

NCDHHS Strategic Housing Plan: Draft Workgroup Strategies

Five Goal Areas: Development, Non-development, Supportive Services, Coordination amongst State Agencies, Partnerships

Development Workgroup Strategies			
Objective 1			
1. <i>Develop and implement an equity-centered Permanent Supportive Housing (PSH) Policy Framework supported by a diverse* Leadership Structure, within 18 months of Strategic Housing Plan Adoption. *diverse/inclusive includes urban and rural communities; all cultural groups in the state, geographically and demographically diverse, persons with and without disabilities</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Advocate to increase and sustain funding/availability for Key rental assistance to provide an annualized increase to the participating owners to address the subsidy gap in order to fully utilize units set aside by the Targeting Program.	ST, ongoing	NCDHHS (with support from NCHFA, advocates, and stakeholders)	High
b. Sustain the Housing Leadership Committee to support implementation and oversee the coordinated efforts of DHHS to implement and achieve its PSH strategic goals	ST	NCDHHS	High
c. Conduct a PSH Needs Assessment by the end of year 2 of the strategic housing plan adoption.	ST	NCDHHS	High
d. Develop and adopt PSH Policy Framework including a PSH definition, housing models (integrated PSH – site or tenant based), best practice service models (i.e. Housing First , Harm Reduction , etc.), Standardized Roles and Responsibilities, and target populations by the end of year 1.	ST	NCDHHS	High
e. Identify gaps/needs for fully accessible units in terms of volume, availability, geography, needed features by end of year 2 of the strategic housing plan adoption.	ST	NCDHHS	High
f. Identify overlap between Money Follows the Person (MFP) waitlist, Innovations Waiver waitlist, Targeting waitlist, and to generate a de-duplicated estimate of PSH need within 18 months of the strategic housing plan adoption. <i>(look at homeless/CoC waitlist as well)</i>	ST	NCDHHS	High
g. Initiate a State-Local PSH Partnership Initiative in the 20 priority Counties/Geographic Areas and secure the adoption of the state PSH policy framework at the local level to expand PSH across the state.	LT	NCHFA, NCDHHS	Low

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Objective 2			
<i>2. Facilitate and support the creation of 5,000 new Permanent Supportive Housing (PSH) opportunities through new construction and rehabilitation development pipeline in targeted areas within 5 years of Strategic Housing Plan Adoption.</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Advocate to increase and sustain funding/availability for Key rental assistance to provide an annualized increase to the participating owners to address the subsidy gap in order to fully utilize units set aside by the Targeting Program.	ST, ongoing	NCDHHS (with support from NCHFA, advocates, and stakeholders)	High
b. Leverage and increase the use of Housing Choice Vouchers or locally funded Project Based Voucher resources from local communities to assist with filling rental assistance shortage in the Targeting Program. Apply for additional Section 811 PRA as HUD makes funds available.	LT	NCHFA	Low
c. Leverage income averaging to create PSH or Extremely Low Income (ELI) units without a (or with lower) need for Key subsidy – units at 20% Area Median Income (AMI) (dependent on IRS fixing this). Incentivize the creation of 20% and 30% AMI units.	LT	NCHFA	Low
d. Sustain deep affordability standards for Low Income Housing Tax Credit (LIHTC) program to serve people at or below 30% AMI using LIHTC. (This first requires NCHFA to update internal policy to ensure priority for National Housing Trust Fund (NHTF) to be used in 20 priority counties.) Also, explore feasibility and develop criteria to fund operating assistance to obtain 20% AMI units in projects funded with NHTF in priority counties.	ST	NCHFA	High
e. Advocate recurring, annualized funding for Workforce Housing Loan Program to create an added tool to assist with supporting targeting units/ELI focusing on improving feasibility of rural/suburban projects (replacement of State Tax Credit – unfunded since 2019).	LT	NCHFA	Low
Small Scale PSH Development			
f. Research, plan and implement a State-Local PSH Partnership Initiative inviting the 20 priority Counties/Communities and Continuums of Care (CoC)s to either match resources or units to expand the PSH development fully leveraging and aligning State and Local development resources	ST	NCDHHS, NCHFA	High

