



Annual Action Plan FY 2019-2020

The City of Raleigh
Housing and Neighborhoods Department
Community Development Division
raleighnc.gov

The previous year's HUD allocations were used as a placeholder in the FY 2019-2020 Annual Action Plan draft. The allocation amounts were received from HUD on April 23, 2019. Funding amounts were different than the previous year's allocation. As a result, numbers were changed in the following ways:

- CDBG:
The loss of funding was applied to the reduction of \$69,372 in Housing Rehabilitation
- HOME:
The loss of funding was applied to the reduction of \$166,185 in Housing Rehabilitation
- ESG:
Additional funding of \$13,445 was applied to Rapid Rehousing

Actual FY 2019-2020 HUD Allocations:

- Community Development Block Grant (CDBG): \$3,136,516
- HOME Investment Partnership (HOME): \$1,408,766
- Emergency Solutions Grant (ESG): \$272,027

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Executive Summary

Introduction

This 2019-2020 Annual Action Plan (AAP) represents the fifth year of the City of Raleigh's 2016-2020 Five-Year Consolidated Plan (ConPlan). The AAP is required by the U.S. Department of Housing and Urban Development (HUD), and serves as the City of Raleigh's application for federal funding. The plan identifies an entitlement community's priorities in terms of housing and community development needs for very low-, low-, and moderate-income city residents. Also, the plan identifies strategies, resources, and networks the community has developed to address those needs.

The ConPlan is a much larger document that serves as a road map. This document establishes comprehensive goals and coordinated strategies to address community needs. The ConPlan covers the period of July 1, 2015-June 30, 2020. The City of Raleigh must submit an AAP every year to illustrate how it is addressing its housing and community development needs.

The AAP is an application for the following grants from HUD:

- Community Development Block Grant (CDBG)
- HOME Investment Partnership (HOME)
- Emergency Solutions Grant (ESG)

In addition to these federal funding sources, local funding is also used to implement the City of Raleigh's Five-Year ConPlan. For example, over six million dollars 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 Community Development priorities and play a role in the City of Raleigh's strategic plan, which includes the key focus areas of "Safe, Healthy and Vibrant Communities" and "Economic Development and Innovation". The Safe, Healthy, and Vibrant Communities focus area includes initiatives that establish partnerships to provide services to homeless individuals and implement affordable housing strategies. The City's administration shows continued support of housing and community development by providing increased local funding for programs and establishing strategic plan initiatives focused on affordable housing and homeless.

The Community Development Division of the City of Raleigh Housing and Neighborhoods Department (Community Development) administers and supports ongoing community development programs. Community Development will focus on location-based projects for neighborhood revitalization and affordable housing in the coming year.

Community Development created a Neighborhood Revitalization Strategy Area (NRSA) when the 2016-2020 ConPlan

was adopted in 2015. Community Development activities are being focused within the NRSA, and the NRSA includes several neighborhood areas. College Park is an NSRA neighborhood where single-family homes are being built, and townhome construction is set to begin in East College Park. Within the northern part of the NRSA, the Village at Washington Terrace (162 units) has been completed, Booker Park North will continue to be leased for senior housing (72 units), and development is proposed for the Booker Park South project. In south Raleigh, the relocation of existing residents and demolition of buildings will continue within the Brown Birch apartment complex to prepare for future rental development. Nearby on Sawyer Road, city-owned lots will be sold for affordable rental apartments.

A key element of the ConPlan and each Annual Action Plan is the collaborative nature of the process. For the upcoming ConPlan process, the City of Raleigh is looking to gather input from citizens, consult its community development partners, and conduct extensive research to determine housing and community development needs for 2021-2025.

Summarize the objectives and outcomes identified in the Plan

The 2016-2020 Consolidated Plan established the priorities/goals that this Annual Action Plan aims to implement through the City's housing and community development programs. The three priorities are:

- Increase the supply of affordable housing
- Enhance the homeless to housing continuum
- Neighborhood revitalization

In the coming year, Community Development intends to continue programs that benefit low- and moderate- income (LMI) renters, homeowners, homebuyers, people experiencing homelessness, job seekers, and neighborhoods. One LMI program involves creating quality affordable rental units by offering low interest loans to developers of affordable rental housing. Community Development will also assist with the purchase and demolition of blighted housing units. Relocation services will be provided to tenants living in blighted housing targeted by Community Development, and each tenant will be moved to a safe and secure housing unit of their choice. Another Community Development program offers housing rehabilitation loans to LMI homeowners. LMI homebuyers will be offered homebuyer training and can apply for down payment assistance to purchase a new home. Community Development will also award grants to local nonprofit organizations that provide services to Raleigh residents. Some of the services include construction job training, support services for homeless individuals, and support services for low-income families.

In 2010, the City partnered with the Wake County Government and the Continuum of Care (CoC) organization to form the Raleigh Wake Partnership to End and Prevent Homelessness (the Partnership). The Partnership has transformed the way services are provided to the homeless individuals and families. Oak City Cares is a new multiservice center for the homeless that opened on April 8, 2019. This multi-million dollar development represents a successful partnership

with a nonprofit called Catholic Charities and the agencies involved with the Partnership. Catholic Charities manages the Oak City Cares facility. The center is an Access Site for the Coordinated Entry system used by local nonprofits that serve homeless individuals and families. The Coordinated Entry system was implemented in January 2017, and allows multiple agencies to coordinate their services for homeless individuals and implement a Housing First approach.

The City partners with Wake County to fund homeless service programs through a Request for Proposals (RFP) process. The governments issue a City/County Combined RFP for Homeless Services every other year. The Combined RFP is funded with the City’s Emergency Solution Grant (ESG) entitlement and the County’s Homeless Services Funding. For Fiscal Years 2019-2020 and 2020-2021, the City will use ESG funds to support the Homeless Information Management System (HMIS), a central database used to collect data on homeless service clients and data on housing and other services provided to each client. The ESG funds will offset the costs of the HMIS system and one or more of the following activities: Emergency Shelter, Street Outreach, and Rapid Re-Housing. The Combined RFP for 2019-2020 and 2020-2021 will not include funding for Homeless Prevention/Diversion. Wake County will use other local funds to separately support Prevention/Diversion programs.

The following organizations were selected for funding from the City's Emergency Solutions Grant (ESG) allocation [see table 1]

Agency	Recommended Award	Use of the Funds
Families Together of Wake County	\$ 11,460	Emergency Shelter
Healing Transition	\$129,386	Emergency Shelter
Passage Home	\$ 54,681	Rapid Re-Housing
Raleigh Wake Partnership to End and Prevent Homelessness	\$ 76,500	Homelessness Information Management System (HMIS)
Total City ESG Funding	\$ 272,027	

Table 1 - Combined RFP for FY 2019-2020, First Year (of Two): City of Raleigh ESG

The City also funds public services with its Community Development Block Grant (CDBG) entitlement funds. The City distributes some public services funding through an annual Request for Proposal (RFP) process called the Community Enhancement Grant (CEG). The CEG funds are awarded to local agencies that support neighborhood improvements or innovative services for low- and moderate-income persons and neighborhoods.

The following nonprofits were selected for funding for CDBG public service funding for FY 2019-20 [See table 2]

Agency	Recommended Award	Use of the Funds
Campbell Law School	\$ 10,000	Community Law Clinic
The Green Chair Project	\$ 59,850	Sweeter Dreams (bed distribution)
Step Up Ministries	\$ 60,000	Job Training and Placement
Families Together	\$ 45,150	Bridge Housing Project

Total City Community Enhancement Grant funding	\$175,000	
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Table 2 - Community Enhancement Grant, FY 2019-2020: Selections for Funding

Evaluation of past performance

The Raleigh City Council implemented an aspirational goal for affordable housing as part of the citywide Strategic Plan adopted in 2015. The Council set a goal to produce 5,700 affordable units in a ten-year time period. The production goal includes rental production, new construction of single-family homes, homebuyer assistance loans, and homeowner rehabilitation funded with local and federal money. The production goal demonstrates the Council’s support for affordable housing production and was accompanied by a one cent Ad Valorem tax increase called the Penny for Housing. Effective in 2016, the Penny for Housing revenues are used to fund affordable rental development, primarily through gap financing loans to affordable rental developers, as well as single-family housing rehabilitation. In previous years, affordable housing bonds filled this local funding need. The Community Development Division in the Raleigh Housing and Neighborhoods Department strives to produce 570 affordable units annually.

Total City-Sponsored Production

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	Cumulative Total
Rental Production	190	71	128	398	787
Homeownership New Construction	8	8	5	12	33
Homeownership Assistance	85	66	32	38	221
Homeowner Rehabilitation	47	42	29	36	154
Total by Fiscal Year	330	187	194	490	1,195

In fiscal year 2014-2015, the City provided \$2.1 million to an affordable rental developer called DHIC, and the funds were used to acquire an apartment complex called Washington Terrace to preserve affordability. The Washington Terrace apartments contained 245 units and is now located within the Neighborhood Revitalization Strategy Area (NRSA).

Affordable rental units are also being produced without funding from the City of Raleigh. In fiscal year 2015-16, the Calvary Trace development added 92 units. Calvary Trace was awarded tax credits in 2013 from the federal Low Income Housing Tax Credit (LIHTC) program but did not request or receive City funding. Likewise, in fiscal year 2016-2017 Sycamore Run and Bluffs at Walnut Creek added an additional 240 units using tax credits but no City assistance.

Neighborhood revitalization is an important function of Community Development. The City has worked in redevelopment areas for decades and made great strides in revitalizing neighborhoods within the City. For the coming year, the City intends to concentrate infrastructure improvements and outreach for housing programs in project focus areas. The project focus areas include continued work in the College Park/Washington Terrace

Neighborhood Revitalization Strategy Area (NRSA). In the South Park/Garner Road area, the City will continue its partnership with an affordable rental developer called Passage Home to redevelop the Brown Birch Apartments. The City will also sell city-owned lots on Sawyer Road for the infill development of affordable rental apartments. New infill units will increase in upcoming years as city-owned lots are also sold to builders in the East College Park and Martin-Haywood project focus areas.

Summary of Citizen Participation Process and consultation process

The Planning Process

The number of public meeting attendees and comments gathered during the public input process (including public meeting comment notes, public hearing comment transcripts, and comments submitted to Community Development) is included in the attachments.

Public Meetings and Hearings

Participation of the general public, public organizations, and private organizations is important to the development of this Annual Action Plan (AAP). Citizen participation events included two public hearings (December 4, 2018 and April 2, 2019), four public meetings (November 13th, 15th, and 20th in 2018, as well as February 28th, 2019). All citizen participation events were advertised in local newspapers at least 12-16 days in advance. The City also gathers input from partner agencies in the community development field. The input from partner agencies helps identify and prioritize community needs, develop strategies to address the needs, identify available community resources, and promote the coordination of resources. Public Participation events are advertised through flyers posted in low-income neighborhoods at public gathering spaces (i.e. libraries, community centers, and churches). Public Participation events were also advertised by distributing flyers to non-profit organizations, on the City of Raleigh website, the Raleigh Affordable Housing website, postings on City of Raleigh twitter page which has over 99,000 followers, postings on City of Raleigh Facebook page which has over 11,000 followers, and through the City of Raleigh Community Development email distribution list which has over 4,000 recipients.

Lead Agency: The Community Development Division with Raleigh's Housing and Neighborhoods Department acts as the primary liaison with local public agencies, nonprofit agencies, and for-profit agencies such as lenders, realtors, developers, builders, and city residents. Other agencies engaged in implementing this plan include the federal Department of Housing and Urban Development (HUD), the North Carolina Housing Finance Agency, Wake County Human Services, the Continuum of Care, and the Raleigh Housing Authority.

Summary of public comments:

All comments have been added to the AAP as attachments. The final day to submit public comments was on April 2, 2019. On April 2, 2019, the City held a Public Hearing to receive public comments on the AAP. The Public Hearing was the final opportunity for citizens to submit public comments for the Draft AAP.

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

No written comments were received during the 30-day comment period. Because of this, no written comments received by the City for the Draft Annual Action Plan (AAP) have been rejected during the public consultation process.

Summary

The City of Raleigh always exceeds the federal requirements for citizen participation by including several public meetings in the Fall and in the Spring prior to the adoption of the Annual Action Plan. The City also held two public hearings. All public meetings and public hearings are advertised in newspaper announcements. A digital copy of the AAP is available on the City website and paper copies are available upon request. AAP summaries were created and distributed at meetings and are placed on the City website as well. The public meetings and public hearings were well attended. The City makes a concerted effort to increase citizen participation and asks meeting attendees how they prefer to receive communications about public meetings.

Lead & Responsible Agencies

Agency/entity responsible for preparing/administering the Consolidated Plan

Agency Role	Name	Department/Agency
CDBG Administrator	Raleigh	Housing & Neighborhoods Dept.
HOME Administrator	Raleigh	Housing & Neighborhoods Dept.
ESG Administrator	Raleigh	Housing & Neighborhoods Dept.

Table 2 – Responsible Agencies

Narrative

This document is the Annual Action Plan (AAP) for the City of Raleigh for the fiscal year 2019-2020. Raleigh is an entitlement community and receives the following funds annually from US Housing and Urban Development Department (HUD): Community Development Block Grant (CDBG), HOME Partnership (HOME), and Emergency Solutions Grant (ESG) funds. Raleigh residents have also approved several Affordable Housing Bond issuances since 1990, and, in 2016, the City Council voted to supplement bond funds with General Fund dollars via the Penny for Housing tax. The tax produces over \$6 million annually and is projected to be available for affordable rental housing development in FY 2019-2020.

The Community Development Division, in the City of Raleigh Housing & Neighborhoods Department, serves as the primary administrator of the federal entitlement funds.

Consolidated Plan Public Contact Information

Annual Action Plan Public Contact Information:

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Consultation

Introduction

Several consultation meetings were held with local organizations to enhance agency coordination and understand the needs of special populations, which are individuals that are homeless, have special needs, and/or have low-incomes. These conversations occur at Continuum of Care (CoC) meetings and as part of the City's Annual Action Plan (AAP) meetings. AAP meetings also serve as a forum for nonprofit organizations to share information and viewpoints about serving special populations and people seeking affordable housing.

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))

Staff members in the Community Development Division have regular communications with affordable housing stakeholder groups about developing new housing programs. Community Development staff has met with the Raleigh Housing Authority to discuss the status and goals of their Public Housing units and Housing Choice Vouchers. Community Development hosted meetings with the Raleigh Housing Authority and other housing advocacy groups to develop the City's Affordable Housing Location Policy. The City makes sure stakeholder group meetings include housing nonprofits who serve individuals with physical and mental disabilities. Nonprofits are invited to public meetings as part of each Annual Action Plan. These meetings often result in an exchange of information among the experts representing local housing and social service providers.

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 a member of the Continuum of Care (CoC), also known as the Raleigh Wake Partnership to End and Prevent Homelessness (Raleigh Wake Partnership). A Community Development staff member sits on the Board of Directors of the CoC. Full membership meetings of the CoC are held every other month with attendance ranging from 40-70 persons, including nonprofit agencies, government agencies, and members of the general public. Agencies funded by the CoC must use the HMIS database and Vi-SPDAT as the intake tool to prioritize need. The CoC is a member of the statewide HMIS Committee. Members of the CoC are working to transform the local homeless service delivery system into a Housing First, low-barrier model that uses Coordinated Entry.

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 Executive Director of the CoC helps coordinate all homeless service activities. Both the City and the County contribute to the operational expenses of the CoC.

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

- Agencies funded with the City’s Emergency Solutions Grant (ESG) entitlement funds. The ESG funds are awarded through the City/County Combined RFP process. ESG recipients include: (a) The CoC, which requests funds to support the HMIS data system; and (b) Families Together and Healing Transitions recommended for City ESG funds for emergency shelter, and Passage Home, recommended for ESG funding for rapid re-housing.
- For five years, the Oak City Outreach Center provided meals to homeless individuals on weekends and helped them with other support services. The City has partnered with the CoC, Wake County Government, and Catholic Charities to operate the Oak City Outreach Center for the past several years, and the four agencies are partnered to build a new multi-service facility called Oak City Cares. The new Oak City Cares facility is completed (April 8, 2019), the weekend food distribution and assorted services now is transferred from Oak City Outreach Center to Oak City Cares.
- Catholic Charities offers rapid rehousing and homelessness prevention services to homeless families with children. This program uses funding from local government. Catholic Charities also manages the County-owned Oak City Cares facility.
- South Wilmington Street Center for homeless men, which also has a focus on Veterans. The center receives operational funding from the City.
- The CoC will continue to operate the Coordinated Entry system and Oak City Cares will be the premier Access Site. The CoC partners with several organizations that use their facilities as Access Sites. Community members can visit Access Sites to learn about homeless services and determine their eligibility. Adding Oak City Cares as an Access Site will enhance the Coordinated Entry system and help more homeless individuals and households gain access to the services they need.

Oak City Cares

The City of Raleigh, the Wake County Government, the CoC, and Catholic Charities worked together to develop Oak City Cares into a multi-service center for the homeless. The cost of developing the new center was approximately \$7,000,000. The City provided \$3.148 Million of local funds, and the County covered the balance. On March 20, 2017, the County acquired the site at 1430 South Wilmington Street as the location for the new Oak City Cares. The new facility is located next to the South Wilmington Street Center. The groundbreaking for Oak City Cares occurred in June 2018, and the facility opened April 8, 2019. Oak City Cares is the central Access Site in the Coordinated Entry system and location for weekend food distribution.

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 of Raleigh works closely with the Continuum of Care (CoC). The City provides the CoC with local funds for administrative costs and seats on the board are reserved for City and County appointees. The City and Wake County release a Combined Request for Proposals (RFP) to fund activities eligible for the Emergency Solutions Grant (ESG). The City contributes Emergency Solutions Grant (ESG) entitlement funds and the County contributes local tax dollars to the RFP. Agencies receiving funds from the Combined RFP, whether ESG or local funds, are required to use the Homeless Management Information System (HMIS) and participate in Coordinated Entry, both of which are managed by the CoC. The CoC serves as the Local System Administrator (LSA) for HMIS. The City provides the CoC with ESG funds to support HMIS. The CoC uses HMIS to facilitate and manage the local Coordinated Entry system. Clients receiving homeless services are registered in the HMIS database. Clients are referred to homeless service providers through Coordinated Entry, based on their assessed vulnerability and need. The City actively participated in the taskforce that developed the Written Standards for the Coordinated Entry system. The City, the County, and the CoC use the information from HMIS to determine if agency outcomes are meeting the standards established by the community to make homelessness rare, brief, and nonrecurring.

Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

Table 3 – Agencies, groups, organizations who participate

1	Agency/Group/Organization	Raleigh/Wake Partnership to End and Prevent Homelessness
	Agency/Group/Organization Type	PHA Other government - County
	What section of the Plan was addressed by Consultation?	Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Needs – Single Women Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	RHA: An official from the Raleigh Housing Authority attended several Annual Action plan public meetings and discussed the Housing Authority's Annual Plan and answered questions. The City works closely and continuously with the CoC and Wake County on issues related to homeless service delivery, including implementing Coordinated Entry. The City also works closely with numerous nonprofits that provide services to the homeless.

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

None.

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

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Raleigh Wake Partnership to End and Prevent Homelessness	We consulted the CoC in the development of the Consolidated Plan.

Table 4 – Other local / regional / federal planning efforts

Participation

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

The citizen participation process included the following:

- Two public hearings
- Four public meetings held around low-income Census Tracts
- Community Consultations with the Continuum of Care the (Partnership to End and Prevent Homelessness)
- Draft Annual Action Plan being made available to the public for comment (30 days).

Citizen participation meetings informed goal setting for the City of Raleigh by telling city staff which populations and neighborhoods to focus on in the Annual Action Plan. Citizen participation also helps city staff determine which types of programs best serve low-income and homeless populations.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community Minorities Low-Income Census Tract Focus (Racially Concentrated Area of Poverty Census Tract)	Green Road Community Center November. 13, 2018; 8 present	See attachment for comment notes.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Public Meeting	Non-targeted/broad community Minorities Low-Income Census Tract Focus (Racially Concentrated Area of Poverty Census Tract)	Chavis Community Center; November 15, 2018; 18 present	See attachment for comment notes.		
3	Public Meeting	Non-targeted/broad community Minorities Low-Income Census Tract Focus (Racially Concentrated Area of Poverty Census Tract)	Method Road Community Center; Nov. 20, 2018; 11 present	See attachment for comment notes.		
4	Public Hearing	Non-targeted/broad community	City Council Chambers; December 4, 2018; 3 people commented	See attachment for the official transcript.		
5	Public Meeting	Non-targeted/broad community Minorities Low-Income Census Tract Focus (Racially Concentrated Area of Poverty Census Tract)	Chavis Community Center, February 28, 2019, 23 present	See attachment for comment notes.		

Sort Order	Mode of Outreach	Target of Outreach	Summary of Response/ attendance	Summary of Comments received	Summary of comments not accepted and reasons	URL (If applicable)
6	Public Hearing	Non-targeted/broad community	City Council Chambers April 2, 2019; 3 people commented	See attachment for the official transcript.		

Table 5 – Citizen Participation Outreach

Expected Resources

Introduction

The City of Raleigh's total housing and community development budget is around \$15 million in FY 2019-2020. This includes the federal allocations of CDBG, HOME, and ESG funds. The City will also receive over \$6 million in the Penny for Housing revenue dedicated to affordable housing. Program income dollars are created when assets purchased with HOME, CDBG, and local bond funds generate a return on investments. Program income funds are reinvested in community development activities each year.

