation requirement.
 - Faith-based activity requirement, if applicable.
 - Other Federal requirements, if applicable.
 - Confidentiality procedures.
- All client information should be entered in HMIS under 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, HUD required data elements, and an update of the client's information as changes occur.
- Programs must maintain a release of information form for clients to use to indicate consent in sharing information with other parties. This cannot be a general release but one that indicates sharing information with specific parties for specific reasons.
- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission of 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 research, teaching, and public interpretation.
- All records about CoC and ESG funds must be retained for the greater of 5 years or the participant records must be retained for 5 years after the expenditure of all funds from the grant under which the

program participant was served. Agencies may substitute written files with microfilm, photocopies, or similar methods. Records about other funding sources must adhere to those record retention requirements.

EVALUATION AND PLANNING STANDARD:

Homelessness prevention and rapid rehousing programs will work with the community to conduct ongoing planning and evaluation to ensure programs continue to meet community needs for individuals and families experiencing homelessness or at-risk of homelessness.

Benchmarks

- Agencies maintain written goals and objectives for their services to meet outcomes required by the HUD CoC and ESG programs or other funding sources. These written goals and objectives should strive to meet these performance benchmarks (for programs serving a high need population such as chronically homeless or no income, the CoC will take targeting efforts into account):
 - Reduce the length of time program participants spend homeless. Households served by the program should move into permanent housing in an average of 30 days or less.
 - Maximize permanent housing success rates. Programs should ensure that at least 80% of households exit to a permanent housing setting.
 - Decrease the number of households returning to homelessness. Programs should ensure that at least 85% of households exiting the program do not become homeless again within one year of exit.
- 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.

Prevention and Diversion Written Standards

Homelessness prevention programs can play an important role in ending homelessness. Like rapid rehousing programs, homelessness prevention programs can focus on financial assistance and housing stabilization services on specific populations, including survivors of domestic violence, families with children, and formerly homeless individuals and families. While research clearly shows the effectiveness of rapid rehousing programs on reducing homelessness in communities, homelessness prevention programs demonstrate mixed results. In order to end homelessness, communities understand they must prevent new episodes of homelessness and returns to homelessness for individuals and families in housing crises. However, it can be difficult to determine which households would have become homeless if not for this intervention. Data suggests that only one out of ten households presenting for prevention programs would become homeless without financial assistance. In light of this research, homelessness prevention programs should target their limited financial assistance and housing stability resources appropriately and develop methods to determine which households are at greatest risk of becoming homeless. In order to do so, prevention programs are encouraged to focus their spending on households who are at imminent risk of homelessness (within 72 hours) or those households who can be diverted from the shelter system with the aid of financial assistance. Homelessness prevention programs should target their funding towards households that have similar characteristics to the general homeless population in their community.

No matter the focus population, all prevention and diversion programs should adopt a Housing First philosophy by reducing barriers to eligibility (i.e. no income, sobriety, and rental history) and maintaining existing housing or rehousing people as quickly as possible. These programs should also participate in the coordinated entry process, including the local prioritization of individuals and families for permanent housing interventions. In Wake County, each Access Site and Emergency Shelter utilizes a community-approved prevention and diversion screening tool and the Individual and Family VI-SPDAT Prescreen Tools to assist in determining priorities and housing triage methods, while permanent housing programs use a case management tool for more developed housing placement purposes and intensive case management over time. NC-507 CoC uses the VI-SPDAT to prioritize individuals and families experiencing literal homelessness based on chronicity, length of time homeless, and an acuity score that indicates the type of housing intervention best suited to their ongoing needs.

EXPECTATIONS

All program grantees using the Department of Housing and Urban Development Continuum of Care, Emergency Solutions Grant, VA SSVF, and HOME TBRA funding must adhere to these performance standards. Prevention and Diversion programs funded through the Continuum of Care (applicable for high-performing CoC's) and Emergency Solutions Grant will be monitored by the Partnership to ensure compliance. The NC-507 CoC recommends that Prevention and Diversion programs funded through other sources also follow these standards. These performance standards attempt to provide a high standard of care that places community and client needs first. Based on proven best practices, this high standard of care is necessary to achieve our goal of ending homelessness in Wake County.