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including HOME, Community Development Block Grant (CDBG) and Local Housing Trust Fund resources.			
g. Prioritize and commit the use of at least 50% of available resources from NCHFA administered HOME-American Rescue Plan (ARP) and Supportive Housing Development Program (SHDP) during the next five years for PSH units. Advocate for the local Participating Jurisdictions (PJs) in the 20 priority counties to utilize at least 50% of their HOME-ARP resources to support PSH development utilizing a range of strategies including establishing an Operating Cost Reserve Fund.	ST	NCDHHS, NCHFA	High
h. Offer specialized TA through NCHFA SHDP Team to educate and assist potential developers of PSH with federal applications and state or local match. As part of this effort, target underserved Counties/geographic areas and populations across the State for Technical Assistance (TA) support. Engage rural counties that cannot support new 9% LIHTC projects to create partnerships that increase access to PSH set-asides within existing stock (e.g. Single Family Homes and mobile homes).	ST	NCHFA	High
i. Increase flexibility and time sensitivity access to capital resources for developers to create PSH, using NCHFA's resources - State Trust Fund/SHDP. Assess the feasibility of creating a rolling PSH Request For Proposals (RFP) process to allow developer to propose PSH development projects when readiness is established.	LT	NCHFA	Low
j. Support the pursuit of HUD funding aggressively to respond to opportunities, such as the Section 811 Project Rental Assistance (PRA) (consider state capital match) and PRA grants in order to increase PSH.	ST	NCHFA	High
k. Develop a renovation loan program for existing small rental owners/landlords to create PSH set asides (up to 20%) and explore partnering with existing local programs to create set-aside PSH units. (Note: requires securing additional resources)	LT	NCHFA	Low
l. Review and assess the impact of incentives for specific geographical areas prioritized from an equity point of view (possibly needed for rural areas,	ST	NCHFA	High

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probably paired with non-LIHTC financing that can support smaller projects more marketable in rural areas).			
Public-Private Partnerships			
m. Research national models and engage/leverage existing initiatives with hospitals and insurance companies to provide capital funding for PSH set-aside units.	ST, LT ongoing	NCDHHS and NCHFA	High
n. Research national models and engage/leverage existing local community initiatives with at least 5 private developers per year working in the 20 priority Counties/Geographic Areas to pursue cross subsidization strategies in market rate development to create PSH/ELI set-asides or fund Local Trust Fund to support PSH development.	ST/LT	NCDHHS and NCHFA	Low
o. Advocate for the creation a capacity-building fund to nurture and support smaller, existing non-profit housing creators to undertake 9% and 4% LIHTC-financed housing projects – pay for consultant, hiring developer, training staff with a commitment that these developers will include 20% PSH set-asides and have lower barrier tenant selection plans.	LT	NCDHHS and NCHFA	Low
p. Create and support a toolkit for local governments to generate more PSH development projects focusing on braiding funding, land banking, partnering with PHAs and larger land owners, fast-track permitting and zoning approvals and creation of incentives.	LT	NCDHHS	Low
q. Educate and incentivize local Public Housing Authorities (PHAs) to increase the percent of public housing units for Nonelderly Disabled (NED) by helping with federal applications for regular and “special purpose” Housing Choice Vouchers (HCV), especially those PHAs in rural areas or serving disadvantaged communities.	LT	NCDHHS	Low
r. Leverage/gain commitments of Housing Choice Project Based Vouchers (PBV) with local PHAs in 20 priority Counties/Geographic Areas to support PSH set-asides and Extremely Low Income (ELI) units.	LT	NCDHHS	Low