Anticipated Resources

(see next page)

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	3,136,516	700,000	0	3,836,516	N.A.	Acquisition loan to developer of affordable rentals, assistance to relocate tenants from dilapidated rentals; demolition of units; homeowner rehab assistance; public services (grants to subrecipients, homebuyer training, job training, grant to South Wilmington Street Men's Shelter); site improvements for affordable infill housing; homebuyer assistance.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	1,408,766	830,000	0	2,238,766	N.A.	Assist existing homeowners with the repair, rehabilitation or reconstruction of owner-occupied units; Assist homebuyers purchase affordable homes by providing down payment or closing cost assistance or by providing gap financing; Assist developers with the acquisition, new construction or rehabilitation of affordable rental housing by providing gap financing.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	272,027	0	0	272,027	N.A.	Raleigh Wake Partnership to End and Prevent Homelessness (area CoC): \$76,500 HMIS. Families Together: \$11,460 Emergency shelter. Healing Transition: \$129,386 Emergency shelter; Passage Home: \$54,681 rapid rehousing

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 5				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources \$	Total: \$		
General Fund	public - local	Admin and Planning Homebuyer Assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership	8,709,285	0	0	8,709,285	N.A.	City General Fund dollars for HOME match, assist existing homeowners with repair and rehabilitation of owner-occupied units, homebuyer assistance, assist developers with the acquisition, new construction or rehab of affordable rental housing, and debt service. General Fund money is made up of Bond and the Penny for Housing. Penny for Housing property tax funds the projects for the creation and rehabilitation (preservation) of affordable rental properties.

Table 6 - Expected Resources – Priority Table

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

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

- Community Enhancement Grant (CEG) funds are awarded to nonprofit programs 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.
- Affordable housing development activities include loans to private developers that build 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 couldn't 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 Government.

- ESG funds leverage funding for programs that assist homeless individuals and families. ESG requires dollar-for-dollar match from local grantees. The City partners with Wake County Government to do a joint RFP for the ESG program, and Wake County provides local funds for Homelessness Prevention. The contribution from Wake County is projected to be more than \$400,000.
- CDBG funds can be used to provide homebuyer assistance and leverage private financing obtained by homebuyers. CDBG funds are also used to fund activities associated with the construction of new housing units that provide homeownership opportunities. These CDBG funds leverage investments from private developers.
- Buyers of infill housing sponsored by the City use private lenders for first mortgage loans and often supplement the first mortgage with homebuyer assistance funding provided by the City. 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

The City of Raleigh has acquired property in both the College Park redevelopment area and the South Park/Garner Road redevelopment area. The Consolidated Plan (ConPlan) has these two focus areas selected for city investment. The property in these redevelopment areas will be used for new affordable housing, both single-family, owner-occupied units and affordable apartments. These activities will fulfill the affordable housing and neighborhood revitalization priorities described in the ConPlan.

Discussion

Funds will be used for activities that support the following priorities of the Consolidated Plan: Increase the Supply of Affordable Housing and Neighborhood Revitalization. For the 2016 Neighborhood Strategy Revitalization Area (NRSA) in College Park: 140 lots acquired and cleared by the City of Raleigh, primarily with CDBG funds. The lots are being developed for mixed-income, single-family housing units through infill housing development. The process of redeveloping these city-owned lots includes the installation of new water, sewer, and stormwater systems. Sponsoring the construction of new housing is a multi-year process, with an annual goal to build and sell at least twenty housing units in the East College Park area of the NRSA. For the South Park/Garner Road area: 5.7 acres of city-owned land on Sawyer Road that was primarily purchased and cleared with CDBG funding will be sold at a discount to a development partner who will create over 154 affordable apartments. The City's Community Development Division is also selling lots for affordable housing in other redevelopment areas within one mile of downtown, including West Idlewild, Martin/Haywood, and in the South Park Redevelopment Area south of Shaw University.

Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Increase the supply of affordable housing	Affordable Housing Homeless Non-Homeless Special Needs	CITYWIDE COLLEGE PARK South Park/Garner Road Redevelopment Area	Supply of Affordable Housing	CDBG: \$2,114,930 HOME: \$1,996,909 General Fund: \$6,177,000 Bond: \$1,982,285	Rental units constructed: 350 (310 locally funded) Household Housing Units Rental units rehabilitated: 0 Household Housing Unit Homeowner Housing Added: 26 Household Housing Units Homeowner Housing Rehabilitated: 48 (5 locally funded) Household Housing Unit Direct Financial Assistance to Homebuyers: 50 Households Assisted (10 locally funded)

Sort Order	Goal Name	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Enhance the homeless to housing continuum	Homeless	CITYWIDE	Homelessness to Housing Continuum	ESG: \$272,072 Local: \$68,000 (a small portion)	Rapid Rehousing: 44 Households Assisted (19 locally funded through Support Circles) Overnight / Emergency Shelter: 669 persons Transitional Housing Beds added: 0 Beds Homelessness Prevention: 0 households assisted
3	Neighborhood revitalization	Affordable Housing Non-Housing Community Development	SOUTH PARK REDEVELOPMENT AREA CITYWIDE	Neighborhood Revitalization	CDBG: \$877,225	Homeless Person Overnight Shelter: 2,000 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 962 Persons Assisted Buildings Demolished: 2 Buildings

Table 7 – Goals Summary

Goal Descriptions

1	Goal Name	Increase the supply of affordable housing
	Goal Description	The activities to be funded under this goal are: <ul style="list-style-type: none"> - Construction and rehabilitation of affordable rental units - Construction and rehabilitation of homeowner housing - Homebuyer Assistance for low-income homebuyers

2	Goal Name	Enhance the homeless to housing continuum
	Goal Description	The activities that will be funded under this goal are: - Rapid re-housing - Shelter operations through ESG grantees - Support of the Executive Director position/other costs for the Raleigh-Wake Partnership to End and Prevent Homelessness
3	Goal Name	Neighborhood revitalization
	Goal Description	The activities funded under this goal are: - Public facility and infrastructure improvements, site planning, acquisition, relocation, and demolition. - Public service funding including Community Enhancement grant, homebuyer training, and job training - Shelter operations (public service): 2,000 persons served in South Wilmington Street Men's Shelter

Projects

Introduction

An Annual Action Plan (AAP) is required for each year of the Five Year Consolidated Plan (ConPlan). This AAP covers July 1, 2019, through June 30, 2020 and is the fifth and final year of the City's 2016-2020 ConPlan. The AAP implements strategies outlined in the ConPlan 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.

The AAP describes the City's plan for spending federal housing dollars for the coming fiscal year. It outlines the activities to be carried out with three (3) formula grants: Community Development Block Grant (CDBG), Home Investment Partnership Program (HOME), and Emergency Solutions Grant (ESG). The Action Plan includes neighborhood revitalization activities funded with CDBG funds and local initiatives supported with City funds. Economic development activities and special partnerships with nonprofits and private entities are also described in the plan.

In FY 2019-20, the City anticipates a budget for housing and community development of over \$15 million, from federal and local resources. Programs that will continue to be funded include the Rental Development program, homeowner rehabilitation, homebuyer assistance, City-owned rental units, and a job-training program.

Neighborhood revitalization activities include acquisition of substandard housing, relocation of eligible households and businesses, demolition of dilapidated structures, and development incentives, such as infrastructure improvements to downtown neighborhood housing sites. Infill site development will continue in FY 2019-2020 as the City sponsors the building of affordable houses. The affordable houses will provide additional affordable homeownership units on lots acquired in prior years through CDBG investments in acquisition and demolition.

Continued implementation of the 2016-2020 ConPlan includes affordable housing development, neighborhood revitalization and economic development to benefit City of Raleigh residents. The housing program is designed to serve the housing needs of five major groups of its residents: low-income renter households, homeless persons and families, elderly and persons with disabilities in need of supportive housing, low- and moderate-income (LMI) homebuyers, and LMI homeowners needing significant rehab assistance.

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	Admin PACs- CDBG 19/20
2	Public Serv - CDBG 19/20
3	Acquisition - CDBG 19/20
4	Relocation - CDBG 19/20
5	Demolition - CDBG 19/20
6	Disposition - CDBG 19/20
7	Pub Works/Site Imprv - 19/20
8	Housing Rehab - CDBG 19/20
9	Homebuyer Assistance - CDBG 19/20
10	Admin - HOME 19/20
11	Rental Dev - HOME 19/20
12	Housing Rehab - HOME 19/20
13	Homebuyer Assistance - HOME 19/20
14	HESG - 19/20
15	Economic Development- CDBG 19/20

Table 8 - 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. The allocation priorities address the lack of affordable housing, homeless services and housing, supportive housing, and neighborhood revitalization.

The major obstacle in addressing the community's needs is that there is not enough funding available to meet the vast amount of need that exists.

Project Summary

Project Summary Information

1	Project Name	Admin PACs - CDBG 19/20
	Target Area	CITYWIDE
	Goals Supported	Neighborhood Revitalization
	Needs Addressed	Supply of Affordable Housing Homelessness to Housing Continuum Neighborhood Revitalization
	Funding	CDBG: \$767,303

	Description	Administration Costs for CDBG Program Year 2019 - COR FY19/20. Funding includes program income.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	These are administrative costs which allow the City to carry out CDBG activities proposed in this plan.
	Location Description	Citywide
	Planned Activities	CDBG- eligible costs to administer the grant
2	Project Name	Public Service - CDBG 19/20
	Target Area	CITYWIDE
	Goals Supported	Neighborhood Revitalization
	Needs Addressed	Homelessness to Housing Continuum Neighborhood Revitalization
	Funding	CDBG: \$436,000
	Description	Public Service Activities - Community Enhancement Grants – Non-Profit Support
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 2,962 low and moderate-income households will benefit from the proposed public service activities. Four agencies awarded Community Enhancement Grant funding to assist approximately 602 people. Homebuyer counseling will assist approximately 300 people. The construction trades job training program will assist approximately 30 people. The men's shelter will assist approximately 2,000 people.
	Location Description	Activities will be carried out on a City-wide basis.
Planned Activities	Federal Funding will go toward Homebuyer Counseling (\$70,000); Wilmington St. Men's Shelter Operations (\$100,000); construction trades job training program (up to \$86,000) and the Community Enhancement Grant agency funding recommendations —Campbell Law School: \$10,000; Green Chair: \$59,850; Step Up: \$60,000; Families Together: \$45,150.	
3	Project Name	Acquisition - CDBG 19/20
	Target Area	COLLEGE PARK CITYWIDE
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Supply of Affordable Housing Neighborhood Revitalization
	Funding	CDBG: \$200,000
	Description	Acquisition of property to benefit Low/Mod Homebuyers.
	Target Date	6/30/2020

	Estimate the number and type of families that will benefit from the proposed activities	Future acquisition will support LMI area benefit.
	Location Description	Citywide
	Planned Activities	Targeted acquisition to support ongoing projects
4	Project Name	Relocation - CDBG 19/20
	Target Area	CITYWIDE GARNER ROAD
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Supply of Affordable Housing Neighborhood Revitalization
	Funding	CDBG: \$144,264 Additional CDBG from prior years is also available.
	Description	Provision of moving expenses and relocation costs for existing occupants of units to be demolished. Relocation Assistance provided to Low/Mod Beneficiaries within the City of Raleigh.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Occupants affected by City-sponsored redevelopment activities will be relocated
	Location Description	Primarily in the South Park/Garner Road area (Brown Birch).
	Planned Activities	Relocating approximately 29 households with CDBG funds. Funds will support moving expenses and rental assistance.
5	Project Name	Demolition - CDBG 19/20
	Target Area	SOUTH PARK COLLEGE PARK
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Supply of Affordable Housing Neighborhood Revitalization
	Funding	CDBG: \$69,265
	Description	Demolition of blighted properties.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Area-wide benefit
	Location Description	South Park/Garner Road Area.

	Planned Activities	Approximately 2 sites are planned for demolition funded with CDBG.
6	Project Name	Disposition - CDBG 19/20
	Target Area	COLLEGE PARK, GARNER ROAD REDEVELOPMENT AREA
	Goals Supported	Increase the Supply of Affordable Housing
	Needs Addressed	Supply of Affordable Housing
	Funding	CDBG: \$0
	Description	Disposition of City Owned Lots
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	26 lots purchased with CDBG will be sold to homebuilders; at least 60 percent will benefit LMI families.
	Location Description	East College Park and Martin Haywood
	Planned Activities	Legal and survey costs: no new money is needed as 2017-2019 CDBG is available in FY 2019-2020.
7	Project Name	Pub Works/Site Imprv - 19/20
	Target Area	CITYWIDE COLLEGE PARK
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Supply of Affordable Housing Neighborhood Revitalization
	Funding	CDBG: \$16,225
	Description	Design/Planning Contracts, Environmental Assessments, Street Infrastructure, Site Improvements
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 26 households in Martin Haywood and East College Park will benefit from the proposed activities through new homeowner housing added.
	Location Description	Proposed areas: College Park, West Idlewild, and Downtown East Redevelopment Areas.
	Planned Activities	Infill houses in East College Park, site prep in West Idlewild. This includes design planning contracts with consultants. West Idlewild site RFP requires the Builder / developer to be responsible for site improvement. Builders may submit proposals that request City funding to ensure affordability.
8	Project Name	Housing Rehabilitation - CDBG 19/20
	Target Area	CITYWIDE COLLEGE PARK
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Neighborhood Revitalization

	Funding	CDBG: \$1,903,459 Additional funding through HOME (\$358,743) and local funding sources (\$700,000)
	Description	Rehabilitation of substandard housing. The City has two types of owner-occupied home rehabilitation programs – substantial and limited repair. The City solicited responsible, responsive bidders to administer the CDBG limited repair program in FY 2019-2020 and Resources for Seniors was selected. If available, unspent funds from prior year budgets may be used to supplement the current year’s budget. Funds may also be used for City-owned rental housing rehabilitation.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 10 low and moderate-income homeowners will benefit from the CDBG-funded substantial rehabilitation and 30 LMI homeowners will benefit from CDBG-funded limited repair. An additional 3 homeowners will be assisted with HOME funding. Another 5 LMI homeowners will benefit from local funds through substantial repair.
	Location Description	Citywide and 2016 NRSA (College Park) area.
	Planned Activities	Approximately 40 housing units to be rehabilitated with CDBG funds.
	9	Project Name
Target Area		CITYWIDE
Goals Supported		Increase the supply of affordable housing
Needs Addressed		Supply of Affordable Housing
Funding		CDBG: \$300,000 Other funding sources include HOME: \$500,000 and Local (bond): \$200,000 that will go toward Homebuyer Assistance.
Description		Subordinate mortgages for LMI buyers.
Target Date		6/30/2020
Estimate the number and type of families that will benefit from the proposed activities		Approximately 15 LMI buyers will benefit from CDBG Homebuyer Assistance funding. HOME funds will go toward assisting 25 LMI buyers and local funding will help around 10 homebuyers.
Location Description		Citywide
10	Planned Activities	Subordinate mortgage loans
	Project Name	Admin - HOME 19/20
	Target Area	CITYWIDE
	Goals Supported	Increase the supply of affordable housing
	Needs Addressed	Supply of Affordable Housing
	Funding	HOME: \$221,857

	Description	Administration Costs for HOME Program Year 2019 - COR FY19/20. Funding includes program income.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	All families receiving a benefit from City HOME investments will benefit from the administrative costs incurred to provide those benefits.
	Location Description	Citywide.
	Planned Activities	Administrative activities that allow the Community Development Division to perform HOME activities.
11	Project Name	Rental Development - 19/20
	Target Area	CITYWIDE
	Goals Supported	Increase the supply of affordable housing
	Needs Addressed	Supply of Affordable Housing
	Funding	HOME: \$1,158,166 Other funding sources: General Fund (Penny for Housing): \$5,477,000; bond \$1,432,285
	Description	Funding of the development/production of affordable rental housing.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 40 households earning 60% and below AMI funded by HOME. By combining HOME funding with local funding (Penny for Housing fund and bond), 350 households earning below 60% AMI will be housed in new units through new rental construction.
	Location Description	Affordable rental housing in locations consistent with the City's Housing Location Policy.
Planned Activities	Financial assistance to create affordable housing units over several years. Out of the HOME funding total, \$211,315 will be provided for Community Housing Development Organization (CHDO) activities.	
12	Project Name	Housing Rehabilitation- HOME 19/20
	Target Area	CITYWIDE COLLEGE PARK
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Neighborhood revitalization
	Funding	HOME: \$358,743 Additional funding through CDBG (\$1,814,930) and local funding sources (\$700,000)

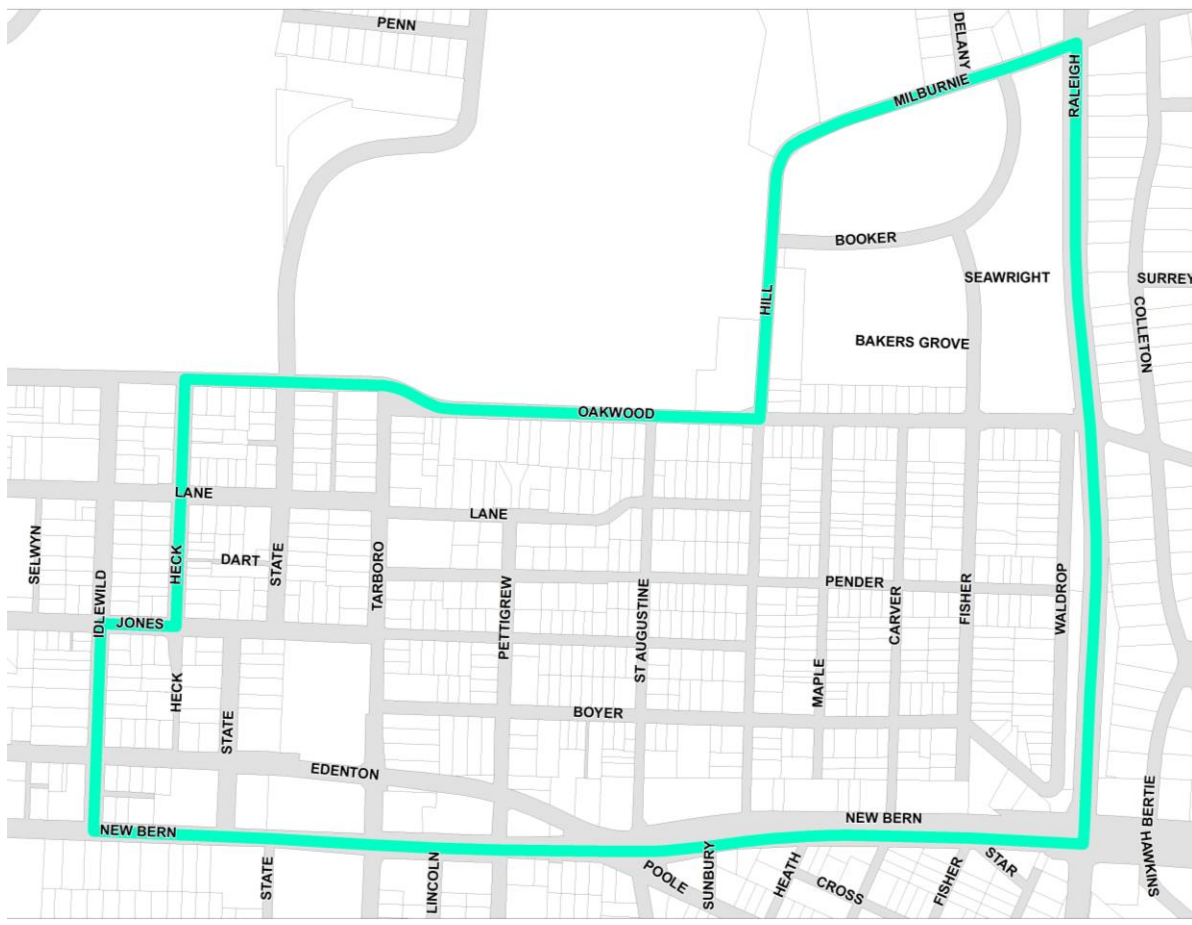
	Description	Rehabilitation of substandard housing. The City has two types of owner-occupied home rehabilitation programs – substantial and limited repair. The City solicited responsible, responsive bidders to administer the CDBG limited repair program in FY 2019-2020 and Resources for Seniors was selected. If available, unspent funds from prior year budgets may be used to supplement the current year’s budget. Funds may also be used for City-owned rental housing rehabilitation.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 3 homeowners will be assisted with HOME funding. An additional 10 low and moderate-income homeowners will benefit from the CDBG-funded substantial rehabilitation and 30 LMI homeowners will benefit from CDBG-funded limited repair. Another 5 LMI homeowners will benefit from local funds through substantial repair.
	Location Description	Citywide and 2016 NRSA.
	Planned Activities	Approximately 3 housing units to be rehabilitated.
13	Project Name	Homebuyer Assistance - HOME 19/20
	Target Area	CITYWIDE
	Goals Supported	Increase the supply of affordable housing
	Needs Addressed	Supply of Affordable Housing
	Funding	HOME: \$500,000 Other funding includes CDBG (\$300,000) and Local (\$200,000)
	Description	Subordinate mortgages for LMI buyers.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	HOME funds will go toward assisting approximately 25 LMI buyers. About 15 LMI buyers will benefit from CDBG Homebuyer Assistance funding and local funding will assist around 10 homebuyers.
	Location Description	Citywide
	Planned Activities	Subordinate mortgage loans
14	Project Name	HESG - 19/20
	Target Area	CITYWIDE
	Goals Supported	Enhance the homeless to housing continuum
	Needs Addressed	Homelessness to Housing Continuum
	Funding	ESG: \$272,027 Local: \$68,000
	Description	HESG funds will be used to provide: (1) emergency shelter to homeless individuals and families; (2) rapid re-housing; and (3) funds to support the Homelessness Management Information System (HMIS) for the Continuum of Care (CoC) area. The City uses local funds (\$68,000) to support the Support Circles program.