Some requirements and parameters for Prevention and Diversion assistance vary from program to program. It will be necessary to refer to the regulations for each program along with these program standards (CoC: 24 CFR 587; ESG: 24 CFR 576; SSVF: 38 CFR 62; HOME: 24 CFR 570). For other helpful documents to check for compliance with requirements, see the footnotes below.²

PERFORMANCE STANDARDS PERSONNEL

STANDARD:

Programs shall adequately staff services with qualified personnel to ensure the 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/or 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 End User and Participation Agreements, including adherence to the strict privacy and confidentiality policies.
- Staff supervisors of casework, counseling, and/or case management services have, at a minimum, a bachelor's degree in a human service-related field and/or experience working with individuals and families experiencing homelessness and/or other issues that place individuals and/or families at risk of homelessness.
- Staff supervising overall program operations have, at a minimum, a bachelor's degree in a human service-related field and/or demonstrated ability and experience that qualifies them to assume such responsibility.
- All program staff have written job descriptions that address tasks staff must perform and the minimum qualifications for the position. Ideally, Homeless Prevention and Diversion programs would have staff dedicated to diversion mediation and prevention services. However, if the programs cannot have dedicated staff, case manager job descriptions must include responsibilities for diversion conversations and prevention strategizing.
- Case managers provide case management with an approved case management tool frequently (every six month's minimum) for all clients.
- Organizations should share and train all program staff on the NC-507 Rapid Rehousing Written Standards.

PRIORITY FOR TENANTS WHO NEED EMERGENCY TRANSFERS UNDER VAWA 2013 STANDARD:

Tenants eligible for emergency transfers under the NC-507 emergency transfer policy and VAWA statute and regulations have priority for open rapid rehousing units if they also meet all eligibility requirements and relevant prioritization requirements for the project.

CLIENT INTAKE PROCESS STANDARD:

Programs will actively participate in their community's coordinated entry system by only taking referrals from the coordinated entry system for their program. At a minimum, programs will administer the community- approved prevention and diversion screening tool to determine the ability of the program to divert the presenting household from the homeless service system and/or the VI-SPDAT Prescreen on 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:
 - Homelessness prevention programs work with households who meet the at-risk of homelessness definition (Category 2) in the definitions section of the performance standards.
 - Adult household members can participate in developing and carrying out an appropriate housing stability plan and maintain accountability of said plan.
 - CoC programs should also assess participant eligibility based on eligibility criteria established by the NOFA for the year of the award.
- Programs cannot disqualify an individual or family because of prior evictions, poor rental history, criminal history, or credit history.
- Programs focus on engaging participants by explaining available services and encouraging each adult household member to participate in said services, but programs do not make service usage a requirement or the denial of services a reason for disqualification or eviction.
- 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. Grantees must document in the client file that the agency attempted to obtain the documentation in the preferred order. The order should be as follows:
 - Third-party documentation (including HMIS)
 - Intake worker observations through outreach and visual assessment.
 - Self-certification of the person receiving assistance
- Programs will maintain release of information, case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. Paper files should be maintained in a locked cabinet behind a locked door with access reserved for caseworkers and administrators.
- Programs can turn away individuals and families experiencing homelessness from program entry for only the following reasons
 - Opportunity requirements): singles-only programs can disqualify households with children; families-only programs can disqualify single individuals
 - Prevention and Diversion money has been exhausted

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 households most likely to experience homelessness if not for this assistance.
- Programs explain program rules and expectations before admitting the individual or family into the program. Programs will have rules and expectations that ensure fairness and avoid arbitrary decisions that can vary from client to client or staff to staff.
- In evaluating current housing, programs consider the needs of the individual or family living there to decide if the current unit meets Housing Quality Standards and long-term sustainability (ESG and SSVF only).

