



# Wake County CoC Governance Board Meeting

Thursday, December 4, 2025

9 – 10:30 am

NCWorks Career Center: 1830 Tillery Pl # B, Raleigh, NC 27604

# AGENDA

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- Welcome/Roll Call
- 2025 Board Recognition
- Meeting Minutes\*
- HUD CoC NOFO
- Annual & Strategic Planning
- Lead Agency Updates
- December Meeting At-A-Glance





# Roll Call

Nicole Stewart, *Chair*

# Roll Call

Member	Present	Member	Present
Wayne Beatty	absent	Onia Royster	absent
Eric Braun		Nicole Stewart	
Doris Bullock		Pat Sturdivant	absent
Chad Essick		Emila Sutton	absent
Amanda Blue		Johnnie Thomas	
Ashley Lommers-Johnson		Derwin Willoughby	
Quentin Miles		Nicole Wilson	
Ann Oshel	absent	Michele Woodson	
Imogen Rhodenhiser		Meredith Yuckman	
Kayla Rosenberg Strampe			



# 2025 Board Recognition

Nicole Stewart



# Meeting Minutes

## (November)

Nicole Stewart



# Membership Vote Status

Eileen Rosa



# Membership Vote Status

Membership voting open from Tuesday, 11/25 – Friday, 12/5 (7 business days) on the following items:

- **2026 Governance Board Slate** (57 votes as of 12/03)
  - Includes additional item regarding permission to activate the current (2025) Governance Board for a vote on the NOFO Priority Listing in January.
  - New members on the 2026 Board will not be onboard and meeting before the NOFO deadline.
- **Coordinated Entry Policies and Forms** (46 votes as of 12/03)
  - Board approved 11/06 to send to Membership.



# 2026 Governance Board Slate

2026 Governance Slate		
Category	Incumbent (Organization)	Nominations Committee Recommendation
<b>City of Raleigh</b>	Emila Sutton (City of Raleigh)	Erika Brandt (City of Raleigh)
<b>Housing Authority of Wake County</b>	Vacant	Felts Lewis (HAWC)
<b>Lived Experience</b>	Derwin Willoughby	Onia Royster (Triangle Family Services)
<b>Population-specific lived experience</b>	Onia Royster (Triangle Family Services)	KC Buchanan (HOST)
<b>Non-Raleigh Wake County locale</b>	Vacant (previously Rebekah Shamberger, Town of Apex)	Mary Lederle (Town of Cary)
<b>Non-Raleigh Wake County locale</b>	Quentin Miles (Town of Zebulon)	Quentin Miles (Town of Zebulon)
<b>Philanthropic</b>	Nicole Stewart (AJ Fletcher Foundation)	Zach Ward (Triangle Community Foundation)
<b>Healthcare Provider</b>	Ann Oshel (Alliance Health)	Ann Oshel (Alliance Health)
<b>Business Representative</b>	Chad Essick (Poyner Spruill LLP)	Bonner Gaylord
<b>Veterans or Domestic Violence</b>	Nicole Wilson (Durham VA Health Care)	Nicole Wilson (Durham VA Health Care)
<b>Community Member</b>	Vacant – new seat	Nicole Stewart (AJ Fletcher Foundation)

