

Outcome: EVERY CITIZEN IN DURHAM HAS ACCESS TO ADEQUATE, SAFE AND AFFORDABLE HOUSING.

Committee Members

Rich Lee, Durham Affordable Housing Coalition (Co-Chair)
Terry Allebaugh, Housing for New Hope (Co-Chair)

Mickey Brown, N.C. Fair Share
Nancye Bryan, Next Step Housing
Mariela Cabaleiro, SunTrust
Estella Collins, Walltown Community Association
Gene Cook, Campaign for Decent Housing
Evan Covington Chavez, Self Help
Ray Eurquhart, Weed & Seed/Hillside-St. Theresa
Roslyn Haynes, Durham Association of REALTORS®
Pam Karriker, Interested Citizen
Sara Kerley, Durham Parents Against Lead (DPAL)
Lang Kerr, Board Chair, Durham Affordable Housing Coalition
Helen Moore, Self Help
Jack Preiss, Housing for New Hope
Miguel Rubiera, Durham County Habitat for Humanity
Lorisa Seibel, DAHC
Diane Wright, Campaign for Decent Housing
Vickie Williams, Urban Ministries of Durham
Cliff Zinner, Raleigh Durham Construction Company

Vickie Atkinson, Durham City Manager's Office
Mike Barros, Durham Dept. of Housing & Community Development
Wendell Davis, Durham County Manager's Office
Constance Stancil, Durham Dept. of Housing & Community Development

**STEERING COMMITTEE MEMBERS for
*Durham's 10-Year Results Plan to End Homelessness***

Co-Chairs

Peter Anlyan & Carolyn I. Thornton

Management Advisory Team

Terry Allebaugh	Sharon S. Hirsch
Stan Holt	Reginald J. Johnson, Esq.
Katherine Simmons	Heidi York

**Continued on next page*

**STEERING COMMITTEE MEMBERS for
Durham's 10-Year Results Plan to End Homelessness**

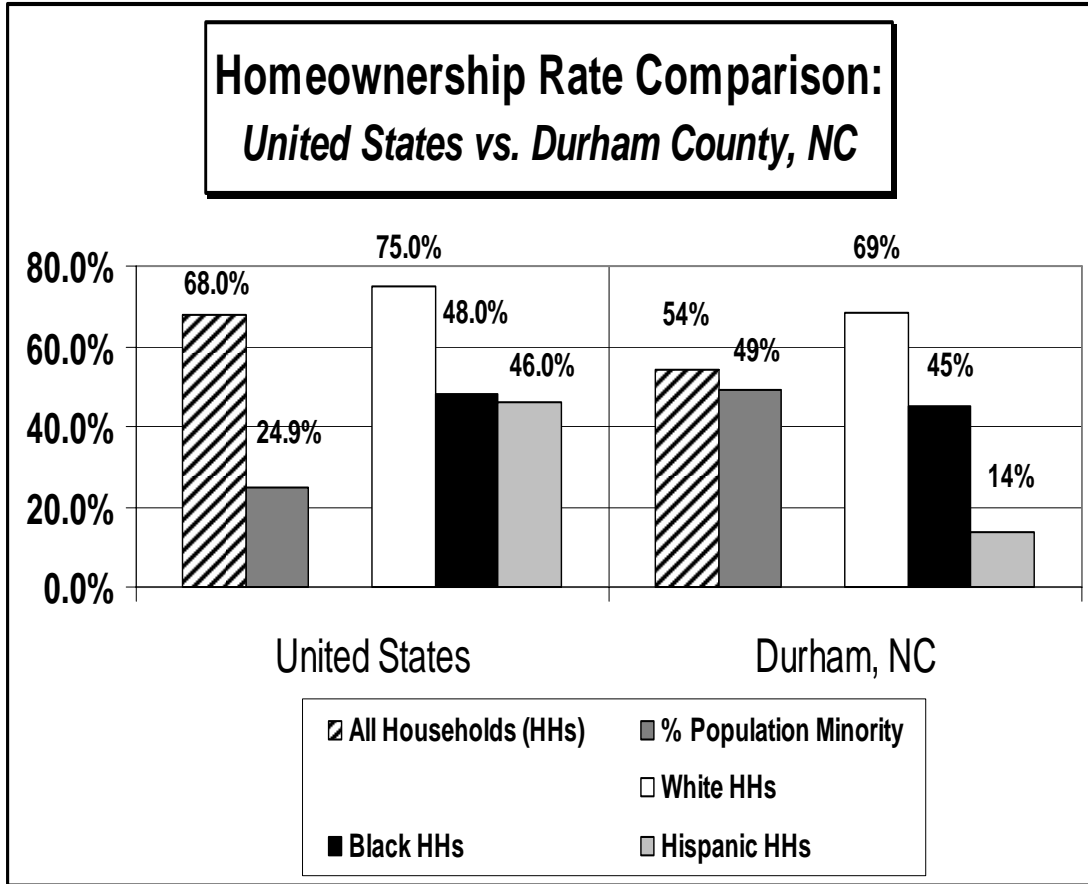
Keith Artin
Ann Atwater
Mike Barros
Scott Benhase
Laura Benson
Delores Benton-Evans
MaryAnn Black
Hazel Brown
Nancye Bryan
Juliette Bunn
Mariela Cabaleiro
Steven Chalmers
Harold Chestnut
Wesley Christopher
Cora Cole-McFadden
B.J. Council
Lewis Dancy
Herbert R. Davis
Margorie Diggs Freeman
Kim Dixon
Kenneth Edmonds
Dorothy Ellis
Brenda Estrella
Elizabeth (Beth) Feifs
Beverly Francis
Ryan Fehrman
Dan Glaser
E. Joyce Grant