	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	1. Approximately 9 households and 660 single women will be supported through emergency shelter; 44 households will be served by rapid-rehousing assistance (including 19 through local funding). 2. Funds will be used to support the CoC wide HMIS.
	Location Description	Citywide
	Planned Activities	<u>HMIS</u> : \$76,500 for the Raleigh Wake Partnership to End and Prevent Homelessness (the CoC) to cover a portion of HMIS costs that would otherwise be paid by providers. <u>Emergency shelter</u> : \$11,460 will be provided to Families Together of Wake County and \$129,386 to Healing Transition; <u>Rapid Re-housing</u> : \$54,681 will be provided to Passage Home. Another \$68,000 in local funding is provided for Catholic Charities' Support Circles Rapid Re-housing program.
15	Project Name	Economic Development - CDBG 19/20
	Target Area	COLLEGE PARK
	Goals Supported	Neighborhood revitalization
	Needs Addressed	Neighborhood Revitalization
	Funding	CDBG: \$0
	Description	Existing City economic development programs to address commercial blight and assist businesses with interior improvements.
	Target Date	6/30/2020
	Estimate the number and type of families that will benefit from the proposed activities	Facade Grants: Benefit will be blight removal. BUG: Job creation. Previous years' funds available. Over \$10,000 of previous years' CDBG funds are available.
	Location Description	College Park NRSA
Planned Activities	Facade Grant: Grants to business operators within the NRSA only for façade renovations. BUG: Assistance to business operators within the NRSA for up-fit.	

Geographic Distribution

College Park: East College Park is part of the Neighborhood Revitalization and Strategy Area (NRSA). The City sought the NRSA designation for many reasons, including helping to mitigate the rising cost of housing in the area due to market forces. Once the plan was approved, the City began to undertake the largest infrastructure project it's ever implemented with CDBG funds. The construction began in Spring of 2016 with project costs over \$5 million. The City is focusing on building infill housing on lots purchased with previous investments. These investments are providing

citizens with a range of incomes access to homeownership. In East College Park, the City is managing a mix of 60% of homebuyers under 80% of the Area Median Income and 40% of homebuyers unrestricted by income limits. The mixed pricing strategy is being used to establish a diverse mixed-income community and to comply with fair housing laws.



College Park Neighborhood Revitalization Strategy Area

East College Park: Single-Family construction is the first component of the East College Park development. The second component is the construction and sale of townhomes. The City selected a townhome builder through an RFP process. Evergreen Construction Company is scheduled to begin site development in the coming year. Overall, there will be up to 51 townhomes constructed in East College Park.

Washington Terrace: The northern portion of the NRSA will provide affordable rental opportunities for both families and seniors. The redevelopment of Washington Terrace is being facilitated by DHIC. In the coming year, two new Low-Income Tax Credit projects will come online on the old Washington Terrace site. These developments will provide over 230 units of affordable rental. The Villages of Washington Terrace is a 162-unit family development and is currently beginning the leasing process. Booker Park North is a 72-unit senior housing development which will begin

leasing the next several months. Due to a high demand of senior housing, another senior development has been proposed on the old Washington Terrace site.

South Park/Garner Road Area: Over the past decade, the City has invested both federal and local dollars in the South Park/Garner Road area. This focus area will be highlighted over the upcoming five-year Consolidated Plan (ConPlan). The City is partnering with a multi-family developer to build affordable rental units on 5.7 acres of city-owned land along Sawyer Road. The developer is applying for a 4% tax credit from the federal Low Income Housing Tax Credit (LIHTC) program and asking for additional gap financing from the City. The proposed development will provide approximately 154 affordable units in an area that is witnessing heavy private investment. Passage Home, a non-profit and a multi-family developer are proposing to build additional affordable rental units in the area as well. The City of Raleigh will assist in the facilitation of constructing approximately 200 apartments units that are being proposed on the Brown Birch apartment site.

West Idlewild: The West Idlewild area has been a focus area for many years. It is the intent that City will dispose of several properties in the area through Request for Proposal (RFP) process. It is projected that these properties will produce lower density affordable single-family homes and townhomes.

Downtown East: The Downtown East area has also been a focus area for years. It is the intent that City will dispose of several properties in the area through Request for Proposal (RFP) process. It is projected that these properties will produce higher density affordable housing (multifamily apartments).

Martin-Haywood: The Martin-Haywood focus area has been under construction for over a year. The City selected 3 builders to construct affordable (LMI homebuyers) single-family homes on 23 lots. There are 10 lots remaining in the project area. We anticipate all of those lots will be sold by the end of the fiscal year.

City-wide: City-owned properties are being sold for the purpose of creating affordable housing development throughout the City of Raleigh. Rental Development loans are also be applied citywide. Homeowner Rehabilitation programs (substantial and limited repair) and the Homebuyer Assistance program can be utilized by residents anywhere in Raleigh. Furthermore, funding awarded for non-profit services, job training programs, and homebuyer counseling benefit Raleigh residents regardless of where they live in the city. Because most of Community 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
SOUTH PARK REDEVELOPMENT AREA	3
CITYWIDE	97
COLLEGE PARK	.1

Table 9 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

Historically, the City of Raleigh has invested Community Development Block Grant (CDBG) funds into redevelopment areas. Redevelopment areas were created in “blighted” neighborhoods and served as target areas for neighborhood revitalization programs. The City remains very active in redeveloping blighted areas and created a Neighborhood Revitalization Strategy Area (NRSA) to serve as a target area for investment. The NRSA contains several target areas where the City is investing. For example, College Park is a target area within the NRSA that is being redeveloped with affordable single-family housing and townhomes. In recent years, a greater percentage of federal funding (CDBG, HOME) has been allocated to affordable rental development and rehab. The affordable apartment development is not isolated to the NRSA 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 has been successful in its geographic allocation of housing and community development investments. Investment activities have been focused in target areas within the NRSA, such as the NRSA and the East College Park Neighborhood. Over the years, the City has removed blight and created new affordable housing opportunities. The South Park and Garner Road areas have been targeted areas for several years. In both target areas, the City is working with developers to create new affordable infill housing.

There has been a shift to sponsor new affordable rentals citywide outside of redevelopment areas. This has caused the percentage of funds in the Citywide target area to expand. The City completed its first Affordable Housing Improvement Plan in 2015. This plan focuses on the need for affordable rental and a constant funding source. Subsequently, the Penny for Housing fund was created and the City began soliciting 4% bond deals along with the 9% tax credit deals. The updated strategy has allowed the City to disperse affordable housing along transit corridors and in areas that had never had affordable housing investment.

Affordable Housing

Introduction

One Year Goals for the Number of Households to be Supported	
Homeless	25
Non-Homeless	0
Special-Needs	0
Total	25

Table 10 - One Year Goals for Affordable Housing by Support Requirement

The one-year goal for homeless households supported is an estimation of the number of individuals and families to be served through rapid re-housing. The goal for non-homeless households supported estimates the number of individuals and families to be served through homelessness prevention. The goal for special needs households supported estimates the number of units to be developed for special needs populations.

One Year Goals for the Number of Households Supported Through	
Rental Assistance	25
The Production of New Units	40
Rehab of Existing Units	43
Acquisition of Existing Units	1
Total	109

Table 11 - 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 rapid re-housing (44 households which includes 19 households locally funded and 25 households federally funded). The goal for “the Production of New Units” estimates the number of new units to be constructed (40 federally funded units and 310 locally funded). The goal for the “Rehab of Existing Units” estimates the number of homeowner that will receive funding to rehabilitate their homes (total of 43 units federally funded and 5 locally funded).

Discussion

Raleigh is experiencing a high level of population growth due to the growth of companies in the city and in the region. Raleigh is home to a cluster of technology-based companies, and the technology industry is growing rapidly. According to the Wake County Affordable Housing Plan, Wake County is growing by an average of 22,000 people each year. This growth has created an influx of new, high-income residents moving into the city, and the high-income residents can afford to pay higher rents and purchase more expensive homes. The area’s prosperity creates a challenge for low- and moderate-income (LMI) residents. LMI residents must compete with high-income residents for available housing and this competition causes LMI residents to become cost-burdened (spend over 30% of income on housing). The median household income in Wake County increased by 10% from 2006-2017, and rental housing costs have increased by a staggering 35% over the same time period.

The rising cost of housing has also created challenges for agencies working to develop affordable housing, especially with declines in federal funding for housing programs. The need for affordable housing is large and growing. Naturally occurring affordable housing (NOAH) and publicly subsidized units are lost each year (approximately 5,000 in Wake County from 2009-2015), and it may be difficult to provide housing for the growing need. It was projected that the county needed an additional 56,000 affordable units in 2017, and it is expected that 150,000 additional units are

needed by 2027. The City is striving to meet the housing challenge through increased investment of local funds and selling city-owned land for the development of affordable housing. The City is also seeking ways to preserve and expand the supply of affordable housing in high-cost areas and near transit lines. (Wake County Affordable Housing Plan Final Briefing Book 2017, pg. 6)

Public Housing

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

Budgetary cuts on the federal level directly impact the Raleigh Housing Authority (RHA). The ability to serve families in need of subsidized housing depends on federal appropriations. RHA has not developed new public housing units in recent years, so the agency operates a waiting lists. The waiting lists have a one-in, one-out process, which means a family has to vacate before a new family can receive rental assistance. The wait time for public housing is approximately two to three years, depending on family size and need. Potential tenants can apply individually for each of the subsidized housing waiting list options.

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 work items are either underway or recently completed:

- Continued installation of security cameras throughout sites as needs are identified
- Roof replacement for 100 public housing units.
- Replacement of outdated plumbing in a 60 unit development as units are turned during vacancies.
- Asbestos abatement portfolio wide.
- Installation of backflow preventers at 3 sites.
- Installation of new luxury vinyl-plank flooring during vacancy turns.
- Planned roof removal and replacement at 14 story senior building Glenwood Towers.
- Emergency Façade Repair at Glenwood Towers.
- Planning new fire alarm system installation at Carriage House.
- Lentil Repair and replacement as well as additional securing of façade at Glenwood Towers
- Planning repaving of private roads and parking at two developments
- Planning abatement and new flooring of first floor common areas at Glenwood Towers and Carriage House.
- Smoke and CO2 detectors upgraded/replaced at 7 developments.
- Lead Based Paint testing at all pre-1978 multifamily developments.
- Multifamily mailbox replacements at a number of developments.

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

RHA recognizes the benefit of having its residents become self-sufficient. Opportunities to achieve this are shared and promoted. RHA offers the following programs for residents:

a. **Homeownership:** As part of the Incentive Housing program, RHA has 108 single family homes scattered around the City of Raleigh. The families that rent these units are required to attend and complete home buyer's training classes. RHA continues to offer or provide referrals to workshops on money management and homebuyer education to assist in future home ownership. 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 ten year rental program opportunity to prepare and achieve their goals. The public housing family will have to purchase a home of their choice.

b. **Supportive Services:** RHA has developed Memoranda of Understanding with several community partners in order 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 and receive one-on-one tutorial assistance. In partnership with AT&T and Google Fiber, free internet service and digital literacy classes are offered in some of the public housing communities. Partnerships such as these provide a plethora of resources and benefits to residents that would otherwise not be possible due to lack of additional funding for supportive services.

c. **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, Meals on Wheels, Inter-Project Council office, St. Saviour's Outreach Center, and Arts Together. The RHA staff is actively involved with coordinating programs with many community agencies; including Wake County Human Services, Wake Technical Community College, Communities-In Schools of Wake County, Inter-act, and the Support Circle offered through Catholic Charities. The faith community is involved in the public housing communities, and many churches take an active role in programs in various communities.

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

The Raleigh Housing Authority (RHA) continues to be rated as a high performer by the U. S. Department of Housing and Urban Development's (HUD) management assessment system. RHA's Housing Choice Voucher program maintains high usage percentages and is highly rated by HUD. RHA anticipates a significant decrease in the funding due to changes implemented by HUD. Despite expected funding decreases, RHA remains committed to its mission to provide safe, quality, affordable housing to low and moderate income 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. Funding levels for RHA are currently declining. 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 investigating options to preserve and enhance its housing inventory without using federal funding. RHA works with supportive services and other agencies to promote employment and personal responsibility for residents. RHA intends to provide residents with a pathway to financial stability and self-sufficiency. RHA will work to maintain a quality portfolio of affordable housing despite proposed changes to regulations and declining federal funding.

Homeless and Other Special Needs Activities

Introduction

The information in this section discusses the current state of homeless services in Raleigh and Wake County. The section also discusses activities that Raleigh, Wake County, and the Continuum of Care (CoC) work together to complete. All partners are working toward full incorporation of HEARTH Act fundamentals 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 homeless persons is done in a variety of ways:

1. The Raleigh/Wake Partnership to End and Prevent Homelessness, also known as the Continuum of Care for Raleigh

and Wake County (CoC), operates the Oak City Outreach Center with Catholic Charities, a local nonprofit. This City-owned center provides free meals to persons in need each Saturday, Sunday, and on selected holidays. Over 365,000 meals have been served at the Center since June 2014, an average of 300 to 450 unduplicated individuals every weekend. Approximately 60% of persons served at Oak City Outreach Center are homeless. Catholic Charities coordinates the 65 organizations that distribute food and other services at the center.

The Oak City Outreach Center is a temporary location for providing weekend services and outreach to homeless individuals and others in need. The City of Raleigh, Wake County, Catholic Charities, and the CoC worked together to create Oak City Cares, which is a new outreach center set to open in Spring 2019. Oak City Cares will be an Access Site in the communitywide Coordinated Entry System. The Center will offer a variety of homeless and housing services; including training, basic health services, showers, and more. The homeless and housing services will be provided in addition to meals on weekends. The property for Oak City Cares was acquired by Wake County in March 29, 2017, and the City contributed \$3.14 Million toward the property purchase and construction costs. The County and City were the primary funding sources for acquisition and construction. Center Oak City Cares is located next to the South Wilmington Street Center, which is the single men's homeless shelter owned and operated by the County. Catholic Charities, the CoC, the City, and the County are collectively working on services that will be offered at Oak City Cares along with Coordinated Entry. Catholic Charities will operate Oak City Cares. The physical structure of Oak City Cares was developed by the County and LS3P architects, with design input from the City, the CoC, and Catholic Charities.

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

3. The Wake County Human Services Department operates Cornerstone, a day shelter for individuals who are homeless. Cornerstone provides case management, counseling services, food, showers, laundry services, employment services, mental health assessment, and medication management services. Cornerstone works with clients on progressive engagement and assists those who want to become housed with access to housing. Cornerstone offers a Permanent Supportive housing program and other housing programs.

4. 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. If men participate in the housing

program, they are guaranteed a bed each night as they work toward permanent housing.

Addressing the emergency shelter and transitional housing needs of homeless persons

1. The City of Raleigh and Wake County released a Combined Request for Proposals (RFP) to fund activities eligible for the Emergency Solutions Grant (ESG), such as Emergency Shelter, Rapid Re-housing, Street Outreach, and Homeless Management Information System (HMIS). The RFP supports the CoC through the distribution of City ESG entitlement funds and local County funds for homeless and housing services. The Combined RFP process streamlines several processes; including the application process for providers and the contracting process for funders and providers, and the reimbursement process for funders and providers. The Combined RFP enables the CoC to enforce consistent services to consumers and promotes a seamless safety net of services for homeless households and households at-risk of becoming homeless. The City, County, and CoC meet regularly and work with grant recipients to help them adapt to the Combined RFP approach.

2. There is a great need in the Raleigh/Wake Continuum of Care (CoC) for additional shelter beds for single women. On a typical night, 25-30 women are seeking shelter but are not sheltered. The CoC has seen a steady increase in the number of homeless, single women in the community. Wake County has entered into an agreement with Urban Ministries to add an additional 35 beds for homeless women in a former warehouse space off New Bern Avenue, located just outside the Beltline. This new emergency shelter for women is expected to be ready by December 2019.

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. In 2015, the City of Raleigh, Wake County, and the Partnership to End and Prevent Homelessness (CoC) formed a partnership for funding ESG-eligible activities. The partner agencies created a Combined Request for Proposals (RFP) with a two-year funding cycle. The Combined RFP for Fiscal Years 2019-20 and 2020-21 was issued January 16, 2019. For these two fiscal years, the funds included are the City's ESG entitlement and the County local Homeless Funds. The funds for this Combined RFP will total approximately \$661,000. The Combined RFP will fund the following ESG-eligible activities: Emergency Shelter, Street Outreach, Rapid Re-housing, and Homeless Management Information System (HMIS). This combined funding process streamlines the process and enables the CoC to provide consistent services according to adopted communitywide standards for consumers. The CoC is working to build a seamless safety net for homeless households and households at-risk of becoming homeless. 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 Combined RFP now 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 (ConPlan) is to “Enhance the Homeless to Housing Continuum.” One strategy for achieving this goal is through increasing the production of affordable and permanent supportive housing. Additional affordable and permanent supportive housing will make more units available to persons in Rapid Re-housing programs.

4. Preventing homeless from becoming homeless again: The goal is to help individuals avoid becoming homeless after being discharged from a publicly funded institution or system of care. Alliance Behavioral Healthcare assures that services are provided to persons who are being discharged from mental health care facilities.

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/County Combined Request for Proposals (RFP) will focus on Homeless Management Information System (HMIS), Emergency Shelter, Street Outreach, and Rapid Re-Housing. For Fiscal Years 2019-21, the County will fund Homelessness Prevention using local County tax dollars, separate from the Combined RFP. Local County funding gives greater flexibility to program development so it can include diversion.

For FY 2019-21, the City will fund with ESG dollars the following agencies / activities:

- Families Together of Wake County—Emergency Shelter--\$11,460
- Healing Transitions—Emergency Shelter for Women--\$129,386
- Passage Home—Rapid re-Housing--\$54,681
- CoC—HMIS--\$76,500

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.
- City support for Support Circles, a Rapid Re-housing program managed by Catholic Charities
- City administrative support for Passage Home, a nonprofit that works to find housing for ex-offenders and homeless veterans.
- "Ready to Rent" sessions to teach people how to maintain tenancy
- Partnerships with community agencies that provide case management, budget counseling, employment training, and financial assistance to help households who are at risk of homelessness.
- Homebuyer counseling and training for potential first time homebuyers.

Discussion

The City of Raleigh, Wake County and the Continuum of Care (CoC) are working closely together to address homelessness in our community and region. The actions outlined above are designed to improve the movement of homeless citizens from shelter to stable, permanent housing. The actions are also intended to reduce the length of time individuals and families are homeless; create a communitywide coordinated intake / assessment process (Coordinated Entry); establish a tool 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.

Barriers to affordable housing

Introduction:

Raleigh is experiencing a high level of population growth as companies continue to relocate and expand in the area (see AP-85 "Other Actions" Introduction). The majority of which are moving into Raleigh. Raleigh is attractive to new businesses, provides expansion opportunities to existing businesses, offers great amenities, and has a talented workforce due to the great universities in the Triangle region. Therefore, the cost of living and the cost of housing continues to increase (see AP-85 "Other Actions" Introduction). Those increases create both opportunities and challenges. Many of the challenges have manifested themselves as barriers to affordable housing.

The following items demonstrate how the City of Raleigh addresses impediments identified in the regional Analysis of Impediments to Fair Housing Choice. Each housing impediment was identified in the regional Analysis of

Impediments in 2015:

- **Lack of affordable housing in high opportunity areas:** On September 3, 2015, the Raleigh City Council adopted the Affordable Housing Location Policy which encourages development of City supported affordable housing in high opportunity areas. In the following year, an affordable housing fund (> \$5.7 million per year) was created in the City General Fund through a one cent property tax. The Penny for Housing has funded hundreds of rental units since, and those units are in many areas of the City.
- **Limited housing choice restricts access to community assets for members of the protected classes:** Protected classes are described in the Fair Housing Act (FHA) and prohibit discrimination based on race, color, national origin, religion, sex, familial status, and disability. The Wake Transit Plan will increase the percentage of the County's jobs within ¾ mile of all-day transit service. In addition, the Transit Plan calls for Bus Rapid Transit (BRT) in Raleigh. BRT provides residents with the ability to eventually access all parts of the county easily through a dedicated bus lane, high frequency transit networks, and rail in some areas. The City now has an annual affordable housing goals (570 units) to measure progress in providing additional affordable housing units. Eventually, the City will also create transit corridor specific affordable housing goals to ensure that residents have access and opportunities close to where they live.
- **Transit system is fragmented and does not adequately connect Racially Concentrated Areas of Poverty (RCAPs) to higher opportunity areas:** The new Wake Transit Plan addresses this and in November 2016 voters approved a transit tax to pay for new investments in transit throughout the City and County. City has already purchased land along transit corridors for new affordable housing. The Wake Transit Plan addresses the need for additional high frequency networks throughout the city. The high frequency networks connect to the Bus Rapid Transit (BRT) routes and help provide access to jobs, healthcare, amenities, and other cities throughout Wake County and the region.
- **Members of the protected classes—particularly those living in RCAPs—are disproportionately denied mortgages in the private sector:** The City continues to support homebuyer education, sponsors the building of affordable houses on city-owned sites, and provides down payment assistance to low- and moderate-income homebuyers. The City intends to make affordable housing available for lower-income families who otherwise may not be able to buy a house in the unsubsidized market.
- **RCAPs are clustered in the City of Raleigh and are primarily found where lower income Black and Hispanic residents live. All RCAPs are located within very low- and low- opportunity areas:** On September 3, 2015, the Raleigh City Council adopted an Affordable Housing Location Policy which encourages development of City

supported affordable housing in high opportunity areas. In the following year, an affordable housing fund (> \$5.7 million per year) was created through a one cent property tax. The Penny for Housing has funded hundreds of rental units since, and those units are in many areas of the city.