- 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 for habitability, lead-based paint, and rent reasonableness before the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
- Programs may assist with rental application fees (ESG and SSVF only), moving costs (ESG, CoC, and SSVF only), temporary storage fees (ESG and SSVF programs only), security deposits (up to 2 months for ESG, CoC and HOME), last month's rent (ESG, CoC and SSVF only), utility deposits, utility payments, rental arrears (up to 6 months for ESG), utility arrears (up to 6 months for ESG), credit repair (ESG and CoC only), and legal services (ESG and CoC only) related to obtaining permanent housing. Grantees should follow the specifics of the grant program under which their program is funded to understand specific restrictions for each program and the maximum number of months allowed for rental and utility assistance.
- 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: Grantees may make rental and utility assistance payments only to an owner with whom the household has entered into a rental assistance agreement. The rental assistance agreement must set forth the terms under which rental assistance will be provided. The rental assistance agreement must provide that, during the term of the agreement, the landlord must give the grantee a copy of any notice to the program participant to vacate the housing unit or any complaint used under state or local law to commence a legal eviction against a program participant.
- 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. Except for the HOME TBRA program, programs can choose not to charge households rent during their participation in the program. All rent payments made by program participants must be paid directly to the landlord or property owner. Programs will review the amount of rental assistance paid for the participating household every 3 months, and changes made to the agreement will be determined by continued need and ability of the household to sustain housing long-term.
- Programs may provide no more than 3 months of rental and utility assistance to a participating household for homelessness prevention. If the household needs more than 3 months of financial assistance, the agency Executive Director or his/her designated proxy may extend financial assistance month-to-month based on proof of continued need and demonstrated success of stated housing sustainability plan.
- Use with other subsidies: Except for the 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.

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 (Standard Available Services)

- Programs provide individual housing stabilization and/or case management services to program participants at least monthly. These services include:
 - Housing stability services to assist participants in maintaining current or obtaining an alternative suitable, affordable permanent housing unit, including:
 - Assessment of current housing and client needs to retain current housing.
 - Development of an action plan for locating new housing.
 - Housing search.
 - Outreach to and negotiation with landlords or property owners.
 - Tenant counseling.
 - Assessment of housing for compliance with program type requirements for habitability, lead-based paint, and rent reasonableness. ▪ Assistance with submitting rental applications.
 - Understanding lease agreements.
 - Arranging for utilities.
 - Making moving arrangements.
 - Assuring participants have the basics at move-in, including simple furnishings, mattresses, and cooking utensils like pots and pans.
 - 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.
 - Developing, securing, and coordinating services.
 - Obtaining federal, state, and local benefits.
 - Monitoring and evaluating program participants' progress towards goals.
 - Providing information about and referrals to other providers.
 - Conducting 3-month evaluations to determine ongoing program eligibility.
- Programs may offer other services, including:
- Legal services to resolve a legal problem prohibiting a program participant from obtaining or retaining permanent housing (only ESG and CoC), including:
 - Client intake.
 - Preparation of cases for trial.
 - Provision of legal advice.
 - Representation of legal advice.
 - Counseling.
 - Filing fees and other necessary court costs.
 - Mediation between the program participant and the owner or person(s) with whom

- the participant is living (only ESG and CoC).
 - Credit repair (only ESG and CoC), including:
 - Credit counseling.
 - Accessing a free personal credit report.
 - Resolving personal credit problems.
 - Other services needed to assist with critical skills related to household budgeting and money management.
- Case management includes the following types of contact: home visits, office visits, meeting in a location in the community, or phone calls (at least one visit per month must be in person). Programs should use an approved case management tool as a guide for their case management services to program participants. Meeting times, place, and frequency should be mutually agreed upon by both the participant and case manager.
- The program will evaluate the household for ongoing eligibility or as changes are reported in household income and needed to maintain housing stability. To continue receiving prevention services, the client must indicate a need, including relevant and appropriate documentation.

