

January 9, 2006



A PARTNERSHIP OF THE CITY OF RALEIGH, WAKE COUNTY,
WAKE CONTINUUM OF CARE AND TRIANGLE UNITED WAY

To:

**Mayor Charles Meeker and Members of Raleigh City Council
Chairman Tony Gurley and Members of Wake County Board of Commissioners**

From:

Leadership Council - Raleigh / Wake - Ending and Preventing Homelessness: The 10-Year Action Plan

RE:

- Joint City Council / Board of Commissioners meeting
- Recommendations for implementing a Comprehensive Affordable Housing Program
- FY 2006 / 2007 Program and Budget Proposals

Mayor Meeker, Chairman Gurley, Council Members and Board of Commissioners,

At the December 2005 monthly meeting, the Leadership Council for the Raleigh / Wake 10-Year Action Plan to End and Prevent Homelessness endorsed requesting a joint meeting with the Raleigh City Council and Wake County Board of Commissioners in late January or early February 2006. One purpose of this meeting will be to discuss a series of programs, budget items and actions on behalf of the many volunteers working on Action Teams and Strategy Groups charged with implementing the plan. In addition we will discuss preparations being made for a Community Report Card and Public Forum planned for late March 2006 to review progress and engage the community as we complete the first year and move forward into the next.

In preparation for this meeting you will find attached the document, a ***Comprehensive Affordable Housing Program***, which we will discuss with you at the joint meeting. As an introduction, we have included a one-page bullet list summary of the recommendations included in the attached document, combined with a series of "*F.Y. 2006 / 2007 Program and Budget Proposals*". This outlines actions that we are requesting of the Raleigh City Council and Wake County Board of Commissioners. It also outlines actions which will further involve and empower our community partners. While each is important to our ultimate goal, we understand the need to prioritize requests and will be highlighting the most crucial before the joint meeting. We ask you to review these proposals and consider them as we work with you to set direction and solidify our course of action to end and prevent homelessness in our community within the next decade.

We look forward to our discussion at this meeting and as always we appreciate your continued support for programs to help those most in need in our community.

Many Thanks!

Leadership Council Co-Chair

COPY SIGNED

Kevin Cain – John Rex Endowment

Cc:

City Manager, County Manager, Leadership Council, Oversight Team

Please feel free to contact representatives of the plan Oversight Team if you have any questions:

Kay Ferguson – kferguson@co.wake.nc.us; David Harris - DHarris@co.wake.nc.us; Stan Holt – sholt@unitedwaytriangle.org
Ken Maness – kmaness@unitedwaytriangle.org; Jean Williams - jeanwms@bellsouth.net

For more information see: www.raleighnc.gov/endinghomelessness

January 9, 2006

Summary of Proposed Actions

- **Comprehensive Affordable Housing Program**
- **F.Y. 2006 / 2007 Program and Budget Proposals**



Wake County Resources:

- Building on community faith based program – “Circles of Support” - \$56,000 – Staff
- Homeless Jobs Navigator (*support for Chamber of Commerce Employment Program*) and Services to Ex-Offenders - \$109,902 – *two staff positions (This request has been submitted as part of Wake County Human Services Expansion Budget request for FY06-07.)*
- Capital Improvement Program affordable housing (0-40%AMI) – Increase annual allocation to \$2 million (*Housing & Community Revitalization requested \$1.5 million as part of the Wake County Human Services Expansion Budget request for FY06-07.*)
- Housing Committee of Wake County Human Services Board – *Support and Continue 0-40% AMI funding priority focus*
- Employment Works Center - \$1,549,640 - three year CIP project: Wake County Human Services - \$408,000; Wake Tech, \$372,000; *apply to Golden Leaf Foundation for remainder of funding in 2007 (rejected for 2006) .*

Raleigh City Resources:

- Council Resolution - adoption of a Comprehensive Affordable Housing Program Policy Directive
- Council Appointment – Affordable Housing Commission (*appointment July 2006 – long term policy group*)
- Housing Bond – annual allocation focused on creation of affordable housing at 0-40%AMI - \$20 million
- Affordable Housing Planner - \$56,000
- Council Appointment - *Ad Hoc Affordable Housing Bond Task Force (temporary group – through July'06)*

Other Combined - City / County / Public / Private Partnership Proposals:

- Strengthening Faith and Organization Based Rent and Family Support Subsidy Programs - \$6,000 / year / church, funded by each participating church - Coordinated by “Circles of Support” staff
- Additional 30 Emergency Beds for Women - \$100,000 for first year (*support staffing*)
- Child Care and Transportation Voucher Support Program for homeless children
\$175,000 - \$100,000 from Big 5 Business Leaders in private sector with \$75,000 matching support from County (do we need to put this \$75,000 up in the section under Wake County Resources?)
- Community Medical Respite Program - \$30,000 for contracting staff for a new program to provide temporary housing and discharge follow up care for medically fragile homeless people released from area health facilities.
- Mayors Commission on Affordable Housing – Mayors of Wake County Communities
- Raleigh & Wake Housing Authorities – Strengthen and foster existing relationships of Raleigh & Wake Housing Authorities with the Wake Continuum of Care Collaborative and other Public, Private and Non-Profit Human Service Agencies to participate in partnership to undertake the coordinated Comprehensive Affordable Housing Program.
- Mobile Unit (*woods outreach work*) - New \$60,000-\$75,000; + \$30,000 /Annual Operations
- Single Mothers with Trauma - \$59,000 – SAMHSA - Staff
- Supportive Housing for Persons with AIDS - \$22,000 HOPWA –staff
- Coordinator of Volunteers for plan activities - \$56,000 - Staff
- Operational costs of the annual report card -\$4,000
- Housing First Model - HUD request through CASA partnership – amount to be determined
- Communication/Resource Development – amount/resource??
- 24/7 and One Stop Shop Facility - Planning In Process (possibly F.Y. 06 – 07) - Amount to be determined
- Training Programs in Mental Health and Substance Abuse (crisis intervention team models)
National Alliance for Mentally Ill (NAMI) Scholarships - amount to be determined
- Administrative support for 10-year plan Oversight Team - \$ 35,000 staff
- Continued Funding of 10-Year Plan Implementation Oversight Team Partner Positions
–Wake County, Triangle United Way, Wake Continuum of Care, City of Raleigh



A PARTNERSHIP OF THE CITY OF RALEIGH, WAKE COUNTY,
WAKE CONTINUUM OF CARE AND TRIANGLE UNITED WAY

Housing Action Team

January 9, 2006

Comprehensive Affordable Housing Program

Challenge:

Develop a Comprehensive Affordable Housing Program providing focus for Affordable Housing Bond monies and other affordable housing program and policies targeted for persons most in need in our community:

1. Housing for persons who are Homeless
2. Housing for persons who are 0-40%AMI (*Area Median Income*).
 - What are elements of an effective program
 - Who will need to be involved to effectively carry out the program
 - How can we most effectively use funds to help house these populations
 - Where (*geographically*) will program components be targeted
 - When will components of the program be initiated over the next 6 - 7 years

Recommendations:

A. Immediate Actions:

1. **City Council Resolution** – That the Raleigh City Council resolve to move forward with adoption of a Comprehensive Affordable Housing Program Policy Directive, to bring Affordable Housing Program elements* to the table in a comprehensive way, giving priority for targeting public monies, public and private initiatives to a variety of affordable housing alternatives for individuals and families who are homeless and at 0-40%AMI.
* (*Affordable Housing Program Elements are listed in - Item *C below*)
 - a. **Comprehensive Affordable Housing Program Approach** - Encourage a comprehensive Affordable Housing Program approach including and reaching beyond use of bond monies into a wide variety of other regulatory incentives and program policies (*see item *C below*). Successfully carrying out the program will require active “hands on” involvement of a variety of City departments, Wake County, Raleigh & Wake Housing Authorities, Faith groups, Wake Homebuilders & Apartment Association, Wake Continuum of Care Collaborative and a cross section of other Citizen and Community Organizations.
 - b. **Begin Now** – New program directives should start immediately to explore new housing regulatory incentives, policy and program elements, including potentials for modification of those that are now underway - recognizing any constraints of current repayment obligations as needed.
2. **Appointment - Ad Hoc Affordable Housing Bond Task Force (*temporary / short term group*)** – That the Raleigh City Council appoint an Ad Hoc Affordable Housing Bond Task Force to support and give direction to moving forward with allocation of Affordable Housing Bond monies in keeping with City Council Directives. This group may be convened short term to focus on issues at hand and make recommendations and observations on the variety of issues needing to be address in moving forward with a comprehensive Affordable Housing Program. Membership participation may be similar in composition to the proposed Affordable Housing Commission with members potentially forming the basis of that Commission.
3. **Wake County Commissioners** - That the Wake County Commission approve an increase in annual CIP Fund allocation for Affordable Housing to \$2 Million dollars per year.

B. Near Term Actions & Ongoing Support:

4. **City of Raleigh - Affordable Housing Commission** – The Raleigh City Council should appoint an "Affordable Housing Commission" with representatives from a broad cross section of the community both in diversity and geography. The Commission will serve as a visible example of the commitment our community has to providing safe and affordable housing throughout the City. The Commission will explore a variety of

ways to encourage Affordable Housing in an ongoing and comprehensive way throughout the City and will examine spending and policy issues needing to be addressed. The Commission mission statement will reflect emphasis in keeping with the City Council Directive for a Comprehensive Affordable Housing Program Approach and give priority to targeting efforts to those individuals and families who are Homeless and those at 0-40%AMI.