Libby Gulley
Sue Guptill
Sammy Haithcock
Nellie Hardy
Gayle Harris
Joe Harvard
Worth Hill
Haywood Holderness
Ellen Holliman
Jeanne Horne
Dan Hudgins
Jayreza Jarvis
Janice Johnson
Larry Jones
Margaret Keller
Maggie Lee
Rich Lee
Micheline Malson
Steven Matherly
Vivian McKoy
Ernie Mills
Tom Niemann
Michael Page
Michael Palmer
Pam Parker
Gudrun Parmer
Steve Patti
Larry Peterson

Cindy W. Ray
Rebecca Reyes
Carl Rist
Diana Robinson
Isaac Robinson
Queen Scarborough
Hank Scherich
Lloyd Schmeidler
Evelyn Schmidt
Alice Sharp
Beth Shulman
Anita Smith
Rev. Charles Smith
Pat Sturdivant
Donna Sylvester
Steve Toler
Abdul-hafeez Waheed
Rosiland M. Wallace
Alphonso Williams
David Winer
Diane Wright

Consider the 3-5 priority indicators selected for this outcome:

Indicator 1: INCREASES/DECREASES IN HOMEOWNERSHIP RATE USING PROPERTY TAX DATA



Information from 2000 U.S. Census

What works or what would it take to improve this indicator? (Consider both long and short term strategies):

Short term (up to 2 years):

- Increase public and private-sector support of **Pre- and Post-purchase Education & Counseling programs**. This includes support of general financial literacy and credit counseling programs.
- Expand use of **Individual Development Accounts** to help with down payment/closing costs as well as for on-going home maintenance (**NOTE: Self-Help is currently working with DCLT to set up a Maintenance IDA program for their homebuyers*).
- Increase **Public Awareness of Homeownership Assistance Programs & Home Buying Opportunities in Durham**. Potential ideas include hosting Home Buying Fairs & Neighborhood Tours similar to those held by the City of Baltimore; targeting families in affordable rental projects supported with public funds; and targeting large employers for increased outreach (*i.e., hosting homeownership programs at the work site*).
- Increase **City support** (*i.e., money, technical assistance, use of space, etc.*) for **Neighborhood Associations**, especially those in low- and moderate-income areas. Better organized residents are critical to support current/planned homeownership efforts.
- **Provide City/County-owned properties at little or no cost** to developers of affordable housing, especially those developing homes for first-time home buyers.
- **Continue support for City/County Homeownership programs:**
 - Loans & Grants (forgivable loans) to nonprofit developers of affordable homes for first-time homebuyers.
 - Infrastructure Improvements (*i.e., street and sewer improvements*) for affordable housing projects.
 - City's Homeowner Rehab programs to assist homeowners with needed repairs. This includes the City's *Volunteer Minor Home Repair Program* that uses volunteer labor to make simple repairs.
 - City Home Buyer Assistance programs (*Down payment & Second Mortgage programs*).
- Provide additional **Developer Incentives** to encourage/increase affordable homeownership development (*i.e., expedited review process, reduced development fees*).