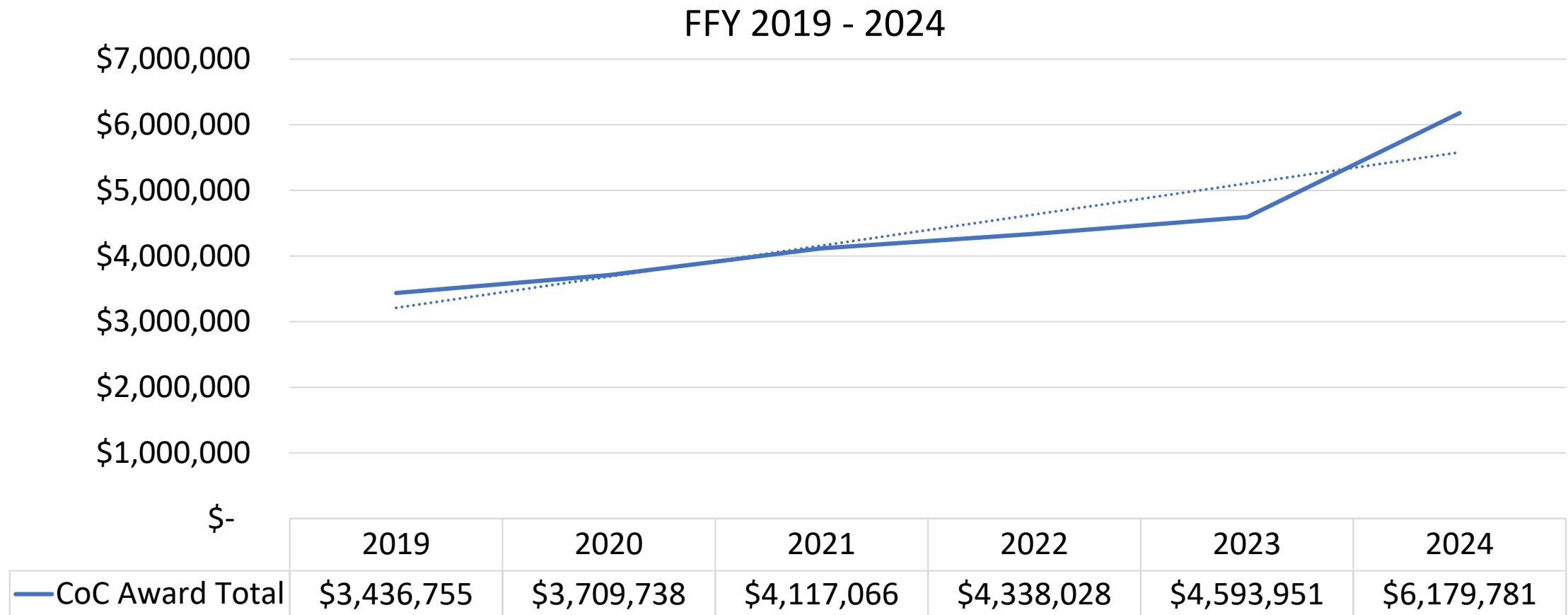


# FY2025 HUD CoC Notice of Funding Opportunity

# Overview

- HUD distributes funding for housing and services dedicated to people experiencing homelessness through an annual competition – the Continuum of Care (CoC) Notice of Funding Opportunity (NOFO).
- Over the last 10-12 years, HUD has structured the competition to prioritize Housing First, equity, and permanent housing solutions.
  - Previously reallocated transitional housing grants to permanent housing.