Benchmarks (Optional but recommended services, often from other providers)

- Representative payee services.
- Relationship-building and decision-making skills.
- Education services such as GED preparation, post-secondary training, and vocational education.
- Employment services, including career counseling, job preparation, resume-building, dress, and maintenance.
- Behavioral health services such as relapse prevention, crisis intervention, medication monitoring, and/or dispensing, outpatient therapy, and treatment.
- Physical health services such as routine physicals, health assessments, and family planning.
- Legal services related to civil (rent arrears, family law, uncollected benefits) and criminal (warrants, minor infractions) matters.

SERVICE COORDINATION STANDARDS:

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; childcare resources and other public programs that subsidize childcare; youth development and child welfare; WIC; Supplemental Nutritional Assistance Program (SNAP); Unemployment Insurance; Social Security benefits; Medicaid/Medicare or other comparable services if available.

TERMINATION STANDARDS:

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. The Partnership recommends programs work with other community service providers to develop a board to hear client grievances.

Benchmarks

- To terminate assistance to a program, agencies must follow the due process outlined under the formal process established by the CoC 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 program wrongly terminated assistance.
- Agencies 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 to determine if the debarment can be removed to give the program a chance to provide further assistance at a later date.

FOLLOW-UP SERVICES STANDARD:

Programs must ensure a continuity of services to all clients exiting their programs. Agencies can provide these services directly or through referrals to other agencies.

Benchmarks

- Programs prioritize the development of housing stability plans for each participant to ensure continued permanent housing stability and connection to community resources as well as a list of additional prevention and diversion services available if another housing crisis occurs.
- Programs should attempt to follow up with participants through verbal or written contact at least once 6 months after the client exits the program. A program may provide follow-up services to include identification of additional needs and referrals to other agencies and community services to prevent future episodes of homelessness.

CLIENT AND PROGRAM FILES STANDARD:

Programs will keep all program participant files up-to-date and confidential to ensure effective delivery and tracking of services.

Benchmarks

- Client and program files should, at a minimum, contain all of the information and forms required by HUD (24 CFR 576.500), and the VA, service plans, case notes, referral lists, and service activity logs, including services provided directly by the permanent supportive housing program and indirectly by other community service providers. Programs should have:
 - Documentation of homeless status, chronic homelessness status (where applicable), and disabling condition.

- Determination of ineligibility, if applicable, which shows the reason for this determination.
- Initial and annual income evaluation, per program rules.
- Program participant records.
- Documentation of using the community's coordinated entry system.
- Services and assistance provided.
- Expenditures and matches.
- Conflict of interest/code of conduct policies.
- Homeless participation requirements.
- Other Federal requirements, if applicable.
- Confidentiality procedures.
- All client information should be entered in HMIS under 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, HUD required data elements and update client information as changes occur.
- Programs must maintain a release of information form for clients to use to indicate consent in sharing information with other parties. This cannot be a general release but one that indicates sharing information with specific parties for specific reasons.
- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission of 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 research, teaching, and public interpretation.
- All records about CoC and ESG funds must be retained for the greater of 5 years or the participant records must be retained for 5 years after the expenditure of all funds from the grant under which the program participant was served. Agencies may substitute written files with microfilm, photocopies, or similar methods. Records about other funding sources must adhere to those record retention requirements.

EVALUATION AND PLANNING STANDARD:

Homelessness prevention programs will work with the community to conduct ongoing planning and evaluation to ensure programs continue to meet community needs for individuals and families experiencing homelessness or at-risk of homelessness.

Benchmarks

- Agencies maintain written goals and objectives for their services to meet outcomes required by the HUD CoC and ESG programs or other funding sources. These written goals and objectives should strive to meet these performance benchmarks (for programs serving a high need population such as chronically homeless or no income, the CoC will take targeting efforts into account):
 - Reduce the length of time program participants spend homeless. Households served by the program should move into permanent housing in an average of 30 days or less.
 - Maximize permanent housing success rates. Programs should ensure that at least 80% of households exit to a permanent housing setting.
 - Decrease the number of households returning to homelessness. Programs should ensure that at least 85% of households exiting the program do not become homeless again within one year of exit.

- 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.