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Objective 3			
<i>3. Work with NCHFA and affordable housing developers on mechanisms to maintain at least 80% of existing PSH units/projects identified as “at risk” are secured as long-term PSH assets for at least 20 years over the 5 years of the Strategic Housing Plan.</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Within the 1 st year of plan adoption, NCDHHS will work with HUD, North Carolina Coalition to End Homelessness (NCCEH), PHA’s and the statewide PHA member organizations, Statewide/large non-profit PSH owners, and NCHFA to identify PSH portfolios and known expiring properties/units. This includes the HUD 811 portfolio.	ST	NCDHHS	High
b. NCHFA shall proactively negotiate with current owners to transition sponsorship to a new developer where necessary to preserve the PSH project.	ST	NCHFA	High
c. NCHFA will review Section 811 (legacy) portfolio and develop a plan in order to preserve/sustain existing PSH stock.	ST	NCHFA	High
d. Work with HUD to allow move of project-based rental assistance from 811 and 202 into new units.	LT	NCDHHS and NCHFA	Low
e. Work with HUD to allow adaptation of properties that may be suitable for new use (group home to Transitions to Community Living (TCL) conversion – as an example).	LT	NCDHHS and NCHFA	Low
f. Ensure the coordination and sustainability of all three components of PSH in a project’s preservation plan – physical unit, service plan and the rent subsidy.	LT	NCDHHS and NCHFA	Low

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Non-development Workgroup			
Objective Topic Area: Increasing Access			
1. The state/NCDHHS will take a lead role in securing housing resources and supports to increase access to affordable housing for the target population statewide within 5 years.			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Establish baseline measures for this objective by gathering appropriate data from relevant agencies and stakeholders within 2 years.	ST	NCDHHS, ICCHP, Advocates	High
b. Increase resources for the provision of housing navigation support statewide to include peer support programming	ST	NCDHHS, NCHFA	High
c. By leveraging existing resources (i.e., NCHousingSearch, NCHFA's (internal) Vacancy and Reporting System, Healthy Opportunities/NCCares360 and other local databases) develop one statewide database of affordable rental units by the end of year 3 of this plan (to include indicating subsidized units, potential roommate matching, landlord accepting vouchers, marketing strategy, and landlords who will work with applicants with housing barriers). Within this time period, have landlords/properties from at least 75% of the state included in the database.	LT	NCDHHS, NCHFA, local providers and other relevant stakeholders	High
d. State/DHHS and ICCHP support in asking the state legislature (also seeking support in the governor's budget) to restore the NC Housing Trust Fund allocation to \$20m	ST	NCDHHS, ICCHP, NCHFA, Advocates	Low
e. Provide a statewide flexible pool of funds for landlord risk-mitigation, landlord incentives, and landlord outreach. (See TCLI and Targeted Program risk-mitigation programs and LIP as examples to expand upon.)	LT	NCDHHS, NCHFA	Low
f. Work with developers, NCHFA, and other stakeholders to identify existing LIHTC properties nearing their end of affordability and identify resources to ensure that the properties remain affordable	ST	NCHFA	High

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Objective Topic Area: Increasing Access			
2. The state will take a lead role in securing resources for long-term rent assistance as well as better utilize, prioritize, and target existing rent assistance and subsidized housing for the target population statewide within 5 years			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Establish baseline measures for this objective by gathering appropriate data from relevant agencies and stakeholders within 2 years.	ST	NCDHHS, ICCHP, Advocates	High
b. Develop a catalog of web-based, interactive e-learning modules for staff and advocates to increase housing knowledge, adding 10-12 modules a year for 5 years and incorporate into training required by DHHS for agencies receiving state and/or Medicaid funds	ST	NCDHHS	Low
c. Provide a Cost of Living Adjustment (COLA) (or some type of analysis and adjustment as decided by NCDHHS and NCHFA) to increase the Key Payment Standard. Evaluate Key Payment Standard and COLA needed every other years (at least)	LT	NCDHHS, NCHFA	High
d. Double the percentage of Targeted Units from 43% (current baseline) to 86% by the end of year 5 of this plan and expand access to include all <i>Olmstead</i> population groups by year 2 of the strategic housing plan adoption (<i>providing rent assistance for those who cannot afford LIHTC rents as well as appropriate support services to adults with disabilities wanting to live independently in the community using a Housing First methodology</i>)	LT	NCDHHS, NCHFA	Low (due to constraints around funding streams)
e. Provide a flexible pool of funds for long-term rent assistance (ensuring voluntary support services are provided) to adults with disabilities wanting to live independently in the community using a Housing First methodology.	LT	NCDHHS, NCFHA, Advocates	Low (link to d.)
f. Provide regular updates to NCHFA (and the Fair Housing Project) Fair Housing Guide, provide regular and frequent training on fair housing and reasonable accommodation. Widely circulate Reasonable Accommodation information and templates to providers, caseworkers, and clients.	ST	NCHFA	High