Long term (2 to 5 years):

- Make affordable building sites available through a **Land Banking &/or Land Grant program** that uses public & private subsidies to reduce the cost of land used for affordable housing development (**NOTE: Self-Help has started a Land Banking program but they need public subsidies to help maintain affordability as acquisition costs increase*).
- Develop more **long-term Financial Education and Credit Counseling programs** for adults as well as for children and teens (*i.e., programs in the public schools, incentives to open savings accounts at banks, etc.*).
- Pass another **City/County Housing Bond package** to support affordable housing development, including homeownership projects/programs.

- Adopt an **Inclusionary Housing Program** that requires developers of new subdivisions to include a percentage of affordable homes, typically 10-15%, in exchange for a density bonus and other development incentives.
- Develop an **Employer Assisted Housing (EAH) program** to assist employees purchase a home in Durham. For example, create a program similar to the Baltimore City Live Near Your Work Program which provides a \$ 1,000 City grant matched by participating employers to assist employees to purchase homes in targeted neighborhoods.
- Support **expansion of the State’s Foreclosure Prevention Program** to assist Durham homeowners who have lost their job and/or become disabled.
- Increase **City support** (*i.e., money, technical assistance, use of space, etc.*) for **Neighborhood Associations**, especially those in low- and moderate-income areas. Better organized residents are critical to support current/planned homeownership efforts.
- **Expand, as needed, support for City/County Homeownership programs:**
 - Loans & Grants (*forgivable loans*) to nonprofit developers of affordable homes for first-time homebuyers.
 - Infrastructure Improvements (*i.e., street and sewer improvements*) for affordable housing projects.
 - City’s Homeowner Rehab programs to assist homeowners with needed repairs. This includes the City’s *Volunteer Minor Home Repair Program* that uses volunteer labor to make simple repairs.
 - City Home Buyer Assistance programs (*Down payment & Second Mortgage programs*).
- **OTHER:**
Support **expansion of state and federal programs to Increase Homeownership**. For example, support efforts to create a new federal Affordable Housing Fund to which Fannie Mae & Freddie Mac would dedicate a portion of their annual after tax earnings (3.5-5.0%) and support creation a federal Tax Credit for building affordable homes for low/moderate income families.

NO or LOW COST

- Increase **Public Awareness of Homeownership Assistance Program & Home Buying Opportunities in Durham**.
- **Provide City/County-owned properties at little or no cost** to developers of affordable Housing, especially those developing homes for first-time homebuyers.
- Continue support for existing **City/County supported Homeownership programs**.
- Adopt an **Inclusionary Housing Program** that requires developers of new subdivisions to include a percentage of affordable homes (10-15%) in exchange for a density bonus and other development incentives.
- Provide **additional Developer Incentives** to encourage/increase affordable homeownership development.
- Support **expansion of the State’s Foreclosure Prevention program** to assist Durham homeowners who have lost their job and/or become disabled.
- Support **expansion of state & federal programs to Increase Homeownership**.

- Increase City/County **support for Neighborhood Associations**, especially those in low- and moderate-income areas.

REQUIRES ADDITIONAL RESOURCES

- Increase public and private-sector support of **Pre- and Post-Purchase Education and Counseling programs** for first time home buyers.
- Expand use of **Individual Development Accounts** to help with down payment/closing costs as well as for on-going home maintenance.
- Make affordable building sites available through a **Land Banking &/or Land Grant program** that uses public & private subsidies to reduce the cost of land used for affordable housing development.
- Develop more **long-term Financial Education and Credit Counseling programs** for adults as well as for children and teens.
- Develop an **Employer-Assisted Housing Program** to assist employees purchase a home in Durham.
- Pass another **City/County Housing Bond package** to support affordable housing development, including homeownership projects/programs.
- **Expand (as needed) support for City/County Homeownership programs.**
- Increase City/County **support for Neighborhood Associations**, especially those in low- and moderate-income areas.