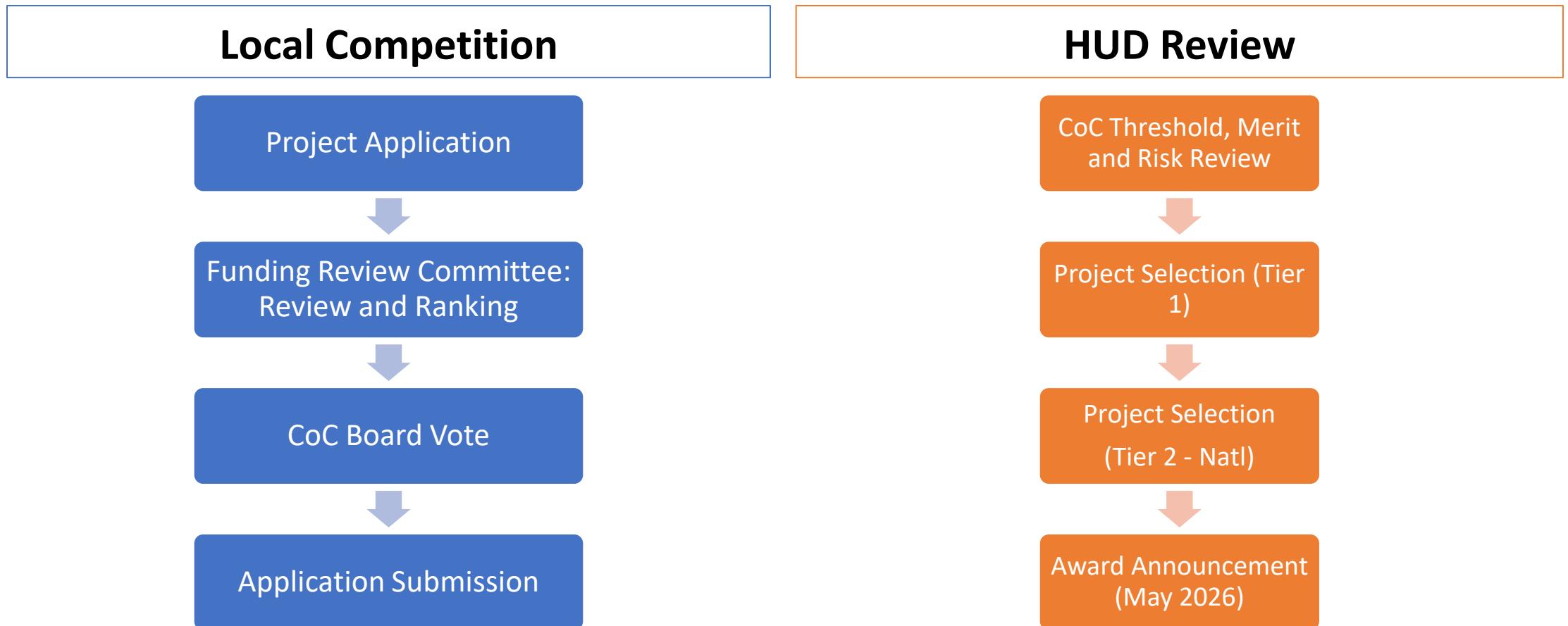
# HUD CoC Funding in Wake County



# HUD FFY2025 CoC NOFO

- HUD released the FFY2025 HUD CoC NOFO 11/13 with a deadline of 01/14/2026 (62-day turnaround).
  - Awards under the 2025 competition will end in 2027.
- CoC submission includes:
  - Local Competition - Priority Listing of Project Applications.
  - Consolidated Application - CoC wide/system level application.
    - *Wake CoC Departmental role of Collaborative Applicant and Project Applicant for CE, HMIS and CoC Planning funds.*
- Principles from EO 14321 take shape in NOFO criteria.

# Local and HUD Review & Award Making Process



# Local Competition (*Tentative*) Timeline

\*The local competition timeline is posted to the [CoC](#) website but is subject to change based on HUD's publication of application materials.

**11/19**

**Local Competition  
Notice**

- 11/21 - Info Session #1
- 11/25 – Info Session #2

**12/10  
Project  
Apps Due\***

**01/05  
Governance  
Board Vote  
on Priority  
Listing\***

**01/14  
Consolidated  
Application  
Due**

**12/01  
Intent to  
Reallocate or  
Transition  
Due**

**12/12 to 12/23  
Funding Review  
Committee Scoring  
and Ranking**

- 12/30-01/02 Appeal window following notice to applicants

**01/08  
Publication  
of Final  
Priority  
Listing**

# FY25 NOFO: Major Changes

- No more than 30% of a CoC's Annual Renewal Demand (ARD) will fund permanent housing (including PSH, RRH or Joint TH-RRH projects).
  - ~87% of Wake CoC Total Awards is PSH and RRH (\$5,516,942.00).
- New Transitional Housing (TH) and Supportive Services Only (SSO) project applications will be allowed under this competition, including Street Outreach (SO).
- CoCs must rank projects into two Tiers and HUD selects projects based on how they rank individual projects and whether they are in Tier 1 or 2. Under this FFY2025 NOFO, HUD has defined the Tiers as follows:
  - Tier 1 = 30% of funds "held harmless" and not dependent on CoC overall score.
  - Tier 2 = 70% of funds dependent on CoC overall score.
  - PSH - Permanent Supportive Housing
  - RRH - Rapid Rehousing
  - TH-RRH - Transitional- Rapid Rehousing

# FY25 ARD & Tier Breakdown

## FFY24

Total Annual Renewal Demand (ARD)	Tier 1 (90% of ARD)	Tier 2 (Remain. 10%)	<i>Planning Grant (Lead Agency Funding)</i>
\$4,385,167	\$3,946,650.30	\$438,516.70	\$323,424

## FFY25

- 30% Tier 1 puts \$4,099,330 at risk and dependent on CoC overall score in Tier 2.