- **A local fair housing resource with enforcement and resolution power is needed in Raleigh:** Local complaints received by the City are referred to the Fair Housing Project, which is sponsored by Legal Aid of North Carolina and the Fair Housing Justice Center. Both agencies have the resources and expertise to address fair housing complaints. The City of Raleigh has a Fair Housing Hearing Board to hear complaints from residents. In addition, there is a Human Relations Council that also provides guidance around fair housing issues.
- **The City needs a monitoring system in place for to assure that its private vendor managing City-owned rental properties attend fair housing training:** The City requires the management company to attend a Fair Housing training annually as part of the property management contract.

According to 2009-2013 Comprehensive Housing Affordability Strategy data (HUD data), 33,610 renter households with incomes below 80 percent of area median income (AMI) were cost-burdened in 2015. Cost-burdened means a household is paying more than 30 percent of household income on housing (rent and utilities). 17,890 additional renter households with incomes less than 80 percent AMI were severely cost-burdened, which means these households were paying more than 50% of household income on housing costs. Approximately 51,500 renter households in Raleigh with incomes below 80 percent AMI were cost burdened. As shown in the table below, Raleigh’s apartment vacancy rates have been below the state and national vacancy levels since 2012 (deptofnumbers.com). The low apartment vacancy rates contribute to the trend of developers tearing down older, affordable apartment units and rebuilding with luxury units. (City of Raleigh’s 2030 Comprehensive Plan- Housing Chapter)

City of Raleigh Apartment Vacancy Rates: Comparison with State and Nation			
Year	US	North Carolina	Raleigh, NC
2012	6.77%	8.00%	5.78%
2013	6.49%	7.46%	4.49%
2014	6.32%	7.29%	6.17%
2015	5.85%	7.02%	5.05%
2016	5.89%	6.99%	5.99%
2017	6.18%	6.77%	5.03%

www.deptofnumbers.com/rent/north-carolina/raleigh/

Homeowners are also experiencing cost burdens. In 2015, 13,520 homeowners with incomes less than 80 percent AMI were paying more than 30 percent of income on housing costs (principle, interest, taxes and insurance). 6,405 homeowners with incomes less than 80 percent AMI were paying over 50 percent of income on housing.

Approximately 19,925 Raleigh homeowners with incomes less than 80 percent AMI were cost burdened. (City of Raleigh's 2030 Comprehensive Plan- Housing Chapter)

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

North Carolina operates similarly to a "Dillon Rule" state, meaning that municipalities are at the will of the state legislature. This means that North Carolina cities are limited in their ability to enact innovative solutions to address housing affordability issues through local ordinances and policies. As mandatory inclusionary zoning is not allowed on the state level, the city is prohibited from enacting it. However, the City is exploring zoning conditions for affordable housing and voluntary development agreements for affordable housing. The voluntary development agreement would provide a menu of items such as: density bonuses, accelerated permitting, infrastructure improvements, and direct cash payments for city priorities. Raleigh's City Council has made allowances for accessory dwelling units in its zoning ordinance.

The City of Raleigh's *Affordable Housing Improvement Plan* sets forth affordable rental production as its top priority, and the City is working to promote the development of affordable rental units. The City offers gap financing loans to apartment developers that receive 4% tax credit financing from the federal Low-Income Housing Tax Credit (LIHTC) program. The City has an open application process that developers must use to request City funds. The city increased its property tax rate by one-cent (\$0.01) to create the Penny for Housing fund. The Penny for Housing fund is used to invest in activities that promote the construction and rehabilitation of affordable rental units.

The City's *Affordable Housing Location Policy* emphasizes the importance of locating affordable housing near transit. It also encourages affordable housing investment to locate in Opportunity Areas, which are areas that are not Racially Concentrated Areas of Poverty (RCAPs). Locating affordable rentals in Opportunity Areas allows rental tenants to have access to resources, such as high performing schools, job centers, and grocery stores. This also encourages new affordable housing development to be outside of areas that contain a high level of existing subsidized affordable rental housing.

Discussion:

In tandem with the actions mentioned above, the City has an aspirational goal of producing 570 new or preserved affordable units per year. The aspirational goal provides a benchmark for measuring the effectiveness of affordable housing initiatives. The City supplements federal entitlement funds with local funds. Local funding sources fund the investment in housing rehabilitation, affordable rental development and preservation, assistance to first-time buyers, and affordable infill housing on city-owned lots.

Other Actions

Introduction:

As discussed in AP-05, the Raleigh City Council has established an aspirational goal for creating and preserving affordable housing, and affordable housing development is one of the top priorities included in the citywide strategic plan. The Affordable Housing Improvement Plan (AHIP) was adopted in 2015 to guide investments for affordable housing development. The AHIP also established public information programs to inform citizens about available housing assistance programs. In FY 2019-2020, the city will continue to implement the AHIP and the Affordable Housing Location Policy. The City will also continue to expand marketing and community outreach efforts.

Since 2017, an annual Housing Resource Fair has been held to connect the public to affordable housing resources. The Housing Fair event provides information about city-sponsored housing programs and programs from partner agencies. The Housing Fair also features breakout sessions about specific housing topics. The event has been useful for updating residents about the East College Park Project as well. The Housing Fair is hosted in the College Park neighborhood and helps facilitate conversations between potential homebuyers, builders, city staff, and lenders. In the Fall of 2019, the City is looking to establish another Housing Fair event. The new Housing Fair could emphasize rental resources, which was a popular with attendees at last year's Housing Fair. The new Housing Fair event would be held in a different location, in an attempt to reach more city residents with the event. The City developed a new website exclusively for Affordable Housing (affordablehousing.raleighnc.gov/). The Affordable Housing website is designed to connect the public with affordable housing resources. The website has pages with resources for Homeowners, Renters, and Helping the Homeless. The Affordable Housing Website has received good responses from the public and will be updated with articles, project information, and upcoming events. Additionally, the City's Community Development email distribution list has over 4,000 subscribers. Email list subscribers, receive information about upcoming events and other opportunities to engage with community development activities. Outreach efforts also include social media (see AP-05 #4 about Citizen Participation), flyer printing and distribution, door-to-door canvassing, and videos about community development programs sponsored by the City.

Actions planned to address obstacles to meeting underserved needs

The City encourages affordable housing development in areas that are underserved, such as older neighborhoods and homes within the Neighborhood Revitalization Strategy Area (NRSA). The City is providing over \$6 million per year toward increasing the supply of affordable housing units. The Oak City Cares center described elsewhere in the Action Plan opened in April 2019 to serve homeless persons. The City awards Community Enhancement Grant (CEG) to help address the needs of underserved populations. The CEG awards CDBG funds to local non-profits that provide services to improve neighborhoods or establish innovative approaches to serve low- and moderate-income individuals and

communities. An example CEG project could be funding for a nonprofit that provides tutoring to children in the juvenile justice system. Another CEG example could be a program that provides employment services and career-readiness for low-income women to help them secure employment. Grant funding from the City helps local nonprofits meet the needs of underserved populations.

Actions planned to foster and maintain affordable housing

The City of Raleigh has developed programs to increase the production and preservation of affordable units. The City offers a Housing Rehabilitation program that provides a forgivable loan to low- and moderate-income (LMI) homeowners. The loan can be used by LMI homeowners to make repairs to their homes, and the maximum loan amount is \$90,000. City-owned lots are being sold for the construction of affordable housing. The city-owned lots are primarily in older neighborhoods near the downtown area, and infill housing is being constructed on the lots. A developer has been selected to partner with the City in developing a 5.7-acre site of City-owned lots south of downtown for new affordable rental housing.

Actions planned to reduce lead-based paint hazards

Lead-based paint (LBP) remediation is an integral part of the City's housing 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 of Raleigh has a facility called the Pathways Center, and it is located near downtown. The Pathways Center provides education, training, and services to Raleigh residents, with a focus on employment opportunities for young adults. Pathways Center activities include; job prep and technology courses, construction job training, connecting youth with life skills, and general vocational guidance. Community Development helps create job opportunities for residents in the Neighborhood Revitalization Strategy Area (NRSA). Job fairs are being held in and near NRSA neighborhoods every quarter. The job fairs feature builders involved in the East College Park project, and the builders advertise vacant positions with their companies or with their subcontractors. The instructor from NC Homebuilders Association also attends the job fairs to advertise the construction job training program. Local nonprofits with job preparation programs are invited to participate in the Job Fairs and sign-up individuals for their training services. The nonprofit job programs provide individuals advanced skills training to obtain higher paying jobs and clothing for job interviews.

Actions planned to develop institutional structure

Efforts have been taken to create collaborative and efficient processes between funding sources, such as the

City/County Combined RFP for ESG funds. The Combined RFP has a two-year funding cycle and that will begin this coming year (FY2019-20).

Additional actions will include the opening of the Oak City Cares for individuals who are homeless or at-risk of becoming homelessness. Oak City Cares (OCC) will be an Access Site for connecting homeless individuals and families to a network of support services offered by local organizations. Oak City Cares provides the long-term strategy for addressing homelessness in Wake County, and is a collaboration among Wake County, the City of Raleigh, the Partnership to End and Prevent Homelessness, and Catholic Charities of the Diocese of Raleigh. It builds upon the model of compassionate care and connection demonstrated at the Oak City Outreach Center near Moore Square, a temporary solution established in 2014 to serve weekend meals to homeless persons.

The goal of Oak City Cares is to minimize the length of time a person experiences homelessness by removing the barriers hindering them from accessing essential and coordinated services. 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; Homeless Prevention; Street Outreach; Homeless prevention & diversion; Domestic violence services; Medicaid & SNAP application assistance; and employment readiness. Confirmed on-site service partners include: Advance Community Health; Wake County health and human services; Alliance Behavioral Health; Monarch; VA; InterAct; Haven House; Passage Home; Healing Transitions; StepUp Ministry; Wake Med PATH team; Wake County Housing; Triangle Family Services. The purpose of providing COORDINATED SERVICES in one location is to make homelessness RARE, BRIEF AND NON-RECCURING for the people served.

The City of Raleigh partners with an organization to provide a 7-week basic construction skills course. This course is offered 3 times a year. The course is taught by trainers who are Home Builders International Pre-Apprenticeship Certificate Training (HBI-PACT) certified trainers. The trainers also use the HBI-PACT curriculum and receive a completion certificate when the course is completed. Over the past year, the City of Raleigh's job training course has been partnering with Wake County's Youthbuild program. The addition of the Youthbuild program has provided program participants with additional education and on the job training support. YouthBuild partners with Habitat for Humanity of Wake County to provide the students with a unique on the job training for 12 weeks. This training provides the students with a first-hand experience of working in the construction field and receive pay for their work. The students are also invited to attend job fairs sponsored by the Community Development Division (CDD) with builders that are associated with City of Raleigh facilitated homebuilding projects. In the coming year, there are plans to expand the number of students served through the NCHBA job training course and expand quarterly job fairs to provide access to multiple jobs in various construction related fields.

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 (local CoC) and Catholic Charities to build on the success of its Oak City Outreach Center, which is located on city-owned land in downtown. 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 (opened April 2019). The City also works with nonprofit developers to construct and preserve affordable rental housing. Some of the nonprofit developers have public service programs, such as homebuyer training, financial counseling, and job training, included as a component of their housing programs. The City's Requests for Proposals (RFP) to sell and convert city-owned land into affordable housing units feature scoring criteria seeking creative use of City land to include partnerships with nonprofits providing social services within City-sponsored rental housing development (e.g., Sawyer Road). The City also provides operational grant funding to local nonprofits involved in affordable housing development and provision of social services (literacy, financial counseling, assistance to ex-offenders, etc.)

Discussion:

The City of Raleigh has long-term partnerships with the Raleigh Housing Authority, Wake County, the CoC, and Catholic Charities in addressing needs that do not stop at the municipal border. In the next three years the coordination will include significant investments in joint funding for supportive housing development, land, construction of a building, and (possibly) vans for transporting homeless persons to existing resources and operational support.

Program Specific Requirements

Introduction:

The city uses HOME and CDBG for a variety of housing and community development services. The city uses ESG primarily for homelessness prevention. This section shows information on program specific requirements for the Community Development Block Grant, HOME, and Emergency Solutions Grant (ESG).

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

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

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

Other CDBG Requirements

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

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

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

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 20-year loan term, which is 10 years beyond the required affordability period. The recipient's HOME direct subsidy is discounted (reduced) 25% on the fifth, tenth, and fifteenth anniversary of the Note and then forgiven in its entirety at 20 years. The City of Raleigh also has a provision for excess proceeds and shared appreciation. Both provisions are outlined in the HOME agreement (in the Attachments) with the HOME recipient and in Deed Restrictions (in the Attachments).

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 as well as the excess proceeds and shared appreciation provision, prior to sale. Furthermore, deed restrictions that run with the land are recorded to 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(l)(4)

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

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.**

The CoC, the City, the County, Catholic Charities of the Diocese of Raleigh, and the homeless service provider

community worked together to develop the Coordinated Entry System Policies and Procedures Manual, a communitywide coordinated entry system for NC 507 submitted to HUD January 23, 2018. The CoC hired a consultant, OrgCode, to facilitate the community process that produced the Manual. County and City staff were actively involved in this effort. A new staff position for the CoC has been filled, paid for in part by a HUD planning grant, to do data analysis and administrative support for the Executive Director and the CoC generally to assist with this process. Service providers were involved in developing the system, so there is a broad consensus among providers about the purpose and use value of the Manual, including the choice of access points and the use of the Vi-SPDAT as the common assessment tool. The Partnership is now the Local System Administrator (LSA) for NC 507's Coordinated Entry system.

Access Point meetings are held regularly, and trainings are regularly offered and well attended. The Manual is currently being reviewed by the Quality Improvement Committee (QI), a committee of service providers who are actively involved in implementing the Manual. The staff from the service providers who work on this committee are licensed users of HMIS and use the Vi-SPDAT as the assessment tool to determine acuity for the by-name list. This improvement process has continued, is ongoing, and iterative. Changes to the Manual are intended to be done on an annual basis. It is a challenge to operationalize changes in the way agencies have conducted their practices. Improvement is continuous.

Other meetings of service providers continue, as well, to make ongoing improvements to the coordinated entry system:

1. The CoC facilitates the NOFA process with homeless services within NC 507, the official designation for the CoC (Partnership to End and Prevent Homelessness).
2. Regular biweekly meetings of all agencies providing rapid re-housing and/or prevention services are held to coordinate how issues are addressed in a consistent way across all agencies as they arise.
3. A formal partnership was formed between the CoC, the City, the County, and Catholic Charities to develop the Oak City Cares, a new access point for coordinating entry, while also providing a variety of services, housing options, and training opportunities for homeless individuals and families. Weekend food distribution by approximately 70 volunteer organizations will also continue at the new center after construction is complete. The grand opening for Oak City Cares was on April 8, 2019.

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).

The City of Raleigh, beginning July 1, 2015, conducted a “Combined Request for Proposals (RFP)” with the County and CoC. This change increased efficiency, reduced administrative burdens on the homeless service providers, and increased standardized practice among homeless service providers communitywide. For example, since July 1, 2015, all agencies funded via the Combined RFP have been required to use HMIS. 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 award.

A new combined RFP is issued every two years. The third Combined RFP was issued in mid-January 2019 for the period July 1, 2019—June 30, 2021. For the fiscal year beginning July 1, 2019, the staff is recommending grants to Families Together of Wake County and Healing Transition for Emergency Shelter, a grant to Passage Home for Rapid Re-housing and a grant to the CoC for HMIS.

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

The Raleigh/Wake Partnership to End and Prevent Homelessness (the Partnership) is the Continuum of Care organization in Wake County. The Partnership is a 501(c)3. The Partnership’s Bylaws reserve a few seats on the Board, one of which is for an individual who is currently or has in the past experienced homelessness. Since July 1, 2018, Tracy Freeman sits on the Partnership Board of Directors. Ms. Freeman works as the Planning Room Supervisor at Healing Transitions (since 2014). Ms. Freeman has overcome her own experience with homelessness, so she brings a unique and vital perspective to the Board.

5. Describe performance standards for evaluating ESG.

For Rapid Re-Housing:

- Number/percentage of households re-housed
- Number/percentage of households maintaining stable housing for 12 month period.

For Prevention

- Number of households entered into the prevention program
- Number/percentage of households prevented from becoming homeless
- Percentage maintaining stable housing for 12 months

For Shelter

- Percentage of daily bed utilization
- Number placed in permanent housing who remain self-sufficient for at least six months

As shown in the answers to Questions 1-5 above, the City of Raleigh works closely with its CoC, as well as with Wake County and Catholic Charities, to address homelessness in the City and County in a comprehensive fashion. The Combined RFP process of awarding ESG assistance allows the three entities (city, county, CoC) to make ESG available to local nonprofit organizations in a single process, with the benefits of a single process for applicants in the County and the benefit among the providers of being able to address the homelessness problems more holistically than three separate RFP processes would allow.

Attachments

FY 2019-2020 Annual Action Plan Public Meeting Notes

Green Road Community Center, November 13, 2018

Total Present = 8

City staff = 4

Public Comments

- Question about the proposed Bond issue. Is there a timeline or amount? It is very much needed.
- Great job with affordable housing program, but I have a question: do you have any flood control programs? Storm water retention is something builders have to focus on
- You mentioned a housing bond. Do you have a timeline?
- I would support a housing bond.
- Have you considered a community land trust?
- The \$90,000 rehab program: has there been interest in that?
- Any plan for City 2nd mortgage money?
- And expanding beyond downtown?

Chavis Community Center, November 15, 2018

Total Present = 18

City staff = 5

County staff = 1

RHA staff = 1

Public Comments

- I have a question about CDBG: Does Raleigh get what it needs in federal CDBG funding compared to other comparable cities?
- The cost of living keeps going up, the cost of rent keeps going up, but wages are not going up. Does the City have a program to help people facing this situation? I have a job but can't find housing. I live in a motel because I can't find housing I can afford. Does the City have a program for people facing the situation I'm

facing, like help with first month's rent and security deposit? Are there any grants or plans to develop a program for someone with low wages?

- This is more of a policy question: when the City provides funds to developers to build affordable housing, is there a guarantee that affordable housing will actually get built? Does the make sure affordable housing does in fact get built?
- I have a question about East College Park: How much is the housing selling for that you are supporting? Is it \$200,000? Is it \$400,000? I was raised in that neighborhood and driving around I see what the houses are selling for now. It's very high.

Method Community Park: Pioneer Building, November 20, 2018

Total present = 11

City staff = 3

County staff = 1

Public Comments

- About ADUs (accessory dwelling units), City Council didn't listen to us before when we spoke to a committee that seemed to be made up mostly of City Council members about the need for ADUs to help address affordable housing need. They seem to support affordable housing as long as it isn't in the neighborhoods where their constituents live.
- The Oak City Center: when will it open? Remember that there are a lot of people who are homeless or about to be homeless living around Knightdale who want to use that facility. How have you gotten the word out about it?
- East College Park: There seems to be a difficulty in finding developers who are willing to build mixed income neighborhoods. You go into a new neighborhood and see McMansion after McMansion after McMansion. Can't the City do something about that? (*When the person was asked by staff where she was referring to, she said that it was possible that none of the lots where this was happening was City-owned land.*)
- There is a problem now with people who want to rent an affordable apartment from, say, DHIC, they have to go apply to each apartment community rather than submit one application to DHIC. This makes it more difficult for the person wanting to rent.
- I am an intern at Family Promise and we tried to assist someone get rapidly rehoused at a rental (not City owned) managed by Barker. The person had adequate income to pay rent but needed help with first month's rent and security deposit that Family Promise would provide. But Barker said they don't take third party payments, so the person couldn't be rapidly rehoused into the unit. Why don't they accept third party payments?

- Will Oak City Center offer training opportunities to the people who go there so they may be able to get job training and get employment?
- Rent keeps going up but wages don't. How are we going to increase wages? What is the City going to do about that? *(Staff explained that a local government doesn't have the legal authority in North Carolina to set a minimum wage that differs from the state minimum wage, that this a state government issue.)* Okay, so do we need to vote them out or pass amendments like were on the recent ballot?
- I have a friend who moved into a house near downtown that her mother owned for a very long time and she keeps getting harassed, almost every day, receiving letters and knocks on the door from developers wanting to buy her house. She doesn't want to sell and wants them to stop harassing her. Part of the problem is that because the City wants property values to increase to get more tax money, developers, driven by greed, feel free to keep trying to go after poor people's property to the point of harassing them. What can the City do about that?
- Regarding property taxes: the secret is that if you have money you can appeal your assessment and avoid that increase.
- *(Staff asked the person "what do you suggest?")* Well, I don't have a plan or a proposal, I'm not sure.
- You need to make resources more readily available to the disenfranchised, the people who really need those resources. You need to inform people with very low income. Look how few people are here. How many were at the other two meetings. You can't do it top down, you need to go where the people are. *(Staff said, "Do you mean like going to the South Wilmington Street Center to hold a meeting like this?")* Yes, now that's what I'm talking about! Also, Raleigh Rescue Mission.
- How do you help the working poor? There aren't programs for that. When I got sick, I had to stop working. Then my husband got laid off and we burned through our 401K in no time. Without that and the help of family, we would have become homeless. But he went to Wake Tech, got a degree in technical skills and got a job back at the N & O, doing pretty much the same work he was doing before but now at a lower wage. When we needed the help, it was very difficult getting it and demeaning to have to go place to place looking for help.
- A lot of the time, we're not looking at the real issue. You were able to get through your challenges because you have family and savings. People who become homeless don't have either one. The issue is connections between people. But how do you make people be more compassionate about the needs of others? How do you develop a sense of community? Do we go into these communities and get to know them?
- That would be a start! Equitability means everybody gets what they need. Like the middle class express that the County helps fund.
- We are all brothers and sisters!

- You should go to your CAC meetings. I lived in my neighborhood for 15 years before I started going two years ago and I've learned so much about what the City is doing! This is a good way to get involved and become knowledgeable about the City.
- I agree with that! Let your voice be heard!!