PRIORITY STRATEGIES to Implement in FY 2006-2007

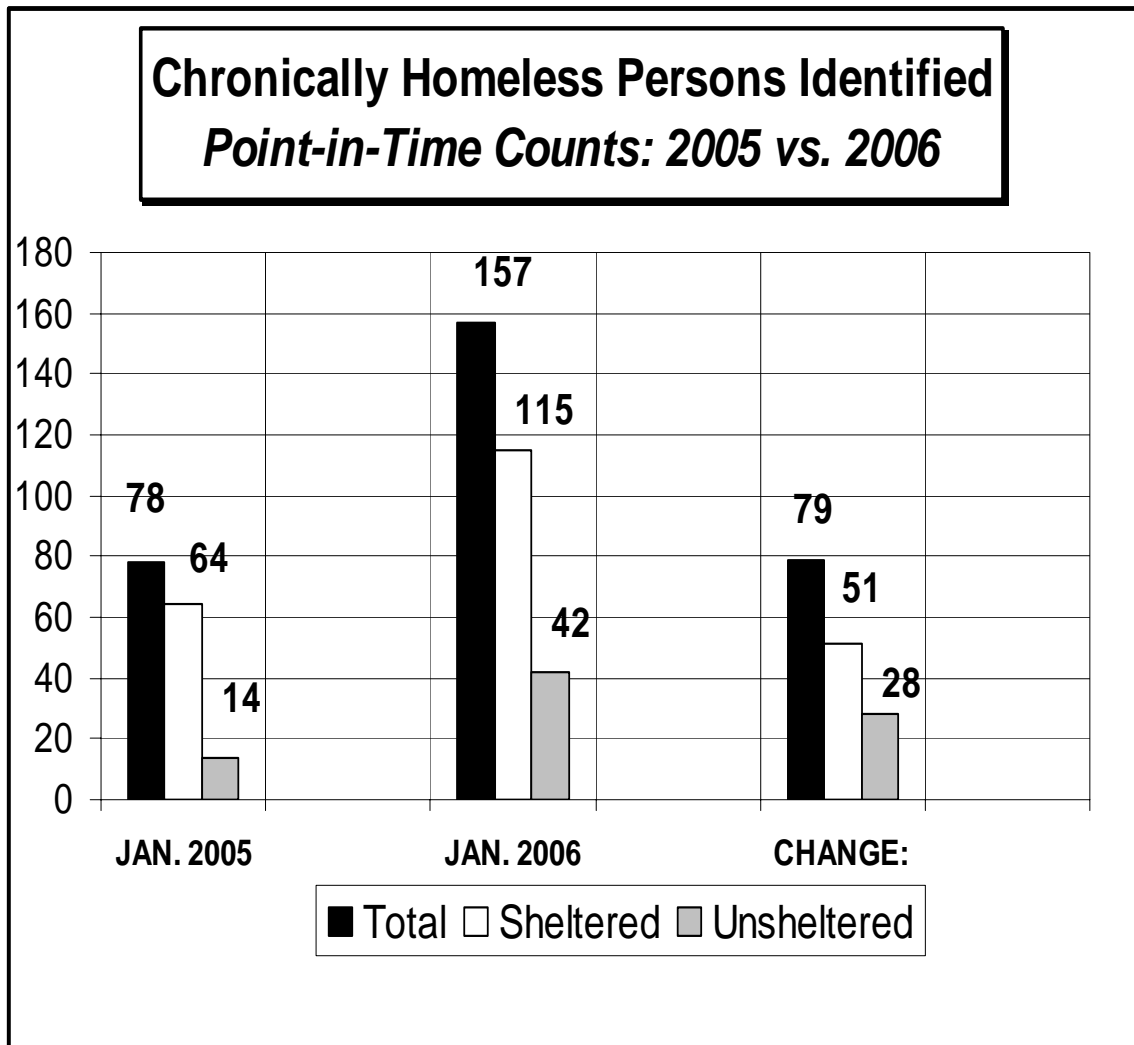
- To increase private sector involvement in supporting homeownership, explore development of a pilot **Employer-Assisted Housing Project** similar to the Baltimore Live Near Your Work program that provides down payment assistance from the employer and City of Durham to employees purchasing homes in designated neighborhoods close to their work.
- To help homeowners to maintain their homes, support development of Durham Community Land Trustees' pilot **IDA Home Maintenance Account** which will provides matching funds (private &/or public) and housing counseling services to help homeowners save for future home maintenance needs.
- To help provide building sites for affordable homeownership projects, support expansion of Self Help's **Land Bank program**. Specifically, help secure funds to subsidize the purchase of properties from the Land Bank to nonprofit affordable housing developers. Also, give developers of affordable housing priority in purchasing City or County-owned properties at little or no cost. Finally, strengthen Housing Code enforcement, especially in targeted neighborhoods to support public/private revitalization efforts.
- To help develop an overall Strategy or Plan to increase homeownership in Durham, support creation of an **Asset Building/Asset Protection Task Force**. Such a Task Force will utilize the recently completed Needs Assessment of Durham asset building programs completed by MBA students from the Kenan-Flagler Business School at UNC-Chapel Hill (*spring 2006*) to develop short- and long-term strategies to help Durham families purchase and maintain a home.