5. **Staff Support – Affordable Housing Planner** – The City of Raleigh should hire or designate an “Affordable Housing Planner” to support this effort with an “Affordable Housing Action Team” consisting of designated city staff representatives within a variety of departments. This staff support will encourage Affordable Housing elements in housing project proposals being brought forward to the City for consideration, will explore & support program and policy changes and will expedite Affordable Housing issues and projects which have been proposed / submitted or otherwise should be addressed by the City and community.
6. **Mayors Commission on Affordable Housing** – Mayors of Communities from across Wake County should form a Commission to address the variety of affordable housing needs throughout the County in a comprehensive and coordinated way.
7. **Housing Committee of Wake County Human Services Board** – The existing Wake County Human Services Board - Housing Committee and their support for continued efforts to address the needs of Affordable Housing focused on families and individuals and families who are homeless and at 0-40%AMI from a County –Wide perspective should be recognized and included as appropriate as part of City of Raleigh and other County Wide programs as they are considered to address area Affordable Housing needs and incentives.
8. **Raleigh & Wake Housing Authorities** – Strengthen and foster existing relationships of Raleigh & Wake Housing Authorities with Wake Continuum of Care Collaborative and other Public, Private and Non-Profit Human Service Agencies and Organizations to participate in partnership to undertake the coordinated Comprehensive Affordable Housing Program. Building upon the diversity of services and their common goal to provide safe and affordable housing for those most in need is seen as critical to the success of a coordinated program.
9. **10-Year Action Plan Housing Team** – The Ending Homelessness 10-Year Plan - Housing Action Team will continue to address concept development of the Affordable Housing Program, immediate program development needs and priority policy issues related to the *Raleigh / Wake - 10-Year Action Plan to End and Prevent Homelessness*. With guidance from Plan Leadership, issues will be brought to the City, County and Community for action.

* **C. Affordable Housing Program Elements:**

Not excluding additions, the following is a list of potential program elements, issues and ideas which will be considered and evaluated as components of the Affordable Housing Program by the 10-Year Plan Housing Team and the Affordable Housing Commission.

- a. *Rental Subsidies* - for families and individuals unable to meet base housing rents is a critical need.
 - Section 8 Participation – Work to best integrate potentials and alternatives for the Raleigh & Wake Housing Authorities.
 - Private Subsidy sponsorships – Explore organizing an expanded role of Faith and community organizations to budget sponsorships to help with rents and other support needs, such as a coordinated county-wide faith based rental subsidy component of the Hurricane Katrina “Support Circles” effort.
- b. *Mixed Income Housing Developments* – should be required when using City Funds, subsidies or other public / private partnership participation.
- c. *Regulatory, Voluntary & Incentive Based Policies* - should be developed to encourage additional housing at 0-40%AMI, which include both voluntary and required elements. Examples include:
 - Regulatory - Graduated Impact Fees, Zoning Incentives, Density Bonuses, Development Fee Waivers,
 - Development Process – Plan Review / Comprehensive Plan directives, Accelerated process / project assistance,
- d. *Building Capacity, Partnerships and Participation* -
 - Bringing Developers into the program with the capacity to include Affordable Housing components - in the long term
 - Use of Seasoned Developers to Increase Capacity and Potentials of existing and new Development Partners
- e. *Strengthening Relationships / Acceptance / Roles* – to increase awareness of the need for affordable housing throughout the community through the Wake Homebuilders and Realtors Associations, area Faith, Citizen, Business and Community Organizations
- f. *Creating a Legacy* of this effort for the long term with responsible financial planning
 - Creative ways to build public, private and non-profit equity from funds dedicated long term to affordable housing
 - Include a variety of pay-back options and operating subsidy alternatives
 - Create a program situation to maximize Revolving Funds
 - Maximizing Return - Mixed Use / Leveraging to include Affordable Housing
 - Increase in Tax Base - Mix of Private & Non-Profit projects
- g. *Recognize Special Needs* of this population - Flexibility of the housing program will be needed to address a wide variety of special and unique family situations, with payment concepts for a variety of renters based upon income and need.
- h. *Research and Best Practices* – maximize potentials through following the best examples of others and setting an example for others to follow.

i. *Define the Needs* and how to best address them

- Identifying appropriate sites geographically, land costs for new sites and where proposed housing projects should be most encouraged to participate with mixed-income components.
- Current and Projected –Number of affordable housing units needed now and per year over time
- Variety of housing types to best meet variety of special needs and income ranges

Raleigh / Wake – Ending & Preventing Homelessness: The 10-Year Action Plan