AAP Draft Meeting: Chavis Community Center, February 28, 2019

FY 2019-2020 Public Meeting on Annual Action Plan Draft

Total Present = 23

City staff = 4

Public Comments

I was homeless for 17 years in several cities. When you evaluate ESG grant programs do you talk to actual homeless beneficiaries (not just the agencies receiving grant funds)? It is not enough oversight if you are only looking at the money. You can reduce the trauma of homelessness if you are careful to fund the right agencies.

FY 2019-2020 Annual Action Plan Public Hearings

Public Hearing #1, December 4, 2018

Council Minutes (excerpt) for Tuesday, December 4, 2018 in the City Council Chamber, Room 201 of the Raleigh Municipal Building, Avery C. Upchurch Government Complex, 222 W. Hargett Street, Raleigh, North Carolina, with the following present.

Mayor Nancy McFarlane

Corey D. Branch, Mayor Pro Tem

Councilor David N. Cox

Councilor Kay C. Crowder

Councilor Stef Mendell

Councilor Russ Stephenson

Councilor Nicole Stewart

Councilor Dickie Thompson

ANNUAL ACTION PLAN – 2019 – 2020 – HEARING – COMMENTS REFERRED TO ADMINISTRATION

The U.S. Department of Housing and Urban Development requires entitlement communities under the Community Development Block Grant, HOME Investment Partnership, and Emergency Solutions Grant programs to hold two public hearings annually. This is the first public hearing at the beginning of the process associated with the preparation of the 2019-2020 Annual Action Plan to obtain citizens' views on housing and community development needs, including priority non-housing needs.

Niki Jones, Housing and Neighborhoods Department, gave a definition of the annual action plan which includes citizen input, being a component of the 5-year consolidated plan, prioritizes federal and city funds, provides a framework for housing and community development priorities and serves as the City of Raleigh's application for federal funds. He gave a chronology of the public meeting schedule beginning with November citizen input public meetings at Greenway/Chavis/Method with the first public hearing being today. He pointed out in late February the draft annual action plan will be presented at public meetings followed by a 30-day comment period with the second public hearing to be schedule for April 2, 2019 with a May submission to HUD. He went over the annual action plan

priorities which including increasing affordable housing, improving neighborhoods, homelessness, prevention and rapid rehousing. He went over the various categories and the proposed programs and funding totaling approximately \$11,356,000. The Mayor opened the hearing to the public.

Octavia Rainey provided some information related to a 2015 bill for infill development and suggested the City go to the General Assembly with a bill relating to the city doing the 30% AMI, she talked about people living in extended stay hotels, problems if there is a major crisis in the city, rapid rehousing and Oak City housing, and gave information on programs in Raleigh over the last 40 years including Cornerstone and her fear that the same thing will happen with Oak City, talked about the city doing 60% where it should be 30% as 60% is not the answer. She talked about the AMI, discrimination, how monster houses are being built and priced above what people can pay, concern that what is being built is not affordable housing, concerns that in the center city our trees and forest are disappearing with all of the infill development and something has to be done.

Stephanie Lormond, 2704 Ramsey Road, expressed concern that what is the city is building is not building low income housing. What is being built by the city is for people making over \$60,000 per year and that eliminates police officers, teachers, etc. She stated maybe we should do some type analysis pointing out what is being built is not affordable for the low income.

Annie Mitchell, CASA, expressed appreciation for the work the Council tries to do to end homelessness in the Triangle. She talked about the city's past support of CASA's work and talked about what it had allowed them to be able to do. She stated they plan to work to create more affordable housing throughout the triangle and asked the City to continue to prioritize for the low income and pointed out it is the hopes of all to have no homelessness in the city.

No one else asked to be heard, thus the hearing was closed. Council Member Branch asked if the staff could provide some data on the number of units that could be built targeting 30% AMI as compared to the current target. Council Member Stephenson talked about working with the county and making sure that the city and county are working toward the same goal, agreement and understanding. Council Member Cox asked for information comparing housing development utilizing 30% as opposed to 60% AMI. The City's target and the Raleigh Housing Authority's target and the differences were talked about as well as the loss of funding from HUD.

Council Member Cox talked about the number of children who have to live in hotels and what the city can do with the City Manager pointing out the Council would need to give policy direction on priorities. He talked about the current adopted policy, spoke to the fact that the Council can reallocate if it so chooses and can change the targets and directions. Council Member Cox indicated he would like to look at a new policy or plan with it being pointed out by the Mayor we need to have a whole lot more in-depth discussion. What the number of housing units that are being developed and how many units could be developed targeting 30% versus 60% was talked about with it being pointed

out the Council needs to have information on the various targets and results before talking about changing or setting the policy with various Council member agreeing. Mayor McFarlane suggested that this item be discussed at another time when there is more time. Staff could provide some analysis. Council Member Stewart talked about the need to be collaborative and work with other units of government/players in the county. The need to change the goals and targets was put forth by Council Members with all agreeing that there needs to be a work session, or a discussion devoted to this issue. The comments were received with staff being asked to provide the information on the discussions.

Public Hearing #2, April 2, 2019

Council Minutes (excerpt) for Tuesday, April 2, 2019 in the City Council Chamber, Room 201 of the Raleigh Municipal Building, Avery C. Upchurch Government Complex, 222 W. Hargett Street, Raleigh, North Carolina, with the following present.

Mayor Nancy McFarlane (Absent and excused)
Mayor Pro Tem Corey D. Branch
Councilor David N. Cox
Councilor Kay C. Crowder (Absent and Excused)
Councilor Stef Mendell
Councilor Russ Stephenson
Councilor Nicole Stewart
Councilor Dickie Thompson

These are summary minutes unless otherwise indicated.

RALEIGH HOUSING AND COMMUNITY DEVELOPMENT PLANNED EXPENDITURES: 2019 – 2020 ANNUAL ACTION PLAN - HEARING – CLOSED – TO BE PLACED ON THE MAY 7, 2019 AGENDA

At the November 6, 2018, meeting City Council authorized the first public hearing to be held on December 4, 2018, to receive public comment on City housing and community development needs in support of the FY 2019-2020 Annual Action Plan. This is the second hearing that is required by the U.S. Department of Housing and Urban Development (HUD) as part of the preparation of the annual Action Plan governing the use of federal Community Development Block Grant (CDBG), HOME Investment Partnership (HOME), and Emergency Solutions Grant (ESG) funding.

The draft FY 2019-2020 Annual Action Plan (the Action Plan) identifies strategies, resources, and organizations that can help advance key priorities in the coming year. The complete draft of the 2019-2020 Annual Action Plan is posted under the Housing and Neighborhoods Department on the City's website (www.raleighnc.gov), the summary was included with the agenda materials.

Assistant Housing and Neighborhoods Director Niki Jones summarized the information noting this will be the final public hearing to receive citizen input and indicated staff will present the Plan before the City Council to consider approval at the May 7, 2019 Council Meeting.

Mayor Pro Tem Branch opened the hearing.

Octavia Rainey, 1516 East Lane Street, talked about CDBG policies and asked the City Council to conduct a public hearing on the Citizen Participation Plan. She asserted the City has not served black people well by displacement since the 1960's and called for reparations to black people noting the displacement started with Smokey Hollow and also the 4th Ward. She asserted all CDBG projects displaced black people, and argued the YMCA project will not adequately serve the community. She charged the Council is not doing enough.

Vanessa Shaw, Raleigh Wake Council to End Homelessness, talked about her organization's database of housing and how the City's grants helps her organization's efforts to end homelessness.

Jess Brandes, CASA, expressed her support for the program noting CASA has 265 units for permanent supported housing. She talked about future CASA projects and thanked the City for its continued support.

No one else asked to be heard, thus, Mayor Pro Tem Branch closed the hearing.

Councilor Cox talked about Ms. Rainey's comments regarding the CDBG Citizen Participation Plan and questioned whether the City has such a program with Assistant Director Jones responding in the affirmative noting it is actually attached to the Consolidated Plan as well as the Annual Action Plan. Councilor Cox questioned if he could get a copy of the plan with Mr. Jones responding in the affirmative.

Mayor Pro Tem Branch noted this the last year of the 5-year cycle and questioned whether the Citizen Participation plan will be part of the next cycle with Mr. Jones responding in the affirmative noting Council can review the plan and make any changes prior to the next cycle.

The item will be placed on the May 7, 2019 agenda for Council consideration.

City of Raleigh Consolidated Plan FY 2016-2020: CITIZEN PARTICIPATION PLAN

1. Introduction

The Citizen Participation Plan provides for and encourages citizens, organizations, businesses and other stakeholders to participate in the development of the Consolidated Plan, the Annual Action Plan, and any substantial amendments to the Plans. This plan describes how the City of Raleigh encourages and promotes participation through the establishment of policies and procedures for participation in the implementation of the Community Development Block Grant (CDBG), HOME Investment Partnership, and Emergency Solutions Grant (ESG) programs.

The City of Raleigh is required to adopt a Citizens Participation Plan that meets HUD's minimum requirement as set forth in the regulations for "Consolidated Submission for Community Planning and Development Programs" (24 CFR 91 Subpart B). In carrying out these requirements the City of Raleigh understands that participation on the part of its citizens, organizations, businesses and other stakeholders is vital to the effectiveness of all Consolidated Plan activities. All persons, but especially very low, low and moderate-income persons, particularly those living in slum and blighted areas and in areas where funds are proposed to be used, can actively participate in the planning, implementation, and assessment of such activities.

The Citizen Participation Plan outlines procedures by which each of the requirements set forth in 91:105 of the Federal Regulations are carried out. This Plan is effective as of May 16, 2015 and remains in effect until such time as 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 May 16, 2015.

2. Goals of the Citizen Participation Plan

- A. To provide for involvement of citizens, organizations, businesses and other stakeholders in the identification of community development needs and housing; review of proposed activities and assessment of program performance in accordance with the schedule that is adopted each year.
- 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 blighted neighborhoods, members of minority groups, non-profit 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 Program.

3. Development of the Consolidated Plan

The Citizen Participation Plan requires that before adoption of the Consolidated Plan the City will provide the following information:

- A. The amount of assistance the City expects to receive from any grant funds and program income
- B. The range of activities that may be undertaken including the estimated amount that will benefit very low, low and moderate income persons
- C. The City's plans to minimize displacement
- D. The City's specific action steps to end chronic homelessness
- E. The City's long-term and short-term objectives for neighborhood revitalization strategies
- F. The City's public hearing calendar and process for developing and submitting the Consolidated Plan
- G. Provisions for receiving public comments on the proposed Plan

4. The Participation Process

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

A. 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 a number of local housing, social service, homeless, and economic development agencies to determine the housing needs of specific populations and groups.

B. 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 ConPlan activities and RHA activities in addressing issues of joint concern.

C. Neighborhood Based Citizen Committees: The City meets with citizens' groups such as Citizens Advisory Councils, primarily in redevelopment areas. The City may also meet with neighborhood associations and other citizen groups as needed.

5. Consolidated Plan/Annual Action Plan Public Hearings

Each year the City conducts two (2) public hearings for the development of an Annual Action Plan for the City's housing and community development programs at a City Council meeting. The State of North Carolina's Open Meeting Law is followed.

A. Public Hearing #1: The first hearing occurs at the beginning of the planning process to review past program performance, to obtain views on community development and housing needs and to identify general strategic priorities for projected funding. The purpose of this hearing is to let very low, low and moderate income

persons and residents of blighted neighborhoods offer their perceptions of problems within their neighborhoods and in the community at large and present proposals aimed at solving the problems. This public hearing is held in the City Council Chambers.

B. *Public Hearing #2*: The 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 public hearing is held in the City Council Chambers.

C. *Public Notice*: Notices of all hearings will be advertised in accordance with state law 12-14 days prior to 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 web site at www.raleighnc.gov

D. *Accessibility*: All public meetings are held at locations providing accessibility for persons with physical disabilities and take place in locations convenient to residents.

6. 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. Before the Plan is sent to HUD it will be approved by City Council. Copies of the draft Plan are available at the Housing and Neighborhoods Department office. The draft plan is also posted on the City's website at www.raleighnc.gov and accessible through the City's automated 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 Consolidated Plan. 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.

7. 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 Neighborhoods Department is circulated to the public and made available for review in the Community Development Division (CDD) during normal business hours of the City. This information is made public subject to all applicable laws regarding confidentiality and personal privacy in the CDD office. Access to all documents is open except where prohibited by law. There may be reproduction costs charged to persons requesting personal copies of CDD documents. Every attempt is made to respond to written requests for information within 15 days of receipt.

8. Non-English Speaking Persons

Where a significant number of very low, low and moderate income residents of blighted neighborhoods speak and read a primary language other than English, public hearing notices and basic information summaries are produced and made available in the appropriate language(s). The Community Services Division of the Housing and Neighborhoods Department has resources to help with this requirement but a qualified interpreter inventory is maintained by the City of Raleigh's Public Affairs Department, which also has a responsibility to promote public awareness of this service. It is the responsibility of the Housing and Neighborhoods Department to request this service when needed.

Informational material is sent as appropriate to non-profit and social services organizations that serve non-English speaking residents.

9. Persons with Disabilities

The City of Raleigh has taken steps to ensure that individuals with disabilities are able to 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).

10. 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 Neighborhoods Department will inform the public of the CAPER's availability for comment through a local newspaper, the City's web page (www.raleighnc.gov), and electronic notices.

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

11. 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 is affected).

Prior to amending the Consolidated 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 12-14 day public notice prior to a public hearing (held in accordance with section 5c above) and a thirty day (30) comment period to receive citizen comments on the proposed amendment prior to 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.

12. Technical Assistance

Technical assistance is provided to citizen organizations and very low, low and moderate-income persons who live in CD areas through a number of city departments. Staff support is provided through Community Specialists in the Community Services

Division of the Housing and Neighborhoods Department who provide technical assistance to the Citizen Advisory Councils. Assistance consists in part in helping to organize meetings, explaining City policies and referring questions and concerns to appropriate City departments and other agencies. Within the Housing and Neighborhoods Department, there are staff persons who are available to answer questions related to the CDBG, HOME, and ESG programs, as well as to offer technical assistance to groups representative of LMI citizens in developing proposals for assistance under these programs.

13. Complaint Procedure

Written or oral complaints or grievances concerning the Consolidated Planning process or the CDBG, HOME, and ESG programs should first be directed to the City's Housing and Neighborhoods Department. It is the policy of the City to provide a procedure for the acknowledgment, presentation, consideration, investigation and disposition of complaints received concerning Community Development programs.

The Housing and Neighborhoods Department makes every effort to respond to all complaints within fifteen (15) days of receipt by sending a written response. Should the complainant not be satisfied, the complainant may arrange a meeting with the Housing and Neighborhoods Director or the Assistant City Manager for Community to discuss the complaint. If the complaint can still not be satisfied, a written complaint may be submitted in writing to the City's Compliance Officer located in the City Manager Office. Any citizen may make an oral or written petition to the City Council to discuss problems not resolved at the staff level.

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). The Relocation Staff provides information and assistance one-on-one to prospective displaced persons.

City Of Raleigh, NC Recapture Policy

The City of Raleigh (City) offers a Homebuyer Assistance Program through which funds are made available to Low and Moderate Income (LMI) homebuyers. Funds may be used for down-payment assistance, closing costs and/or to cover any senior loan financing gap for the purchase of single family housing that is modest housing as set forth in 24 CFR §92.254(a). Funding sources for these activities include City affordable housing bond program income and/or federal HOME Investment Partnership Program (HOME) as well as Community Development Block Grant (CDBG) funds. If CDBG funds are used, 24 CFR 570.201(n) applies and CDBG assistance is limited to 50% of costs.

The City, in compliance with 24 CFR Part 254(a)(5), uses the recapture provision for its HOME assisted activities, and applies the HOME regulations regardless of funding source used (i.e., where "HOME" is used below, it means "HOME or other funds provided for these uses by the City of Raleigh"). The recapture policy will be in effect for a timeframe equal to the period of affordability as described by the HOME program regulations under 24 CFR 92.254(a)(5)(i). The following table outlines the required minimum affordability periods.

HOME Amount Per Unit	Minimum Period of Affordability
Under \$15,000	5 years
\$15,000 - \$40,000	10 years
Over \$40,000	15 years

The City will use the following provisions when providing direct HOME subsidies to LMI homebuyers:

- The City will not use subrecipients, urban counties, CHDOs, or consortium members to make these direct HOME subsidies.
- Only the City's Housing and Neighborhood Department will make direct HOME subsidies available to LMI homebuyers.
- The City requires full or partial repayment of the direct HOME subsidy when resale occurs during the affordability period. Direct subsidies are provided in the form of deferred payment, subordinate loans at 0% interest rate. During the term of the Note, the balance due under the Note shall be reduced by

twenty-five percent (25%) of the loan amount at the five, ten, fifteen, and twenty-year anniversaries of the date of the Note.

- If there are no net proceeds or insufficient proceeds to recapture the HOME investment due, the amount subject to recapture is limited to what is available from net proceeds.
- The City will use a Note, Deed of Trust, Loan Agreement and Deed Restrictions to enforce the recapture provisions of the HOME program found at 24 CFR 92.253(a)(5)(ii).
- The City will permit the homeowner to refinance the first mortgage without repayment of the subordinate mortgage (direct subsidy) for the purpose of lowering the interest rate. The homeowner is not permitted to consolidate debts or take cash out.
- If Borrower sells the property within ten (10) years of the Note date, and such sale results in excess proceeds, the City may recapture the outstanding loan balance of the direct subsidy AND any excess proceeds resulting from any sale of the property within ten (10) years of the Note date shall be distributed to City and Borrower as set forth in Exhibit A attached hereto and incorporated herein.
- In the event of foreclosure or short sale, in addition to the collection of the remaining balance of City's subordinate mortgage, if any, the City will receive from said sale a percentage of the increase, if any, as computed by subtracting the greater of (1) Homeowners' purchase price mentioned above or (2) in the case of a foreclosure or short sale, the total debt secured by the mortgagee's lien, from the purchase price of the sale to the third-party purchaser.

DEFINITIONS

DIRECT HOME SUBSIDY is the amount of federal HOME assistance, including any program income that enables the homebuyer to buy their house. The direct subsidy includes HOME funds used for down payment, closing costs and/or to cover any senior loan financing gap.

EXCESS PROCEEDS are defined as proceeds from a sale of the property exceeding the sum of (i) the amount required to pay the loan in full of any senior lender (ii) the outstanding loan balance, (iii) any amounts expended by Borrower on any capital improvements to the property, and (iv) principal payment portions made by Borrower on the first mortgage; closing costs related to the sale of the Property; and (v) down payment made using Borrower's own funds. The excess proceeds shall be distributed to Borrower and City as set forth in Exhibit A attached hereto and incorporated herein, and shall be a lien on the property until paid to City.

NET PROCEEDS are defined as the proceeds from the sale, transfer or alienation of the Property minus non-HOME Loan repayments and any closing costs that does not result in Excess Proceeds available for distribution as described in Exhibit A.

EXHIBIT A

EXCESS PROCEEDS

If Borrower sells the property to a third party within ten (10) years of the Effective Date which results in any Excess Proceeds, the City may recapture the Outstanding Loan Balance. In addition, any Excess Proceeds may be distributed as set forth below.

<u>Period of Homeownership from Effective Date</u>	<u>Percentage of Excess Proceeds Due to City</u>
Within One (1) Year	100%
Within Two (2) Years	90%
Within Three (3) Years	80%
Within Four (4) Years	70%
Within Five (5) Years	60%
Within Six (6) Years	50%
Within Seven (7) Years	40%
Within Eight (8) Years	30%
Within Nine (9) Years	20%
Within Ten (10) Years	10%

The City shall determine the amounts attributable to Borrower’s own funds, the amount of the Excess Proceeds, and the amount of the Capital Improvements in its sole discretion. In the event of a dispute, the City’s determination of the amount of Excess Proceeds shall control.

Until the percentage of the Excess Proceeds due to City is paid to and received by the City, the amount of such funds, computed as stated above, shall constitute a lien upon the subject property.

Coordinated Entry Policies and Procedures: Partnership to End Homelessness



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

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

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

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

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

- NC 507 Continuum of Care (CoC) is committed to ending homelessness.
- A myriad of factors may influence a household's ability to maintain housing, but only housing itself ends homelessness.
- The sole purpose of programs and services dedicated to the homeless population is to end homelessness

- Mandatory program participation does not result in better housing outcomes.
- Everyone is housing ready
- The homeless service delivery system should be a process, not a destination.

Wake County Continuum of Care Program Standards

The Raleigh/Wake Partnership to End and Prevent Homelessness (The Partnership) written standards provide specific guidelines for programs entering data into the Homeless Management Information System and across the housing continuum. These guidelines are designed according to national and local best practices in order for Wake County to have the best chance of ending homelessness as we know it. These guidelines create consistency across Wake County agencies and protect clients served by putting their needs first.

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

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

The following guidelines apply to all programs, regardless of funding source, within the CoC.

PERSONNEL

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

Benchmarks

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

technical assistance on program requirements, compliance and best practices applicable to the CoC.

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

EVALUATION AND PLANNING

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

Benchmarks

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

CASE MANAGEMENT SERVICES

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

Benchmarks (Standard available services)

- All projects must provide the client with a written copy of the program rules and the termination process before he/she begins receiving assistance.
- Staff provide regular and consistent case management to clients and residents based on the individual's or family's specific needs. Case management includes:

- o Assessing, planning, coordinating, implementing, and evaluating the services delivered to the resident(s).
- o Assisting clients to maintain their bed in a safe manner and understand how to get along with fellow residents.
- o Helping clients to create strong support networks and participate in the community as they desire.
- o 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.
- o Use of a standardized case management approach for ongoing case management and measurement of acuity over time, determining changes needed to better serve residents.