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Objective Topic Area: Increasing Access			
3. Promote the use of reasonable use of eviction, criminal and credit records when screening potential tenants to provide protections for those searching for housing.			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Working with NCHFA, lower screening barriers & reform the referral process for all NCHFA/NCDHHS properties including a review of requirements for income & making all services optional for qualified applicants (Housing First).	ST	NCDHHS, NCHFA	High
b. Provide a flexible pool of funds for eviction prevention and diversion - making resources easily available to all tenants facing eviction, to include emergency rental assistance, legal counsel and ongoing tenancy peer support programming.	LT	DHHS, NCCEH, North Carolina Housing Coalition (NCHC), North Carolina Justice Center (NCJC)	High
c. Launch an initiative to work with HUD and PHAs to lower screening barriers and reduce evictions	ST	Advocates, Stakeholders, NCCEH, NCHC, NCDHHS, NCJC	High
d. Adopt language in the state's Qualified Allocation Plan (QAP) similar to that of Ohio regarding screening for evictions: 2022-2023-QAP.pdf (ohiohome.org) (p.52) (amend tenant selection plan and/or QAP)	LT	NCHFA, NCJC	High
e. Working with the NC Justice Center, NC Housing Coalition, NC Coalition to End Homelessness, and other stakeholder organizations to make state policy changes related to eviction (refer to NC House Bill 618).	LT	Advocates, Stakeholders	High

Objective Topic Area: Improving Quality			
4. Increase the quality of existing affordable private market units by year 5 of the plan.			

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Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Leverage existing funding such as HOME, HOME ARP, North Carolina Housing Trust Fund and other funds and identify new resources and funding to improve quality of private market units and preserve affordability of Naturally Occurring Affordable Housing (NOAH) -- creating a statewide pool of funds for rental rehabilitation activities (pulling best practices from other state and local rental rehab programs).	ST (HOME ARP) and LT (ongoing)	NCHFA	High
b. Provide education and information on local housing codes and who to contact with housing code issues. Also provide legal assistance for those needing it regarding housing quality issues.	LT	Advocates, Stakeholders	High (compiling)

Objective Topic Area: Maintaining Housing Stability			
5. Increase eviction prevention and diversion support to tenants across the state, resulting in an overall reduction of evictions from year 1 to year 5 of this plan.			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Establish baseline measures for this objective by gathering appropriate data from relevant agencies and stakeholders within 2 years.	ST	NCFHA, NCDHHS	High
b. Leverage existing local and statewide Legal Aid programs and other eviction prevention and diversion best/evidence-based practices that help support eviction prevention and diversion to make resources easily available to all tenants facing eviction, to include flexible funds for tenants and owners (to prevent eviction and help make owners whole/risk mitigation (see 1.c.), emergency rent assistance, legal counsel, and ongoing tenancy support programming (to include peer-support), ensuring services are available to all NC residents.	LT	NCHFA, NCDHHS	High