Preliminary Pro Rata Need (PPRN)	Estimated ARD	Tier 1 (30% of ARD)	Tier 2 (70% of ARD)	CoC Bonus (20% of PPRN)	DV Bonus	Planning Grant
\$6,096,728	\$5,856,357	\$1,756,907	\$4,099,450	\$1,219,346	\$609,673	\$304,836

# Priority Listing (Demo)



FFY2024 Competition				FFY2025 Competition				
	Project	Amount	Project Component		Project	Amount	Project Component	
Tier 1	A	90% of ARD	Renewals by performance based score	Tier 1	A	30% of ARD	Aim to preserve PH renewals, based on performance	
	B				B			
	C				C			
	D				D			
	E					\$1,756,907	Tier 1 ARD Subtotal	
	F			Tier 2	E	70% of ARD	renewals, new, reallocated and transition projects	
	G				F			
	H				G			
	I				H			
		\$3,946,650	Tier 1 ARD Subtotal		I			
Tier 2	J	10% of ARD	Lower performing renewals		J	70% of ARD	renewals, new, reallocated and transition projects	
	K				K			
		\$438,517	Tier 2 ARD Subtotal			\$4,099,450	Tier 2 ARD Subtotal	
	L	CoC Bonus	new, reallocated and transition projects		L	CoC Bonus	new, reallocated and transition projects	
	M				M			
	N				O			
		\$776,216	CoC Bonus Amount			\$1,219,346	CoC Bonus Subtotal	
	O	\$970,271	DV Bonus Amount		P	\$609,673	DV Bonus Subtotal	
	P	\$323,424	CoC Planning Amount		Q	\$304,836	CoC Planning Amount	
		\$2,508,429	Tier 2 Subtotal			\$6,233,305	Tier 2 Subtotal	
Total Available to Apply		\$6,455,079	Tier 1 ARD + Tier 2 Subtotal	Total Available to Apply		\$7,990,212	24%	

# Current (FFY24) Wake CoC Grantees

- Wake CoC Permanent Housing (PH) renewal grants, sorted by project type and ARA
- Does not include CoC HMIS, CE or Planning Grants

Applicant Name	Project Name	HIC Project Type	Restrict. (DV /YHDP)	Household Served	Total ARA
CASA	Mckinney	PSH		39	\$224,208
The Women's Center	TWC Integrative, PSH	PSH		17	\$251,000
Triangle Family Services	Renewal Project Application FY2024	PSH		17	\$284,526
Passage Home, INC	Ruth House II - FY24	PSH		14	\$314,064
Wake County - Housing	Consolidated Rental Assistance	PSH		201	\$2,912,808
Haven House Inc.	RRH Homeless Youth 18-24	RRH		4	\$114,661
PLM Families Together	Families Together Renewal	RRH		30	\$185,535
InterAct	InterAct- DV Bonus FY2024	RRH	DV	8	\$1,230,140