Optional/recommended case management services

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

Emergency Shelter

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

In a Housing First environment, Emergency Shelters are focused on ending homelessness for the households they serve and in the community. Shelters should be safe, non-judgmental environments where, from the time of admission into the shelter, all residents are made aware of the goal to have them achieve housing as quickly as possible and that emergency shelters are a truly interim housing solution. The individual or family should be encouraged to access community-based resources or their natural supports to help move them out of the shelter and into housing. **Note: Domestic Violence Shelters have certain, specific legal obligations to follow that are not enumerated in these standards.*

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

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

EMERGENCY SHELTER DEFINITION:

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

- Provide temporary housing for individuals or families experiencing homelessness for a period of 30 days or less
- Conduct comprehensive assessments and the VI-SPDAT to determine housing prioritization and interventions as part of the Coordinated Entry process
- Provide information, referral services, and light touch case management for individuals and families with low acuity according to said assessments
- Provide full complement of basic needs services (See Emergency Shelter Benchmarks)
- Provide short-term housing for individuals and families waiting for placement in a rapid rehousing or permanent supportive housing programs
- Accept high need clients without barriers, as is stated in the Housing First Philosophy

EMERGENCY SHELTER

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

Benchmarks

- Shelters must actively participate in the Coordinated Entry system and fully implement VI-SPDAT use to be administered on the 8th day of a shelter stay or after the (insert day here) per the Coordinated Entry System Policies and Procedures
- Shelters must make every effort to accommodate Coordinated Entry Referrals from Street Outreach programs and designated Access Sites
- Shelters shall not charge money for any housing or supportive service provided.
- Programs must work to link their clients to permanent housing programs, such as rapid rehousing and permanent supportive housing, in the community
- Shelters providing shelter to families may not deny shelter to a family on the basis of the age and gender of a child under 18 years of age
- Shelters must meet state or local government safety, sanitation, and privacy standards. Shelters should be structurally sound to protect residents from the elements and not pose any threat to health and safety of the residents
- Shelters must be accessible in accordance with Section 504 of the Rehabilitation Act, the Fair Housing Act, and Title II of the Americans with Disabilities Act, where applicable. Shelters must comply with the Lead-Based Paint Poisoning Prevention Act¹ and the Residential Lead-Based Paint Hazard Reduction Act of 1992²

CLIENT INTAKE PROCESS

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

Benchmarks

- All adult program participants must meet the following program eligibility requirements in emergency shelter:
 - 18 years or older
 - Literally homeless, imminently at-risk of homelessness, and/or fleeing or attempting to flee domestic violence
- All shelters must document homeless status and chronically homeless status using the HUD approved preferred order. The order should be as follows:
 - Third-party documentation (including HMIS Project Entry/Exit records)
 - Intake worker observations through outreach and visual assessment
 - Self-certification of the person receiving assistance
- Programs can only turn away individuals and families experiencing homelessness from program entry for the following reasons:

¹ (42 U.S.C. 4821- 4946)

² (42 U.S.C. 4851- 4956)

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

CLIENT AND PROGRAM FILES

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

Benchmarks

- Client and/or program files should, at a minimum, contain all information and forms required by their funder and/or grantor (service plans, case notes, referral lists, confidentiality policies and procedures, conflict of interest/ code of conduct policies, and service activity logs including services provided directly by the shelter program and indirectly by other community service providers)
- All client information should be entered into the NC HMIS in accordance with data quality, timeliness, and additional requirements found in the agency and user participation agreements. At a minimum, programs must record the date the client enters and exits the program, enter HUD required data elements, and update the client’s information as changes occur. (See HMIS Standards)
- Programs must maintain the security and privacy of written client files and shall not disclose any client-level information without written permission from the client as appropriate, except to program staff and other agencies as required by law. Clients must give informed consent to release any client identifying data to be utilized for the purposes of coordinated care, research, teaching, and service delivery improvement. All programs must have a consent for release of information form for clients to use to indicate consent in sharing information with other parties

³ 24 CFR 578.93

TERMINATION

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

Benchmarks

- 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
- In general, if a resident violates program requirements, the shelter may terminate assistance in accordance with a formal process established by the program that recognizes the rights of individuals and families affected. The program is responsible for providing evidence that it considered extenuating circumstances and made significant attempts to help the client continue in the program. Programs should have a formal, established grievance process in its policies and procedures for residents who feel the shelter wrongly terminated assistance
- Programs may suspend clients from entering the Emergency Shelter for a designated period of time when a client has presented a safety risk to staff or other clients. If a suspended client presents him/herself after the suspended period has ended, programs should permit the client to return to the program. Shelters must provide a written explanation and process by which a client may reengage with services at said shelter
- Shelters shall make reasonable accommodations for clients who exit a program due to hospitalizations for physical or behavioral health concerns.

Rapid Rehousing and Prevention

HOMELESSNESS PREVENTION AND RAPID REHOUSING

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

Homelessness prevention programs must target their limited financial assistance and housing stability resources appropriately and develop methods to determine which households are at greatest risk of becoming homeless (within 21 days) or those households who can be diverted from the shelter system with the aid of financial assistance.

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

CLIENT INTAKE PROCESS

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

Benchmarks

- All adult program participants must meet the following program eligibility requirements:
 - Rapid rehousing programs work with households who meet the definition of homelessness in the definitions section of the performance standards
 - Homelessness prevention programs work with households who meet the at-risk of homelessness definition in the definitions section of the performance standards
 - Both programs actively participate in the Coordinated Entry System.
- Programs cannot disqualify an individual or family because of prior evictions, poor rental history, criminal history, or credit history
- Programs explain the available services, encouraging each adult household member to participate in said services, but does not make service usage a requirement or the denial of services a reason for disqualification or eviction unless service requirements are attached to funding (SSVF grants have a service requirement)
- Programs must use the standard order of priority of documenting evidence to determine homeless status and chronically homeless status per the program's eligibility requirements. The order should be as follows:
 - Third-party documentation (including HMIS Project Entry/Exit records)
 - Intake worker observations through outreach and visual assessment
 - Self-certification of the person receiving assistance
- Programs will maintain Release of Information (ROI), case notes, and all pertinent demographic and identifying data in HMIS as allowable by program type. If an agency maintains client records via paper files, said files should be maintained in a locked cabinet behind a locked door with access reserved for caseworkers and administrators who needs the information
- Programs can turn away individuals and families experiencing homelessness from program entry for only the following reasons:
 - Household makeup (provided it does not violate HUD's Fair Housing and Equal Opportunity requirements): singles-only programs can disqualify households with children; families-only programs can disqualify single individuals
 - Does not meet minimum VI-SPDAT score as determined and approved by the community
 - For SSVF and HOME programs only, the family or individual has household income over 50%
- Raleigh/Wake CoC providers and program participants may deny or reject referrals from the Coordinated Entry System, according to the Coordinated Entry Policies and Procedures (pg, 21)

RAPID REHOUSING

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

Benchmarks

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

Programs should have well-defined policies and procedures for determining the amount and length of time for financial assistance to program participants as well as defined and objective standards for when case management and/or financial assistance should continue or end.

HOUSING STABILIZATION/CASE MANAGEMENT SERVICES

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

Benchmarks:

- Programs provide individual housing stabilization and/or case management services to program participants at least monthly, including housing identification
- Case management services, including assessing, arranging, coordinating, and monitoring the delivery of individualized services to facilitate housing stability for participants who have obtained and maintained permanent housing through the homelessness prevention or rapid

rehousing program by developing in conjunction with the participant, an individualized housing and service plan with a path to permanent housing stability and maintain accountability of said plan.

- See additional, optional case management provisions on pages 4-5.

SERVICE COORDINATION

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

Benchmarks

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

TERMINATION

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

Benchmarks

- Programs will meet the key elements of permanent supportive housing published by the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration.⁴
- Programs should only terminate services when clients pose a safety risk to staff or other residents of their community. Programs' goal should be to avoid eviction by working with the landlord and participant to form an agreement allowing participants to move prior to a legal eviction, when possible.
- While violation of a participant's lease or sublease may be cause for termination, programs

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

should develop a termination of services policy giving participants multiple housing chances or work to move participants to a higher-level permanent supportive housing intervention, when possible (i.e. programs will move a participant two times before terminating him/her from services).

- Programs should not immediately terminate participants who enter an institution (medical, mental health, or crisis). HUD CoC PSH grants allow grantees to maintain open units for institutionalized individuals and families for up to 90 days

HOMELESSNESS PREVENTION

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

Benchmarks

- Programs are encouraged to target prevention funds toward community diversion efforts. When paying financial assistance to divert households from homelessness, programs should target assistance to the households most likely to experience homelessness if not for this assistance.
- Programs explain program rules and expectations prior to admitting the individual or family into the program. Programs will have rules and expectations that ensure fairness and avoid arbitrary decisions that can vary from client to client or staff to staff.
- When moving the individual or family into a new unit, programs consider the needs of the household in terms of location, cost, number of bedrooms, handicap access, etc. Programs will assess potential housing for compliance with program standards as asserted by the grantor prior to the individual or family signing a lease and the program signing a rental assistance agreement with the landlord.
- Lease: The program participant will sign a lease directly with a landlord or property owner. Grantees may only make payments directly to the landlord or property owner.
- Rental Assistance Agreement: Programs may make rental assistance agreements according to agency and grantor policies, provisions and standards
- Programs can elect to waive client income contribution for months 1-3, but clients are required to contribute a minimum of 30% of their income beginning in month 4 and for the duration of their program participation.
- Programs will determine the amount that households will contribute toward their monthly rent payment. The household's payment cannot exceed ESG, CoC, SSVF, or HOME regulations. Use with other subsidies: Except for one-time payment of rental arrears on the program participant's portion of the rental payment, rental assistance cannot be provided to a program participant who receives other tenant-based rental assistance or who is living in a housing unit receiving project-based rental or operating assistance through public sources. Programs can pay for security and utility payments for program participants to move into these units when other funding sources cannot be identified.

Permanent Supportive Housing and Prioritization of Chronically Homeless

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

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

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

PERMANENT SUPPORTIVE HOUSING

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

Wake CoC agencies agree to prioritize clients according to the Coordinated Entry Policies and Procedures (pg. 21-22).

- Agencies will allow for 5 business days to receive a referral from the Coordinated Entry By Name List (Pg. 20-21 of Coordinated Entry Policies and Procedures).
- Search methods can include consulting existing waiting lists and coordinated assessment information, polling community partners and/or any other methods currently in practice Agencies will make efforts to help clients who are chronically homeless address program requirement barriers that might otherwise exclude them from qualifying
- Agencies are encouraged to use the sample form below for documentation until coordinated assessment implementation PSH beds will be filled in compliance with HUD Notice CPD-14-012 on Prioritizing Persons Experiencing Chronic Homelessness (<https://www.hudexchange.info/resources/documents/Notice-CPD-14-012-PrioritizingPersons-Experiencing-Chronic-Homelessness-in-PSH-and-Recordkeeping-Requirements.pdf>)

Raleigh-Wake, North Carolina Coordinated Entry System Policies and Procedures Manual

Raleigh-Wake, North Carolina Coordinated Entry System Policies and Procedures Manual

Adopted 1/19/18

Revised 11/16/18

Prepared by OrgCode Consulting, Inc. December 8, 2017

Coordinated Entry Overview

In 2017, the City of Raleigh-Wake County, North Carolina initiated a process to improve the delivery of housing and crisis response services and assistance people experiencing homelessness or at imminent risk of homelessness by refining the community's process for access, assessment, eligibility determination and referrals across the Continuum of Care.

This process, the *Coordinated Entry System*, institutes consistent and uniform access, assessment, prioritization, and referral processes to determine the most appropriate response to each person's immediate housing needs. Coordinated Entry is mandated by HUD and many other funders and is recognized nationally as a best practice which can improve efficiency within systems, provide clarity for people experiencing homelessness, and can help serve more people more quickly and efficiently with assistance targeted to address their housing needs.

This Coordinated Entry System Policies and Procedures document is an operational manual, providing guidance and direction for the day to day operation, management, oversight, and evaluation of Raleigh-Wake's coordinated entry approach. This manual will be updated and revised on a bi-annual basis as the actual application and practical experience of Coordinated Entry System design principles are refined and improved. The review process will include a two-week public comment period where all suggested edits to the policies and procedures will be sent electronically to the Coordinated Entry System Manager at cemanager@endhomelessnesswake.org. The CoC Quality Improvement Committee will review the comments and makes necessary edits within two weeks of closing the public comment period. The revised version of the policies and procedures will be posted on the CoC Lead Agency website, endhomelessnesswake.org.

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Introduction and Purpose

In July 2012, HUD published the new Continuum of Care (CoC) Program interim rule. The CoC Program interim rule requires that the CoC establish and consistently follow written standards for providing CoC assistance, in consultation with recipients of the Emergency Solutions Grant (ESG) program.

At a minimum, these written standards must include:

- Policies and procedures for evaluating eligibility for assistance in the CoC Program
- Policies and procedures for determining and prioritizing who will receive assistance for permanent supportive housing assistance, transitional housing assistance, and rapid re-housing assistance

The goals of the written standards are to:

- Establish community-wide expectations on the operations of projects within the community
- Ensure that the system is transparent to users and operators
- Establish a minimum set of standards and expectations in terms of the quality expected of projects
- Make the local priorities transparent to recipients and sub-recipients of funds
- Create consistency and coordination between recipients' and sub-recipients' projects within the CoC
- CoC Program standards must remain in compliance with Violence Against Women Act (VAWA) regulations

The Coordinated Entry System is Raleigh-Wake, North Carolina's approach to organizing and providing services and assistance to people experiencing a housing crisis throughout the Continuum of Care. Individuals or families who are experiencing a housing crisis are directed to defined entry points, assessed in a uniform and consistent manner, prioritized for housing and services, and then linked to available interventions in accordance with the intentional service strategy defined by CoC leadership. Each service participant's acuity level and housing needs are aligned with a set of service and program strategies that represent the appropriate intensity and scope of services needed to resolve the housing crisis.

Guiding Principles

The following access points have been identified to ensure equal access for all persons seeking support for a housing crisis to help both centralize and standardize connection to the most critical resources in our community, expediting permanent housing for people experiencing homelessness.

Phone:919.861.1195

Website: <http://wake.nc.networkofcare.org>

Haven House Youth Services
600 West Cabarrus St.
Raleigh, NC 27603
919.833.3312

InterAct
1012 Oberlin Road
Raleigh, NC 27605
(919)- d828-7501 (office)
919-828-7740 (24 Hour Crisis Line)

Durham Veteran Affairs Medical Center
508 Fulton Street Durham, NC 27705
877.424.3838

Wake County Southern Regional Center
130 N. Judd Parkway NE
Fuquay-Varina, NC 27526
919.557.2501

Wake County Eastern Regional Center
1002 Dogwood Drive
Zebulon, NC 27597
919.404.3900

Wake County Northern Regional Center
350 E. Holding Ave.
Wake Forest, NC 27587
919.562.6300

Dorcas Ministries
187 High House Road
Cary, NC 27511
919-469-9861 Ext. 203

Process for Determining Access Sites:

- Each access site was selected based on the following criteria:
 - **Geographic Location:** Each of the Access Sites is centrally located in separate regions of the county with public transportation access. This ensures full geographic coverage of the county and equal access for all Wake residents.

- **Organizational Capacity:** Each Access Site has the staff and organizational capacity to accommodate potential increases in client interaction, services, assessments and referrals
- **Access for Priority Subpopulations: In order to increase access to Coordinated Entry for priority subpopulations, the following agencies were selected as Access Sites:**
 - Haven House Youth Services: Serving youth and young adults under the age of 24 experiencing or at risk of experiencing homelessness.
 - Durham VA Medical Center: Serving veterans experiencing homelessness.
 - InterAct: Serving survivors of Domestic Violence and Sexual Assault.

All other access sites are available to all persons experiencing or at risk of experiencing homelessness.

The guiding principles for these access points include:

- **Housing First:** When an individual or family is homeless the service priority shall be to reconnect them with housing, and then to other services in the community which will help them maintain their housing. Other services may need to commence concurrently but should not take precedence over housing.
- **Client-centered:** Based on the identified needs of the household we will focus on connecting them with community resources designed to achieve housing stability.
- **System-wide prioritization of limited supportive housing resources:** Our community has a limited number of moderate to intensive housing supports including rapid re-housing slots, public housing units and vouchers, specialized housing vouchers for people experiencing homelessness and case management services.

Fair Housing, Tenant Selection and Other Statutory and Regulatory Requirements

All CoC projects in The Raleigh-Wake Coordinated Entry System must include a strategy to ensure CoC resources and Coordinated Entry System options (referral options) are eligible to all people regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identify, or marital status. Special outreach to people who might be or identify with one or more of these attributes ensures the Coordinated Entry System is accessible to all people.

All CoC projects in the Raleigh-Wake Coordinated Entry System must ensure that all people in different populations and subpopulations throughout the geographic area, including people experiencing chronic homelessness, veterans, families with children, youth, and survivors of domestic violence, have fair and equal access to the coordinated entry process, regardless of the location or method by which they access the crisis response system.

All CoC projects in the Raleigh-Wake Coordinated Entry System must document steps taken to ensure effective communication with people with disabilities. Access points must be accessible

to people with disabilities, including physical locations for people who use wheelchairs, as well as people in Raleigh-Wake who are least likely to access homeless assistance.

Recipients and subrecipients of CoC Program and ESG Program-funded projects must comply with the nondiscrimination and equal opportunity provisions of Federal civil rights laws, including the following:

- A. Fair Housing Act prohibits discriminatory housing practices based on race, color, religion, sex, national origin, disability, or familial status.
- B. Section 504 of the Rehabilitation Act prohibits discrimination on the basis of disability under any program or activity receiving Federal financial assistance.
- C. Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, or national origin under any program or activity receiving Federal financial assistance.
- D. Title II of the Americans with Disabilities Act prohibits public entities, which includes State and local governments, and special purpose districts, from discriminating against individuals with disabilities in all their services, programs, and activities, which include housing, and housing related services such as housing search and referral assistance.
- E. Title III of the Americans with Disabilities Act prohibits private entities that own, lease, and operate places of public accommodation, which include shelters, social service establishments, and other public accommodations providing housing, from discriminating on the basis of disability.

All CoC and ESG funded projects must document steps taken to ensure effective communication with people with disabilities. Access points must be accessible to people with disabilities, including physical locations for people who use wheelchairs, as well as people who are least likely to access homeless assistance.

When the Access Site, assessment team identify gaps in services to any subpopulation of people, they will notify the CoC Quality Improvement Committee of these gaps in the system of care within the community. The Committee and CoC will be responsible for working with the local agencies and departments to address the gap in services and ensure that all residents of Wake County have access to appropriate services to address their housing crisis.

Right to Appeal

Consumer Appeals

Persons and/or households experiencing homelessness seeking to appeal decisions of the Coordinated Entry System and/or if a consumer is filing a non-discrimination complaint must contact the Raleigh-Wake Partnership to End and Prevent Homelessness Coordinated Entry Supervisor at cemanager@endhomelessnesswake.org or 919-473-6933 and submit an official appeal, either verbally or in writing. The Coordinated Entry Supervisor will communicate directly with the head of household or designee regarding the appeal. Appeals will be initially directed to the Coordinated Entry Supervisor and will have five (5) business days to consult with the head of

household or designee, review all applicable evidence, consult with professional parties involved (if applicable), and issue a formal decision in writing to the household. If the head of household or designee feels the issue remains unresolved, they may further appeal to the next level of oversight beginning with the Executive Director of the CoC, and, finally, an independent review committee of the CoC Board of Directors. Each level of appeal will comply with the timelines listed above and will issue a formal response in writing to the head of household or designee.

If appealed to the Coordinated Entry Supervisor, that decision will be considered final and binding (pending any extra legal and/or Federal appeal proper). A consumer not presently affiliated with a local project sponsor/agency but still appealing a Coordinated Entry decision (such as consumers served via street outreach) may file an appeal directly with Raleigh-Wake Partnership to End and Prevent Homelessness staff. The Raleigh-Wake Partnership to End and Prevent Homelessness will maintain and review records of all Coordinated Entry System (CES) appeals for at least 5 years, in compliance with HUD recordkeeping requirements. In its role as federal funding entity, HUD shall assume and maintain regulatory oversight regarding Coordinated Entry in matters of compliance.

Project-Level Appeals

All projects participating in the CES, whether as part of funding requirements or through voluntary participation, are required to have a project-level appeals policy and procedures in place, inclusive of the procedures for appeals and in accordance with HUD requirements of due process. All persons and/or households being screened for project admission must be provided information on their right to file an appeal and/or a non-discrimination complaint and the process in which to do so. Households contacting The Raleigh-Wake Partnership to End and Prevent Homelessness regarding project-level decisions will be directed to the specific program to address concerns and pursue appeals. Projects must fully comply with their project-level appeals process and notify The Raleigh-Wake Partnership to End and Prevent Homelessness, as CES lead, of any appeals related to the processing and acceptance of CES referrals. The Raleigh-Wake Partnership to End and Prevent Homelessness notification requirement only applies to the timeframe from referral receipt through processing and acceptance/denial of referrals, up to and including formal project entrance or referral closure. Projects must provide all appeal responses in writing to the head of household or designee and copy The Raleigh-Wake Partnership to End and Prevent Homelessness via email.

Coordinated Entry System Terms

Chronically Homeless (HUD Definition)

HUD defines a chronically homeless person as follows:

A person who:

1. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and

- a. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least one year or on at least four separate occasions in the last three years, where the cumulative total of the four occasions is at least one year. Stays in institutions of 90 days or less will not constitute a break in homelessness, but rather such stays are included in the cumulative total; and
- b. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights Act of 2000 (42 U.S.C. 15002)), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;
2. Has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all the criteria in paragraph (1) of this definition, before entering that facility; or
3. Who meets all of the criteria in paragraph (1) of this definition.