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Supportive Services Workgroup			
Objective 1: Complete Services Crosswalk			
1. <i>By 3/31/2023, identify all the funding streams that can be used to support pre-tenancy, transition and tenancy support services (including the various Medicaid service definitions) along with their target populations, caps/limitations, amounts, and departments that currently fund services for all populations</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Establish definitions of pre-tenancy and tenancy sustaining services that apply to all populations covered by the Strategic Housing Plan	ST	NCDHHS	High
b. Identify available funding sources for services, including those resources not administered by DHHS, by target population	ST	NCDHHS	High
c. Access data on the provision of existing services	ST	NCDHHS	High
d. Identify gaps in services and/or funding	ST	NCDHHS	High
e. Develop funding mechanisms to address gaps in pre-tenancy and tenancy sustaining services	LT	NCDHHS	High
Objective 2: Increase Provider Quality and Capacity			
2. <i>By 6/30/2027, create regional tenancy support service providers to provide housing navigation and support services to people within their geographic region regardless of disability type or target population in order to increase access, quality, and oversight of services in the state.</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Identify providers of quality services by population by county/region	ST	NCDHHS, MCOs	High
b. Identify gaps in provider capacity by population by county/region	ST	NCDHHS, MCOs	High
c. Build on existing capacity	LT	NCDHHS, MCOs	High

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Objective 3: Provider Training			
3. By 12/31/2027, DHHS will develop a training program for the delivery of evidence-based and best practices, including trauma informed care, for identified providers of pre-tenancy, transition and tenancy support and/or residential service providers.			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Identify and compile existing sources of trainings on pre-tenancy and tenancy sustaining services, including in the Homeless Response System	ST	NCDHHS, MCOs, CoCs	High
b. Identify gaps in training, differences in messaging/content and need for greater consistency	ST	NCDHHS, MCOs, Advocates	High
c. Work with Community Colleges to develop a curriculum and certification to provide “universal/cross-disability” pre-tenancy and tenancy sustaining services	LT	NCDHHS, DPI	High
d. Promote opportunities for workforce training that focuses on assisting individuals to identify and pursue activities that promote their ability to thrive in their communities	LT	NCDHHS,	Lower

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Coordination Amongst State Agencies Workgroup			
Objective 1			
<i>1. Create a formal structure for accountability and shared strategy for all housing functions across state agencies and key stakeholders in year one of this plan. (A transition objective until the creation of a state housing department.)</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Stand up the North Carolina Interagency Council on Coordinating Homeless Programs (ICCHP) by June 2022 (in progress currently).	ST	NC. Gov. (NCDHHS to advocate, advise, and support)	High
b. Establish ICCHP State Agency Workgroup to better coordinate programs and funding across state government.	ST	NC. Gov. and ICCHP (NCDHHS to advocate, advise, and support)	High
c. Use the ICCHP to support and promote effective interagency collaboration and system integration, including coordination of state and federal funding, and setting shared priorities for investments.	ST	NC. Gov. and ICCHP (NCDHHS to advocate, advise, and support)	High
d. Use the ICCHP to create transparency, accountability, and opportunities for cross-Departmental partnerships for all affordable rental housing and homelessness federal and state funding resources including COVID-related, new, and existing.	ST	NC Gov. (NCDHHS to advocate, advise, and support)	High
e. Use the ICCHP to review existing programs and policies and recommend improvements to increase the availability and quality of affordable rental housing in the state.	LT	NCHDHHS	High
f. Work with partners to define options for the creation of a coordinating body to align programs across departments. NCDHHS to advise the Governor, Governor's Cabinet, and other state agencies and partners on an expanded scope of housing activities beyond those impacting people experiencing homelessness or at-risk of homelessness. Explore the creation of a coordinating body to include all affordable housing work across state departments.	ST	NC Gov. and ICCHP (NCDHHS to advocate, advise, and support)	

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g. Develop a one-stop housing resource for persons and organizations seeking housing information including funding.	LT	NCDHHS	High
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Objective 2			
1. Centralize housing functions within DHHS by January 2023.			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Create a Housing and Homelessness Unit in the Office of the Secretary and begin coordinating all housing functions across divisions. The Housing and Homelessness Unit will oversee NCDHHS Housing Programs, collaborate across NCDHHS divisions to create Department-wide housing goals and coordinate housing activities across the Department.	ST	NCDHHS	High
b. Advocate for additional resources to create a Housing and Homelessness Office in the North Carolina Department of Health and Human Services including additional staff and resources.	ST	NCDHHS	High