ADDITIONAL INFORMATION:

In the last year, a number of major affordable homeownership projects have opened and/or are currently under construction. These projects include:

- Opening of **Eastway Village** (*June 2006*), a major homeownership development next to Eastway Elementary School and part of the HOPE VI Target Area. The first group of homes and townhomes are available for purchase and two homes have already been sold. When completed, the project will provide a total of **48** Single-family homes (31) and Townhomes (16). This City-financed project includes new sidewalks and streets, parking pad or a garage on the rear of homes accessible by new alleyways, and new open/common space.
- Construction of **32** Single-family Homes and Townhomes as part of the **HOPE VI Edgemont Homeownership** project which is expected to be completed during the fall 2006. This is the first of several HOPE VI homeownership projects to be developed over the next two years.
- Completion of **18 new homes in Southwest Central Durham** by the West End Collaborative including 12 homes built as part of Habitat for Humanity's Builders Blitz Build over the last two summers. In addition, the Collaborative has plans to build 18 additional homes in coming year.

Indicator 2: INCREASES/DECREASES in HOMELESS PERSONS COUNTED DURING ANNUAL POINT-IN-TIME COUNT



What works or what would it take to improve this indicator? (Consider both long and short term strategies).

The 10-Year Plan to End Homelessness in Durham has the following four major outcomes with a variety of strategies to help achieve the desired outcome:

1. Homeless people have access to permanent, affordable housing.
 - > Build 150 units of permanent supportive housing for homeless individuals with a Disabling condition (average 15 per year)
 - > Target & secure 237 housing units for other homeless individuals
 - > Develop at least 38 housing units for homeless families
 - > Encourage/promote creation of affordable, rental housing for populations at risk of homelessness (i.e., Spending 30% of more on housing).
2. Those who become homeless are able to access needed services so they can be re-housed in permanent housing as soon as possible.
 - > Develop sufficient resources to assess, evaluate & move homeless people from emergency shelters to transitional housing or permanent housing.
 - > Create a system of care that rapidly moves homeless people through a continuum of housing services from emergency shelter and transitional housing to permanent housing.
 - > Create interim housing for unaccompanied homeless youth.
 - > Define a community standard for discharge planning to a system of care, which identifies a primary support person and/or agency.
 - > Implement a Housing First/Housing Plus project that targets mentally ill persons who are chronically homeless.
3. Homeless people will have the Income necessary to obtain and sustain permanent housing.
 - > Design & implement a credentialing process to document skills for employment through partnerships with the workforce development community.
 - > Strengthen faith-based partnerships to serve more homeless people.
 - > Coordinate & integrate existing job placement and job training programs serving the homeless. Incorporate 10-Year Results Plan strategies in the Economic Development Strategic Plan.
 - > Create a business/micro enterprise model designed to employ and train those Difficult to place in mainstream employment.
 - > Implement financial education programs to build the capacity of financial programs that serve homeless individuals.
 - > Support SSI applications where appropriate
 - > Pilot an employer-sponsored homeownership savings program.