Disability (HUD Definition)

HUD defines a person with disabilities as a person who:

1. has a disability as defined in Section 223 of the Social Security Act (42 U.S.C.423), or
2. is determined by HUD regulations to have a physical, mental, or emotional impairment that:
 - a. is expected to be of long, continued, and indefinite duration;
 - b. substantially impedes his or her ability to live independently; and
 - c. is of such a nature that more suitable housing conditions could improve such ability,
 or
3. has a developmental disability as defined in the Developmental Disabilities Assistance and Bill of Rights Act (42 U.S.C. 15002(8)), or
4. has the disease acquired immunodeficiency syndrome (AIDS) or any conditions arising from the etiologic agent for acquired immunodeficiency syndrome (HIV).

For qualifying for low income housing under HUD public housing and Section 8 programs, the definition does not include a person whose disability is based solely on any drug or alcohol dependence.

Literally Homeless (HUD Homeless Definition Category 1)

A person who lacks a fixed, regular, and adequate nighttime residence

- a. An individual 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, camping ground; or
- b. An individual 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 program for low-income individual); or
- c. An individual who is exiting an institution where he or 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.

At imminent risk of homelessness (HUD Homeless Definition Category 2)

A person who will imminently lose their housing (within 14 days) and become literally homeless

Homeless under other Federal statutes (HUD Homeless Definition Category 3)

A person defined as “homeless” by other federal statute (e.g., Dept. of HHS, Dept. of Ed.)

Fleeing domestic abuse or violence (HUD Homeless Definition Category 4)

A person fleeing or attempting to flee domestic violence, stalking, dating violence, or sexual assault.

At Risk of Homelessness

1. Category 1: A person who:
 - a. has an annual income below 30% of median income for the area; AND
 - b. does not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or another place defined in Category 1 of the “homeless” definition; AND Meets one of the following conditions:
 - i. Has moved because of economic reasons 2 or more times during the 60 days immediately preceding the application for assistance; OR
 - ii. Is living in the home of another because of economic hardship; OR
 - iii. Has been notified that their right to occupy their current housing or living situation will be terminated within 21 days after the date of application for assistance; OR
 - iv. Lives in a hotel or motel and the cost is not paid for by charitable organizations or by Federal, State, or local government programs for people with low-income; OR
 - v. Lives in an SRO or efficiency apartment unit in which there reside more than 2 persons or lives in a larger housing unit in which there reside more than one and a half persons per room; OR
 - vi. Is exiting a publicly funded institution or system of care; OR
 - vii. otherwise lives in housing that has characteristics associated with instability and an increased risk of homelessness, as identified in the recipient’s approved consolidated plan.
2. Category 2: A child or youth who does not qualify as homeless under the homeless definition, but qualifies as homeless under another Federal statute
3. Category 3: An unaccompanied youth who does not qualify as homeless under the homeless definition, but qualifies as homeless under section 725(2) of the McKinney-Vento Homeless Assistance Act, and the parent(s) or guardian(s) or that child or youth if living with him or her.

Homeless Management Information System (HMIS)

A Homeless Management Information System is an electronic web-based data collection and reporting tool designed to record and store person-level information on the characteristics and

service needs of people experiencing homelessness throughout a Continuum of Care (CoC) jurisdiction. Usage of the HMIS is mandated by the U.S. Department of Housing and Urban Development (HUD) for any person experiencing homelessness.

Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT)

The Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT) developed and owned by OrgCode and Community Solutions is a triage tool that assists in informing an appropriate ‘match’ to a particular housing intervention to people based on their acuity in several core areas. Within those recommended housing interventions, the VI-SPDAT allows for prioritization based on presence of vulnerability across five components: (A) history of housing and homelessness (B) risks (C) socialization and daily functioning, (D) wellness - including chronic health conditions, substance usage, mental illness, and trauma, and (E) family unit. Version 2 of the VI-SPDAT for both people and families, released May 2015 and is currently undergoing implementation. The Raleigh-Wake Coordinated Entry System has agreed to use the VI-SPDAT as the universal assessment tool across the Continuum of Care for screening and matching people experiencing homelessness in Raleigh-Wake. Staff administering any of the SPDAT tools will be trained by an authorized trainer.

Planning, Staffing Roles, and Participation Responsibilities

Coordinated Entry System Continuum of Care Leadership

Leadership from the Continuum of Care Governance Board of Directors along with the CoC Quality Improvement Work Group (CoC QI) will conduct oversight and monitoring of Coordinated Entry functions to ensure consistent application of Coordinated Entry System policies and procedures and high-quality service delivery for those experiencing a housing crisis.

Continuum of Care Providers Serving People Experiencing Homelessness will:

1. **Adopt and follow Coordinated Entry System policies and procedures.** Coordinated Entry System participating providers shall maintain and adhere to these policies and procedures for Coordinated Entry System operations, and as established by the Coordinated Entry System Continuum of Care Leadership for access points, assessment procedures, prioritization, and referral to available services and housing.
2. **Maintain low barrier to enrollment.** Providers serving individuals or families experiencing homelessness shall limit barriers to enrollment in services and housing. Persons may not be turned away from crisis response services or homeless designated housing due to lack of income, lack of employment, disability status, or substance use unless the project’s primary funder requires the exclusion, or a previously existing and documented neighborhood covenant/good neighbor agreement has explicitly limited enrollment to people with a specific set of attributes or characteristics. Providers maintaining restrictive enrollment practices must maintain documentation from project funders, providing justification for the enrollment policy.

CoC providers offering Prevention and/or Short-Term Rapid Re-housing assistance (i.e. 0 – 24 months of financial assistance) may choose to apply some income standards for their enrollment determinations.

3. **Maintain Fair and Equal Access.** Coordinated Entry System participating providers shall ensure fair and equal access to Coordinated Entry System programs and services for all people regardless of actual or perceived race or ethnicity, color, religion, national origin, age, gender identity, pregnancy, citizenship, familial status, household composition, disability, veteran status, or sexual orientation.

If a program participant's self-identified gender creates safety or health issues within a facility, accommodations based on concern for the health and safety of the individual seeking accommodations should be based on the individual's own request to be otherwise accommodated.

Coordinated Entry System participating providers shall offer universal program access to all subpopulations as appropriate, including chronically homeless people, veterans, youth, transgender people and people fleeing domestic violence.

Population-specific projects and those projects maintaining affinity focus (e.g. women only, veterans only, etc.) are permitted to maintain eligibility restrictions as currently defined and will continue to operate and receive prioritized referrals. Any new project wishing to institute exclusionary eligibility criteria will be considered on a case by case basis and receive authorization to operate as such on a limited basis from the Coordinated Entry System Continuum of Care Leadership and their funders.

4. **Provide appropriate safety planning.** Coordinated Entry System participating providers shall provide necessary safety and security protections for people fleeing or attempting to flee family violence, stalking, dating violence, or other domestic violence situations. Minimum safety planning must include a threshold assessment for presence of participant safety needs and referral to appropriate trauma-informed services if safety needs are identified.
5. **Create and share written eligibility standards.** Coordinated Entry System participating providers shall provide detailed written guidance for eligibility and enrollment determinations. Eligibility criteria should be limited to that required by the funder and any requirements beyond those required by the funder will be reviewed and a plan to reduce or eliminate them will be discussed. Eligibility and enrollment standards shall include funder specific requirements for eligibility and program-defined requirements such as characteristics, attributes, behaviors, or histories used to determine who is eligible to be enrolled in the program. These standards will be shared with the Coordinated Entry System Continuum of Care Leadership as well as funders.

6. **Communicate vacancies.** Homeless providers must communicate project vacancies, either bed, unit, or voucher, to the Coordinated Entry System Continuum of Care Leadership in a manner determined by and outlined in these policies and procedures.
7. **Limit enrollment to participants referred through the defined Coordinated Entry System access point(s).** Each bed, unit, or voucher that is required to serve someone who is homeless must receive their referrals through the prioritization criteria outlined below. Any agency filling homeless mandated units from alternative sources will be reviewed with funders for compliance. Coordinated Entry System access points will need to be informed of every opening and how and when they were filled.
8. **Participate in Coordinated Entry System planning.** CoC projects shall participate in Coordinated Entry System planning and management activities as defined and established by Coordinated Entry System Continuum of Care Leadership.
9. **Contribute data to HMIS if mandated per federal, state, county, or other funder requirements.** Each provider with homeless dedicated units will be required to participate in HMIS. Providers should work with the Raleigh-Wake HMIS Lead Agency and Local System Administrator with funding sources to determine specific forms and assessments required for HUD compliance within HMIS. Agencies must enter client data into HMIS within 24 hours of collection.
10. **Ensure staff who interact with the Coordinated Entry System process receive regular training and supervision.** Each provider must notify Coordinated Entry System Continuum of Care Leadership to changes in staffing, to ensure employees have access to ongoing training and information related to the Coordinated Entry System. The Continuum of Care provides training opportunities at least once annually to organizations and or staff persons at organizations that serve as access points or administer VI-SPDAT assessments and updates and distributes training protocols at least annually to provide all staff administering assessments with access to materials that clearly describe the methods by which assessments are to be conducted with fidelity to the Raleigh-Wake Coordinated Entry Policies and Procedures. (see appendix)
11. **Ensure individual rights are protected and people are informed of their rights and responsibilities.** People shall have rights explained to them verbally and in writing when completing an initial intake. At a minimum, rights will include:
 - The right to be treated with dignity and respect;
 - The right to appeal Coordinated Entry System decisions;
 - The right to be treated with cultural sensitivity;
 - The right to have an advocate present during the appeals process;
 - The right to request a reasonable accommodation in accordance with the project's tenant/person selection process;
 - The right to accept housing/services offered or to reject housing/services;

- The right to confidentiality and information about when confidential information will be disclosed, to whom, and for what purposes, as well as the right to deny disclosure.

12. **Support transparency through marketing.** The Raleigh/Wake Partnership to End and Prevent Homelessness (CoC Lead Agency) will be responsible for advertising and marketing Coordinated Entry policies, procedures and services. This includes the development and distribution of marketing materials. Providers shall post on their premises in a location clearly visible to program participants a notice stating participation in the CoC’s Coordinated Entry System in both English and Spanish. In lieu of resources for street outreach, Coordinated Entry flyers will be posted in GoRaleigh and GoTriangle bus terminals, at least one public libraries per Wake County municipality, community centers, and meal distribution centers. The script for administration of the coordinated assessment tool, the VI-SPDAT, shall state that the reason that participants are surveyed using the VI-SPDAT is to provide entry to the system of services in a coordinated manner.

13. **Ensure universal program access.** All programs serving people who are homeless within the geographic bounds of the Raleigh/Wake CoC are encouraged to offer universal program access to all subpopulations as appropriate, including chronically homeless people, veterans, youth, transgender people and people fleeing domestic violence.

Coordinated Entry System Workflow and Policies

I. Coordinated Entry Workflow Overview

Street outreach, shelter, transitional housing staff will ensure client are assessed appropriately with the VISPDAT, as well as day center, rapid re-housing and permanent supportive housing staff will work to ensure as many of the people they engage with will be assessed with VI-SPDAT, clients are connected to the right resource to administer the VISPDAT and are readily able to be located, motivated to pursue housing, in possession of the documentation required for potential housing options, and successfully engaged by Continuum of Care providers seeking to resolve their crisis of homelessness.

II. Access Models and Accessibility –Comprehensive, Accessible, and Understood

Raleigh-Wake, North Carolina utilizes a centralized access model with previously noted access points for adults without children, adults accompanied by children, unaccompanied youth and persons at risk of homelessness. Households who are included in more than one of these populations (for example, a parenting unaccompanied youth or an adult who presents both as unaccompanied and with children to different providers) will receive service at each of the access points for which they qualify as a target population. Regardless of initial access point(s), people experiencing homelessness or at risk of homelessness provide the same assessment approach, including standardized decision-making and assessment tool specific to each population (adults without children, adults accompanied by children, unaccompanied youth, and persons at risk of homelessness).

III. Safety Planning and Domestic Violence

Upon a household entering the homeless services system, providers conduct safety assessments to determine whether the household is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the household. The household should be processed in accordance with the following protocol:

- a. If during the initial engagement, concerns are identified about the household's immediate safety, the client should be referred to local law enforcement (911) and to a domestic violence shelter, through virtual access to the 24-Hour Crisis Line at 919.828.7740 or email at info@interactofwake.org
- b. Victims of domestic violence who need an order of protection can file electronically at the InterAct office or they go to the Office of the Clerk Of Court Monday – Friday 9-5. More information can be obtained by calling the InterAct crisis line.
- c. If during the assessment, it is determined that the client presents an immediate safety risk to themselves or others, the individual performing the assessment should immediately contact 911 to assist in determining the appropriate course of action to ensure the safety of the clients and those around the client.

Wake County's domestic violence shelter uses a separate database that will run a By-Name List that mirrors data fields in the HMIS By-Name List, but does not include primary identifying information such as first name, last name, date of birth, or social security number. Instead, the By-Name List generates a unique client ID. This list is then sent to the CoC Lead Agency's Coordinated Entry Supervisor and is integrated into the HMIS By-Name List.

IV. Non-Discrimination

All CoC providers must operate with as few barriers to entry as possible. People may access emergency services, such as emergency shelter, independent of the operating hours of the system's intake and assessment processes, by calling 919.861.1195 or <http://wake.nc.networkofcare.org/>

Physical locations must be accessible to people with disabilities, including accessible locations for people who use wheelchairs, with a particular focus on people experiencing homelessness who are least likely to access homeless assistance.

CoC providers must ensure effective communication with people with disabilities, including provision of appropriate auxiliary aids and services necessary to ensure effective communication (e.g. Braille, audio, large type, assistive listening devices, and sign language interpreters) at the person's request.

Providers must also take reasonable steps to offer Coordinated Entry process materials and instruction in multiple languages to meet the needs of minority, ethnic, and groups with Limited English Proficiency (LEP).

V. Initial System Access

During the shelter stay or street outreach engagement, when concerns are raised about the household's immediate safety, the client should be referred to local law enforcement and domestic violence shelters through section III. Safety Planning and Domestic Violence.

When an emergency shelter or street outreach staff engages a person experiencing homelessness, they should update an existing HMIS record or create a new HMIS record according to complete the fields accompanying intake forms

Prior to HMIS data input, the person performing initial intake of the household must obtain a signed written consent to having the household's personally identifiable information entered into HMIS. For families experiencing homelessness, the consent form should be signed by all adults in the household. The head of household or authorized representative should also sign the consent forms on behalf of children in the household who are below the age of eighteen (18).

VI. Survey – Explaining What You're Doing and Why

The Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT) developed and owned by OrgCode and Community Solutions is a triage tool that assists in informing an appropriate 'match' to a housing intervention to people based on their acuity in several core areas. Within those recommended housing interventions, the VI-SPDAT allows for prioritization based on presence of vulnerability across four components: (a) history of housing and homelessness (b) risks (c) socialization and daily functioning (d) wellness - including chronic health conditions, substance usage, mental illness, and trauma and (e) family unit. Version 2 of the VI-SPDAT for single people, or VI-SPDAT released May 2015 and currently undergoing implementation. Raleigh-Wake's Coordinated Entry System has agreed to use the VI-SPDAT as the universal assessment tool across the Continuum of Care for screening and matching people experiencing homelessness in Raleigh-Wake. Staff administering any of the SPDAT tools should be trained by an authorized trainer.

People engaged by providers representing the Coordinated Entry System should receive the same information regarding what that process involves. Assessors should communicate the survey process and its results clearly and consistently across the community. This ensures both that the benefits to participating in a survey are described clearly to encourage people to participate but is equally important to make sure that people understand that participating does not guarantee (and may not result in) housing. It is also important that people receive a clear understanding of where their information will be shared. An example of what to standardize follows below, and is further described in Appendix B – Example Messaging:

- The name of the assessor and their affiliation (organization that employs them, volunteer as part of a Point in Time Count, etc.)

- The purpose of the VI-SPDAT being completed
- That it usually takes less than 10 minutes to complete
- That only “Yes,” “No,” or one-word answers are being sought
- That any question can be skipped or refused
- That the information is going to be stored in the Homeless Management Information System
- That other providers conducting assessments and the housing providers connected to the Coordinated Entry System will have access to the information so that the person does not need to complete the assessment multiple times, that housing providers can identify people to target for housing resources as they come available, and for planning purposes.
- That if the participant does not understand a question, clarification can be provided
- The importance of relaying accurate information to the assessor and not feeling that there is a correct or preferred answer that they need to provide, nor information they need to conceal

VII. Additional Population Specific Considerations

Veterans:

Providers serving veterans may require a Health Insurance Portability Accommodations Act (HIPAA)-compliant Release of Information to enable representatives from the Department of Veterans Affairs, the State, and other relevant stakeholders to ensure veterans are able to access the full spectrum of housing resources designated for this subpopulation.

Survivors of Domestic Violence:

People experiencing homelessness or at-risk of homelessness may not be denied access to the coordinated entry process on the basis that the person is or has been a victim of domestic violence, dating violence, sexual assault, or stalking. While people currently experiencing homelessness have often previously survived domestic violence, the Violence Against Women Act (VAWA) prevents providers dedicated to serving this subpopulation from inputting their personally identifiable information within a Homeless Management Information System (HMIS) because of the additional safety precautions specific for this population. While the VI-SPDAT is not primarily a domestic violence-specific triage tool, providers dedicated to serving survivors of domestic violence can assess people that desire access to the broader range of housing options dedicated to people experiencing homelessness. Those results will need to be stored within a VAWA-compliant electronic system or in paper files secured according the full requirements of the law.

VIII. Survey Refusals

For limited instances when people refuse specific questions throughout the assessment process, the assessor may request permission to ask additional questions to utilize their conversation with the person, surveyor observation, documentation, and information from other professionals in order to provide responses. When staff encounter individuals or families who do not provide a

response to any of the first questions, they should stop and acknowledge that the assessment will not provide useful information to support their housing crisis if the person receiving assessment does not want to participate. Staff should utilize continued progressive engagement and rapport building with these people until they are willing to be assessed. The VI-SPDAT should be completed in one engagement (although not necessarily first contact).

People who respond better to a conversational approach may benefit from the more comprehensive full SPDAT, further described in Appendix C – Full SPDAT Process.

IX. Survey – Concluding the Engagement

Upon completion of the VI-SPDAT, the Assessor may ask if the person is currently working with a provider towards one of those forms of housing assistance. If so, the person receiving the survey should be encouraged to continue to engage with their existing case management supports. If not, staff can provide a brief description of the resources currently available within the community and ask if the person is interested in specific forms of housing assistance.

Assessors should emphasize the importance of having reliable and comprehensive information regarding the best time and place to contact the person for quick access once a housing match is made. Staff should collect information on a consumer's whereabouts across a 24-hour period, beginning with where the wake up until they bed down at night, with notations for days when location patterns changed, and record that information within the VI-SPDAT. This includes where meals are obtained, transportation methods and times to and from meal and shelter providers, cross streets of locations where they receive services, outside agency names and staff with whom they engage, etc.

Assessors may emphasize that while completion of the assessment does not make them now the person's case manager, it remains critically important that the assessor possesses the most reliable methods possible for locating the person being assessed, especially if that includes an outside agency or staff attempting to contact the person later.

X. Next Steps – Collecting Documentation for Housing

Once the VI-SPDAT is completed, or as part of the initial engagements for people already assessed, staff should quantify which essential documents the person currently possesses and begin working with them to begin collecting missing documents, as staff time and resources allow.

Assessors should emphasize that specific documentation is required for many programs, including but not limited to government issued photo identification, social security card, birth certificate, proof of income or zero income, verification of homelessness, and DD-214 for people who have served in the United States armed forces (regardless of discharge status or length of service).

XI. Functions of Case Conferencing and Consultation:

Providers participating in HMIS and Coordinated Entry will convene once a week to conduct Coordinated Entry case consultation and review successful, pending, and unsuccessful referrals, as well as successful, pending, and unsuccessful matches. Additionally, providers will set priorities in engaging higher need clients and be prepared to update the Case Conferencing team at each meeting.

Data Management

HMIS is used by the CoC's coordinated entry process for collecting, using, storing, sharing, and reporting participant data associated with the coordinated entry process. For the complete description of CoC Written Standards pertaining to HMIS, data management, and privacy protections, see the HMIS Written Standards and NC HMIS Policies and Procedures. Participants must be informed that they are freely allowed to decide what information they provide at every step of the assessment process, including refusing to answer questions entirely. Participants may also refuse specific services, housing options, and personal information sharing options without any retribution or limiting their access to any form of assistance that does not explicitly require that specific information to establish or document program eligibility. This right to refusal fully covers any specific medical diagnosis or disability information.

By-Name List Case Staffing

The CoC utilizes closed, individualized case staffing sessions to coordinate housing and support services across multiple potential community service providers. In accordance with the Privacy Rights and HMIS Written Standards, CES participants may opt out of participation in the Coordinated Entry case conferencing process through the CoC Release of Information

Staff from programs covered by the CoC ROI are allowed to attend these meetings for the sole purpose of identifying and coordinating housing and support services. Staff must sign in and identify their agency and service role before these meetings begin, and any agency or role not covered by the ROI is asked to leave before the closed staffing session starts. Any client who has not provided consent through the CoC ROI to have personal or service information shared at these meetings cannot be discussed during the meeting.

Referrals

Participating projects must use the coordinated entry referral process for all beds, units, and services available at participating projects within the CoC's geographic area for referral to housing and services. CoC- and ESG-program recipients and subrecipients must use the coordinated entry process established by the CoC as the only referral source from which to consider filling vacancies in housing and/or services funded by CoC and ESG programs. Programs must comply with all applicable Federal civil rights laws, including equal access, nondiscrimination, and fair housing. Federal, State, and local Fair Housing laws and regulations require that participants not be "steered" toward any particular housing facility or neighborhood because of race, color, national origin, religion, sex, disability, or the presence of children. The CoC maintains an active, updated list of all programs currently receiving referrals

through the Coordinated Entry System, as well as their stated program-specific eligibility criteria.