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Partnerships Workgroup			
Objective 1			
<p>1. DHHS to increase coordination at the state level to streamline existing efforts, leverage funding and partners to create new opportunities, programs, and partnerships; identify gaps in the housing continuum and services system and work to address them with new efforts and resources; increase accountability of housing providers and partners and eliminate any duplicative efforts by year 5 of this plan.</p>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. NCDHHS to advocate for and support the creation of a state/cabinet level Housing Office or Department.	LT	NCDHHS	High

Objective 2			
<p>2. With the goal of aligning messaging, increasing coordination amongst housing stakeholders, & lowering barriers while increasing access for the focus population of this Plan, DHHS will take a leadership role to increase communication between housing agencies including DHHS, NCHFA, NCORR, NC Commerce, PHAs, CoCs, local housing & service providers, and HUD.</p>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
a. Establish a communication network with housing providers across the state to successfully disseminate information on evidence-based and best practices as well as NCDHHS' housing programs, guidance, and goals.	ST	NCDHHS	High
b. Establish consistent and clear messaging for local providers on communicating with their PHAs, local governments, and HOME Consortiums to utilize and align funds in a way that will help to achieve shared strategic plan housing goals.	ST	NCDHHS	High
c. Convene meetings of housing stakeholders across the state in order to share information on programs, encourage accountability, share data, inform on evidence-based practices, and foster partnerships.	LT – ST to schedule initial, LT, ongoing	NCDHHS	High

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d. Adopt a uniform definition of PSH (based on evidence-based practice definition) in order to facilitate a cross-disability PSH approach within state government and local communities.	ST	NCDHHS	High
e. Bolster and support local advocates and providers by providing training and technical assistance on how to best administer and utilize funding sources for affordable housing as well as on evidence-based practices in affordable housing administration and programming.	LT	NCDHHS	High

Objective 3			
<i>3. Review existing public/private partnerships for housing development across the state and replicate or create new partnerships in at least 3 additional areas/cities or towns of the state focused on housing development across the state by the end of year 5</i>			
Proposed Strategies	Short Term/Long Term	Resp. Parties	High or Low Priority
<i>State-Local Partnerships</i>			
a. Explore the current available housing market study data to determine the needs for affordable units to set benchmarks for increases in affordable units using public/private partnerships. If needed, determine the need for a consulting firm who can do a market study across the state if data are currently not sufficient	ST	NCDHHS, NCHFA, ICCHP	High
b. Examine the funding streams of current public/private partnerships to identify what types of funds may be needed to replicate additional partnerships over the course of this plan.	LT	NCDHHS, ICCHP, NCHFA	High
c. Develop a 50/50 partnership program as a framework for creating collaborative state-local PSH development partnerships.	LT	NCDHHS	High
d. NCDHHS to encourage the use of HOME ARP and CDBG funding for the creation of additional PSH and rapid rehousing by partnering with local and statewide entities such as Community Housing Development Organizations (CHDO) and other mission-driven developers and providers.	ST	NCDHHS, NCHFA	High
e. Encourage the use of local ARP funds to counties and cities for rental assistance and provide guidance on evidence-based models and how to successfully pair healthcare services through city/county & PHP partnerships.	SH	NCDHHS	High

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c. Create statewide funding opportunities to provide localities risk mitigation and landlord incentives that incentivizes evidence-based practice models and allows for low-capacity communities to access funds	LT	NCDHHS, NCHFA	High
d. Create formal partnerships via MOUs with 10 of the 50 largest residential rental property owners the state in order to access an additional 500 affordable units for people with disabilities and incomes at <50% AMI.	LT	NCDHHS	Low
e. Explore the benefits of establishing a rental registry	LT	NCDHHS	Low
Healthcare Partnerships			
f. NCDHHS to create formal partnerships via MOUs or other mechanisms with hospital systems and/or local FQHCs to either fund or provide in-kind physical/behavioral health services directly to 50% of supportive housing households.	LT	NCDHHS	Low
g. Explore shared payment model among Prepaid Health Plans (PHPs) for onsite services in publicly assisted housing (ensuring HCBS compliance)	LT	NCDHHS	Low
h. Explore the scalability of the Community Health Worker initiatives through UnitedHealthcare	LT	NCDHHS	Low