4. Individuals and Families the most at Risk of Homelessness maintain permanent housing Through comprehensive prevention activities.

- > Increase funding available for emergency rental and utility assistance
- > Assure that case-management and supportive services including referrals to System of Care accompany emergency assistance.
- > Develop a communication and education plan to disseminate information for key Organizations that are positioned to interact with families and individuals who are at-risk of homelessness.

NO or LOW COST:

- Develop a system of care that rapidly moves homeless people through a continuum of housing services (emergency shelter and transitional housing to permanent housing).
- Define a community standard for discharge planning to a system of care which identifies a primary support person and/or agency.
- Design and implement a credentialing process to document skills for employment through Partnerships with the workforce development community.
- Strengthen faith-based partnerships to serve more homeless people.
- Coordinate and integrate existing job placement and job training programs serving the homeless.
- Create a business/micro enterprise model designed to employ and train those difficult to place in mainstream employment.
- Support SSI applications where appropriate
- Develop a communication and education plan to disseminate information for key Organizations that are positioned to interact with families and individuals who are at-risk of homelessness.

REQUIRES ADDITIONAL RESOURCES:

- Build 150 Units of permanent supportive housing for homeless individuals with a disabling condition at an average rate of 15 units per year.
- Target and secure housing options for remaining 237 units needed for homeless individuals.
- Develop at least 38 units for families reflecting 115 individuals.
- Encourage and promote the creation of affordable rental housing for populations at risk of homelessness (30% and below of area median income).
- Develop sufficient resources to assess, evaluate and move homeless people from emergency shelters to transitional or permanent housing.
- Create interim housing for unaccompanied homeless youth.
- Implement a Housing First/Housing Plus project targets mentally ill persons who are chronically homeless.
- Pilot an employer-sponsored homeownership savings program.
- Increase funding available for emergency and utility assistance.

PRIORITY STRATEGIES to Implement in FY 2006-2007:

Outcome 1:

- Work with Durham Housing Authority to make Project-based Section 8 vouchers (*critical source of project operating funds) available to developers of permanent supportive housing.
- Assist affordable housing developers of supportive housing to apply for City HOME funds (*important source of project development funds).
- Help developers of low-income housing tax credit-financed projects to develop State mandated Targeting Plans that require at least 10% of units be set aside for special needs populations, including homeless persons with a disability.
- Pursue other supportive housing funding opportunities, as appropriate.

Outcome 2:

- Develop a Care Review Team that works only with homeless clients with a disability. Such a team would have an active community outreach component along with case managers and other supportive service staff.

Outcome 3:

- Work with the Greater Durham Chamber of Commerce to develop a pilot credentialing program based on successes of U.S. Chamber of Commerce demonstration programs operating in other communities.

Outcome 4:

- Work with Martha Are, N.C. Homeless Policy Specialist, and the State Discharge Planning group, to develop a communication and education plan to disseminate information to key organizations positioned to interact with families and individuals who are at-risk of homelessness.

NOTE:

The City and County have budgeted funds to help begin implementation of the 10-Year Plan. Triangle United Way will facilitate a Request for Proposals to select an agency to oversee implementation of the Plan. This agency will be responsible for pursuing the strategies outlined above as well as others outlined in the 10-Year Plan.

ADDITIONAL INFORMATION:

The City of Durham, County of Durham and the Triangle United Way have made an unprecedented commitment to end homelessness with the adoption of **Durham's 10-Year Results Plan to End Homelessness**. Durham joins more than 200 cities across the nation committed to ending homelessness in their community.

The Durham 10-Year Plan represents the best thinking of more than 100 citizens who served on various work committees as well as input from an additional 400 plus individuals who participated in five community forums addressing homelessness in Durham.

The City and County of Durham have budgeted funds to begin implementation of the 10-Year Plan in FY 2006-2007. Triangle United Way will facilitate a Request for Proposals process to select a contract agency which will oversee implementation of the Plan. The contract agency will be responsible for pursuing strategies outlined in the 10-Year Plan. An 18-member Executive Team as well as with four Results Teams and a Direct Service Partners group will assist the contract agency with implementation of the Plan.