If a CES participating program wishes to reject, decline, inactivate, exit, or otherwise cease services to a program participant for any other reason, that case should be staffed at the Coordinated Entry Case Conferencing Team. Rejection criteria should be clearly documented in HMIS. If client is denied based on eligibility requirements, the client must receive a written notice and be given the opportunity to appeal the denial. Projects should have this process clearly stated in Agency Written Standards.

Prioritization of Referrals

The CoC must use the coordinated entry process to prioritize homeless persons within the CoC's geographic area for referral to housing and services. The prioritization policies must be documented in Coordinated Entry policies and procedures and must be consistent with CoC and ESG written standards established under 24 CFR 576.400(e) and 24 CFR 578(a)(9). These policies and procedures must be made publicly available and must be applied consistently throughout the CoC areas for all populations.¹

All referrals for Prevention, Street Outreach, Transitional Housing, Rapid Re-Housing and Permanent Supportive Housing will be made through the Coordinated Entry System.

Notice of upcoming vacancy within a program is made electronically. The Raleigh-Wake Continuum of Care has established a community-wide list within HMIS of all known homeless persons who are seeking or may need CoC housing and services to resolve their housing crisis. The community-wide list generated during the prioritization process, variously referred to as a "By Name List," "Active List," uses the prioritization outlined below for generating referrals and provides an effective way to manage an accountable and transparent prioritization process. Referrals are made based on eligibility² and other community priorities.

Upon referral to a program, a collaborative effort will be made to locate the matched household to support with document readiness, and verifying eligibility. All efforts must be exhausted (i.e. Outreach, Case Consultation, utilizing HMIS, etc.) before a household is considered inactive or unavailable for a housing match.

The Housing Provider will document any unsuccessful matches and provide both the (A) reason(s) why they were not housed, (B) date of unsuccessful match/"un-assignment" and (C) name of the project being unassigned within HMIS so that the person can be reassigned to additional providers (further outlined below). The housing provider will also document when each match

¹ <https://www.hudexchange.info/resources/documents/Notice-CPD-17-01-Establishing-Additional-Requirements-or-a-Continuum-of-Care-Centralized-or-Coordinated-Assessment-System.pdf>

² <http://ctagroup.org/wp-content/uploads/2015/10/Homeless-Definition-and-documentation.pdf>

does lead to successful program entry and providing the date the person moves into housing within HMIS.

A. Homelessness Prevention Prioritization:

People at imminent risk of homelessness will be referred to *Homelessness Prevention* according to the following prioritization criteria (each of the criteria for each category must be met before proceeding to people who do not meet the priority category 1):

Priority Category 1:

Imminent risk of eviction with documentation

B. Transitional Housing Prioritization

People experiencing homelessness will be referred to *Transitional Housing* per the following prioritization criteria (only proceeding to the next category when no one remains in the initial/previous category):

Priority Category 1:

Chronic Homelessness

Priority Category 2:

Literally Homeless; not experiencing chronic homelessness

Priority Category 3:

Highest VI-SPDAT score

C. Rapid Re-Housing Prioritization

People will be referred to *Rapid Re-Housing* per the following prioritization criteria (only proceeding to the next category when two or more people remain in the initial/previous category):

Priority Category 1:

- Chronic Homelessness
- 1+ HUD Disabling Condition(s)
- Length of Time Homeless
VI-SPDAT Score Range 4 – 11

Priority Category 2:

- Not Chronically Homeless
- 1+ HUD Disabling Condition(s)
- Length of Time Homeless
VI-SPDAT Score Range 4-11

Priority Category 3:

- Not Chronically Homeless
- Length of Time Homeless
VI-SPDAT Score Range 4-11

D. Permanent Supportive Housing Prioritization

People experiencing homelessness will be referred to *Permanent Supportive Housing* per the following prioritization criteria (only proceeding to the next category when no people remain in the initial/previous category):

Priority Category 1:

- Chronic Homelessness³
- 1+ HUD Disabling Condition(s)
- Length of Time Homeless
VI-SPDAT Score Range 8-Max

Priority Category 2:

- Chronic Homelessness
- 1+ HUD Disabling Condition(s)
- Length of Time Homeless
VI-SPDAT Score Range 8-Max

Priority Category 3:

- Not Chronically Homeless
- 1+ HUD Disabling Condition(s)
- Length of Time Homeless
VI-SPDAT Score Range 8-Max

Connection to Mainstream Resources:

Connection to Mainstream Resources People who may benefit from a connection to a mainstream service provider, such as the Department of Social Services, Legal Aid, income based housing or other services may be provided a referral to connect to these mainstream providers. All mainstream service referrals shall be documented in the HMIS and shall not prohibit the prioritization or matching into a supportive housing program for which the individual or household is eligible at the time a match is identified. CoC Lead Agency staff shall engage key mainstream service providers to enhance and streamline the connection between their resources and CoC providers.

³ <https://www.hudexchange.info/resources/documents/Flowchart-of-HUDs-Definition-of-Chronic-Homelessness.pdf>

Unsuccessful Matches Process

By Person Experiencing Homelessness

People may reject a housing referral due to the health, safety or wellbeing of the person being compromised by the potential referral. Respecting choice and preference, people may also reject a housing referral due to not being willing to work with the housing provider to which they are referred. Rejections of housing referrals by people should be infrequent and must be documented in HMIS. Repeated rejections on behalf of staff, programs, and/or agencies may require case conferencing and additional from Continuum of Care leadership. A client's rejection of housing/services will not affect their location on the By-Name List and may require additional case conferencing to identify the barriers to accepting housing/services and potential solutions.

By Housing Provider

Raleigh-Wake CoC providers and program participants may deny or reject referrals from the Coordinated Entry System, although service denials should be infrequent and must be documented in HMIS. The specific allowable criteria for denying a referral shall be published by each project and be reviewed and updated annually or as they change, whichever happens first. All participating projects shall provide the reason for service denial and may be subject to a limit on the number of service denials.

Agencies who would like to deny a referral that is incompatible with their programming must include details about the reason for denial. Documentation should include communication attempts with the person, specific criminal or housing history that prevents acceptance of referral, or other similar details. Some examples of denials that will need additional details or documentation include the following:

- Confirmed as doubled up/unhappily housed but not residing on streets/shelter
- Confirmed as relocating out of area
- Person unable to be located after multiple, documented attempts
- Ineligible for assigned provider
- Declined services from assigned provider
- Person confirmed as incarcerated
- Person confirmed as deceased

If the denial is the result of a third-party property management/landlord (private or partner of service provider) rejecting the person's application, the rejection will trigger a case conferencing meeting. If the household choose to appeal this decision, a new referral will not be provided to the housing program until the appeal process has reached its conclusion.

The Housing Provider will document any unsuccessful matches and provide both the (A) reason(s) why they were not housed and the (B) date of unsuccessful match/"un-assignment" within HMIS so that the person can be reassigned to additional providers. The housing provider will also

document when each match does lead to successful program entry and providing the date the person moves into housing within HMIS.

Re-Screening

While people generally do not need to be surveyed multiple times with the VI-SPDAT, there are circumstance under which people who have been screened using the VI-SPDAT would qualify to be re-screened, including the following:

- a. Someone has not had contact with the homeless services system for one year or more since the initial VI-SPDAT screening.
- b. Someone has encountered a significant life change defined as one of the following items: an adult member added or removed to their household, re-unification with child, or SPMI identified by a credentialed professional.
- c. In rare occurrences, someone who is screened and referred to a housing program may be eligible for re-screening if the program identifies after extensive efforts the person needs a higher level of support than can be offered in that level of intervention.
- d. Someone who has known extensive history within the shelter and other emergency systems but whose acuity is not accurately depicted on their first screening.

Note: People who qualify under items C and D, listed above may benefit from the more comprehensive full SPDAT (or SPDAT) further described in Appendix C – Full SPDAT Process.

Coordinated Entry System Monitoring and Evaluation

Monitoring, Evaluation and Reporting of the Coordinated Entry System

When using an HMIS or any other data system to manage coordinated entry data, all participant information requires privacy protections according to the HMIS Data and Technical Standards at (CoC Program interim rule) 24 CFR 578.7(a)(8).

Providers may not deny services to people if they refuse to allow their data to be shared unless Federal statute requires collection, use, storage, and reporting of a participant's personally identifiable information (PII) as a condition of program participation.

HMIS users must understand and follow the privacy rules associated with collection, management, and reporting of client data according to the State and CoC HMIS Policies and Procedures. The State-defined monitoring process will report on performance objectives related to Coordinated Entry System utilization, efficiency, and effectiveness.

HUD has developed the following seven system-level performance measures to help communities gauge their progress in preventing and ending homelessness:

- Length of time persons remain homeless;
- The extent to which persons who exit homelessness to permanent housing destinations return to homelessness;
- Number of homeless persons;
- Jobs and income growth for homeless persons in CoC Program-funded projects;
- Number of persons who become homeless for the first time;
- Homelessness prevention and housing placement of persons defined by Category 3 of HUD's homeless definition in CoC Program-funded projects;
- Successful housing placement;

Beyond HUD's required System-wide Performance Measures, Raleigh-Wake Coordinated Entry will be including additional metrics to measure effectiveness of the CES over time:

- Percent of referrals that are accepted by receiving programs (RRH, TH and PSH) and lead to program enrollments
- Qualitative analysis of understanding why/when referrals are rejected by providers
- Returns to homelessness following project exits (assessing returns following all project exits)
- Average wait time for an assessment
- Length of time that passes from initial assessment to a client's first referral for those of highest priority
- Average time between referral and agency response (acceptance or denial)
- HMIS timeliness and data quality
- Adherence to Housing First principles
 - Reduced barriers to project entry
 - Enrollment of highest-need households
 - Minimal termination of households

The purpose of these measures is to provide a more complete picture of how well a community is preventing and ending homelessness. The number of homeless persons measure (#3) directly assesses a CoC's progress toward eliminating homelessness by counting the number of people experiencing homelessness both at a point in time and over the course of a year. The six other measures help communities understand how well they are reducing the number of people who become homeless and helping people become quickly and stably housed.

Reductions in the number of people becoming homeless are assessed by measuring the number of persons who experience homelessness for the first time (#5), the number who experience subsequent episodes of homelessness (#2), and homelessness prevention and housing placement for people who are unstably housed (Category 3 of HUD's homelessness definition)

(#6). Achievement of quick and stable housing is assessed by measuring length of time homeless (#1), employment and income growth (#4), and placement when people exit the homelessness system (#7).

The performance measures are interrelated and, when analyzed relative to each other, provide a more complete picture of system performance. For example, the length of time homeless measure (#1) encourages communities to quickly re-house people, while measures on returns to homelessness (#2) and successful housing placements (#7) encourage communities to ensure that those placements are also stable. Taken together, these measures allow communities to evaluate the factors more comprehensively that contribute to ending homelessness.

Ongoing Training and Amendment of CES Policies and Procedures

The Raleigh-Wake Continuum of care will consult with each participating project and project participants at least annually to evaluate the intake, assessment, and referral processes associated with the Coordinated Entry system. Feedback requests must address the quality and effectiveness of the entire Coordinated Entry experience for both participating projects and households.

Participants will be identified through their Continuum-wide feedback requests made directly to participating agencies, through case managers, and through self-identification. Requests for modification, update, additions, or removals from current Coordinated Entry processes will be provided to the CoC Governance Board for approval.

CoC ensures adequate privacy protections of all participant information collected in the course of the annual coordinated entry evaluation, and no personally identifiable information will be included.

Appendices

Appendix A

Coordinated Entry System Program Component Definitions

Component definitions provide detailed descriptions of each CoC program type available through the Coordinated Entry System.

Street Outreach

Component Type	Essential Elements	Target Population
Emergency services and engagement intended to link unsheltered households who are homeless and in need of shelter, housing, and support services.	<p>Low-demand, street and community-based services that address basic needs (e.g., food, clothing, blankets) and seek to build relationships with the goal of moving people into housing and engaging them in services over time.</p> <p>In addition, outreach staff should provide or link single people with: case manager, assistance to develop a person-centered case management plan, housing placement and housing location support, on-site psychiatric and addictions assessment, medication, other immediate and short-term treatment, and assessment to other programs and services.</p>	<p>Homeless people on the streets, frequently targeting those living with mental illness(es), severe addiction(s), or dual-diagnoses</p> <p>As providers funded to end homelessness match single people to their available housing resources, street outreach will target people connected to a housing resource through these providers in order to demonstrate Coordinated Entry participation</p>

Prevention

Component Type	Essential Elements	Target Population
Prevention from homelessness includes financial assistance and services to prevent people and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized. The funds under this program are intended to target people and families who would be homeless but for this assistance.	Programs can provide a variety of assistance, including: short-term or medium-term rental assistance and housing relocation and stabilization services, including such activities as mediation, credit counseling, security or utility deposits, utility payments, moving cost assistance, and case management.	People who are "at risk of homelessness."

Emergency Shelter

Component Type	Essential Elements	Target Population
Emergency Shelter programs providing stabilization and assessment; focusing on quickly moving all single people to housing, regardless of disability or background. Short-term shelter that provides a safe, temporary place to stay (for those who cannot be diverted from shelter) with focus on initial housing assessment, immediate housing	Entry point shelter with: <ul style="list-style-type: none"> • showers, • laundry, • meals, • other basic services, • and linkage to case manager and housing counselor (co-located on-site), with the goal of helping households move into stable housing as quickly as possible. Shelters include an array of stabilization options that allow for varying degrees of participation and levels of support based on needs and engagement at the time they	People experiencing homelessness As providers funded to end homelessness match people to their available housing resources, emergency shelters will target people connected to a housing resource through these providers in order to demonstrate Coordinated Entry participation

<p>placement and linkage to other services.</p>	<p>enter the system (i.e., for those with chronic addictions, mental illness, and co-occurring disorders). On-site supportive service staff should conduct the VI-SPDAT of repeat people requesting such assessment following 7+ shelter nights to determine housing needs (e.g., unit size, rent levels, location), subsidy needs, and identify housing barriers, provide ongoing case management, and manage ongoing housing support and services that the person will need to remain stably housed</p>	
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Rapid Re-Housing

Component Type	Essential Elements	Target Population
<p>Rapid re-housing is an intervention designed to help people and families exit homelessness quickly and return to permanent housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household. While a rapid re-housing program must have all</p>	<p>Housing Identification</p> <ul style="list-style-type: none"> Recruit landlords to provide housing opportunities for people and families experiencing homelessness. Address potential barriers to landlord participation such as concern about short term nature of rental assistance and tenant qualifications. <p>Rent and Move-In Assistance (Financial)</p>	<p>People experiencing homelessness with temporary barriers to self-sufficiency</p>

<p>three core components available, it is not required that a single entity provide all three services nor that someone will utilize them all.</p>	<ul style="list-style-type: none"> • Provide assistance to cover move-in costs, deposits, and the rental and/or utility assistance (typically six months or less) necessary to allow people and families to move immediately out of homelessness and to stabilize in permanent housing. <p>Rapid Re-Housing Case Management and Services</p> <ul style="list-style-type: none"> • Help people and families experiencing homelessness identify and select among various permanent housing options based on their unique needs, preferences, and financial resources. • Help people and families experiencing homelessness address issues that may impede access to housing (such as credit history, arrears, and legal issues). • Help people and families negotiate manageable and appropriate lease agreements with landlords. • Make appropriate and time-limited services and supports available to families and people 	
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	<p>to allow them to stabilize quickly in permanent housing.</p> <ul style="list-style-type: none"> • Monitor participants' housing stability and be available to resolve crises, at a minimum during the time rapid re-housing financial assistance is provided. • Provide or assist households with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the person has access to resources related to benefits, employment and community-based services (if needed/appropriate) so that they can sustain rent payments independently when rental assistance ends. • Ensure that services provided are person-directed, respectful of people' right to self-determination, and voluntary. Unless basic, program-related case management is required by statute or regulation, participation in services should not be required to receive rapid re-housing assistance. 	
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	<ul style="list-style-type: none"> Assist households to find and secure appropriate rental housing. 	
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Transitional Housing

Component Type	Essential Elements	Target Population
Safe, temporary apartments located in project-based or scattered-site housing that focuses on housing planning, addictions treatment, stabilization, and recovery for people and families with temporary barriers to self-sufficiency.	<p>Safe units located in site-based or scattered site housing that focuses on housing planning, addictions treatment, stabilization, and recovery for people and families with temporary barriers to self-sufficiency. Recognizing that a zero tolerance approach does not work for all people, transitional housing programs employ a harm reduction, or tolerant, approach to engage people and help them maintain housing stability. Housing assistance may be provided for up to two years, including rental assistance, housing stabilization services, landlord mediation, case management, budgeting, life skills, parenting support, and child welfare preventive services.</p> <p>Housing plan within two weeks.</p>	<ul style="list-style-type: none"> People experiencing homelessness contemplating recovery or newly in recovery, youth, ex-offenders, veterans (choosing GPD) People who are actively fleeing domestic violence

	<p>Average stay is six months. Could stay up to two years.</p> <p>All programs provide follow up case management post exit.</p> <p>Expectation of six months of post placement tracking to assess success</p>	
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Permanent Supportive Housing

Component Type	Essential Elements	Target Population
Project-based, clustered and scattered site permanent housing linked with supportive services that help residents maintain housing.	Permanent housing with supports that help people maintain housing and address barriers to self-sufficiency. PSH programs should provide subsidized housing or rental assistance; tenant support services Recognizing that relapse is part of the recovery process, PSH programs should hold units open for 30 days while people are in treatment or in other institutions. If a person returns to a program after 30 days and their unit was given to someone else, staff should work with that person to keep them engaged and place them in a unit when one is available. Some PSH programs should have a tolerant, or harm reduction, approach to engage people with serious substance abuse	People experiencing long-term homelessness, living with disabilities, and significant barriers to self-sufficiency.

	issues. While in PSH, people should receive supportive services appropriate to their needs from their case manager and/or the ACT multidisciplinary team.	
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**Permanent
Housing – Market**

Component Type	Essential Elements	Target Population
Housing where people may stay indefinitely with temporary or long-term rental assistance and/or supportive services.	<p>Broad range of clustered or scattered-site permanent housing options for people with temporary barriers to self-sufficiency, including group living arrangements, shared apartments, or scattered-site apartments. People can receive rental subsidies (transitional or permanent, deep, or shallow) and supportive services. Both length and intensity of housing subsidy and services are defined on a case-by-case basis depending on their needs.</p> <p>Once people are housed, a multi-disciplinary case management team (lead by the primary case manager of an assigned PH provider) should conduct a comprehensive assessment and develop a long-term case management plan based on</p>	People who were formerly homeless

	<p>their needs. People should maintain the same primary case manager for as long as they are in the homeless system, but members of the multi-disciplinary team may change as the person's needs change.</p>	
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Appendix B

Example Messaging When Conducting VI-SPDATs

"My name is [] and I am with []. Our community completes a questionnaire that helps us understand how we can support your search for housing. It should take about 10 minutes, and most questions only require a "yes" or "no" answer. Some of the questions are personal and you can always choose to skip a question. If you need me to explain a question better, please feel free to ask. All that I need from you is to be honest in responding. We can come back to or skip any question you don't feel comfortable answering, and I can explain what I mean for any question that's unclear.

The information collected will be saved goes in a secure database called the Homeless Management Information System, and will only be share with those housing agencies that you give us permission to share it with. If you have a case manager who is helping you apply for housing, you should still work with them once you have finished this survey.

There are no "right or wrong" answers, and our goal is to make sure you are able to access the services that are most appropriate, so the more honest you are, the better we can be at finding you resources that meet your needs.

Is it ok for us to begin the questionnaire?

Appendix C

SPDAT Process

While the VI-SPDAT is a pre-screen or triage tool that looks to confirm or deny the presence of more acute issues or vulnerabilities, the SPDAT (or "full SPDAT" or "full SPDAT for single people") is an assessment tool looking at the depth or nuances of an issue and the degree to which housing may be impacted.

To provide a safety net for people that are presumed to be highly vulnerable but score too low on the VI-SPDAT to qualify for permanent supportive housing (i.e., 7 or below), those people may be recommended for full SPDAT assessment. The primary reason for recommending a SPDAT are when the person being assessed under or over-reports what the Assessor observes or knows through outside observation.

By allowing for assessors to spend the time to complete this more in-depth analysis, the small set of people whose full depth of vulnerability may not be reflected within their VI-SPDAT assessment may still be considered for street outreach or housing assignments. In a subset of these very limited instances, it is possible for a full SPDAT to produce different results than the VI-SPDAT because it is a multi-method assessment that incorporates more comprehensive outside information than the primarily self-reported information collected through the VI-SPDAT. Those who have received a full SPDAT assessment will periodically be reviewed through case conferencing and housing match processes.

In instances where people have both a full SPDAT and VI-SPDAT assessment, whenever possible, referral for housing placement will prioritize the full SPDAT and not solely the VI-SPDAT score.

Appendix D

2018/2019 Coordinated Entry Training Curriculum Dates and Time to be determined

HMIS Referral Process

- Provided by CoC Lead Agency LSA

HMIS Entry/Exit Training:

- Provided by CoC Lead Agency LSA

Prevention and Diversion

- Provided by OrgCode

Trauma Informed Care

- Provided by The Salvation Army

Harm Reduction

- Provided by CSH

Critical Time Intervention

- Provided by TBD

Working with Survivors of Domestic Violence

- Provided by InterAct

Fair Housing

- Provided by the City of Raleigh