# HUD NOFO Priorities

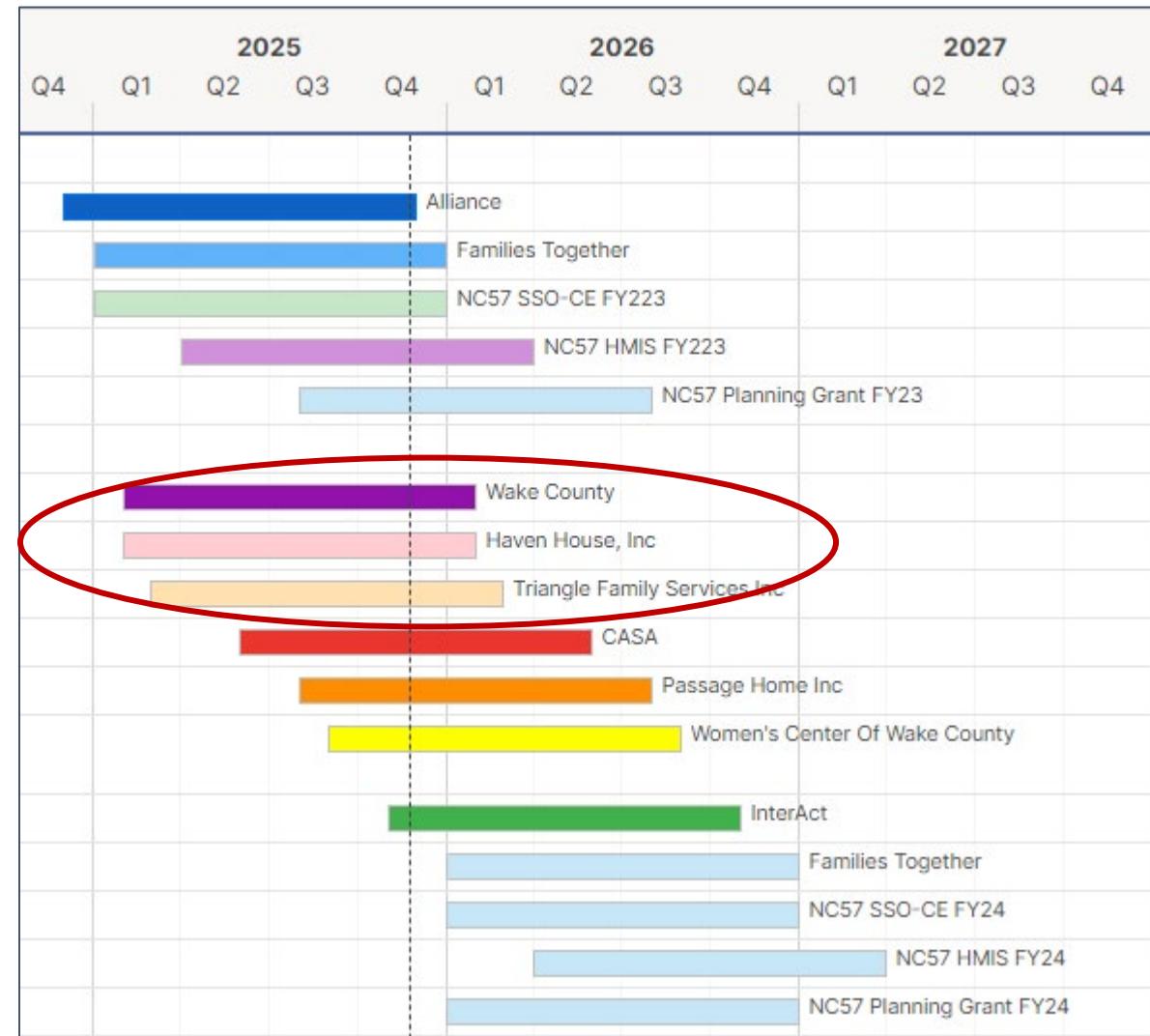
- Ending the Crisis of Homelessness on our Streets
- Prioritizing Treatment and Recovery
- Advancing Public Safety
- Promoting Self-Sufficiency
- Improving Outcomes
- Minimizing Trauma

# Program & Service Impacts

- **Disability:** NOFO does not include substance use disorder in disability definition and lacks specificity on Severe Mental Illness (SMI). Statute still stands (24 CFR 582.5) and includes “physical or mental impairment...”
- **Supportive service participation requirements as condition of enrollment.**
  - For TH – requirement of 40 hours per client per week, scaled based on employment, education or disability.
- **Certifications:** Will not engage in racial preferences and will not operate drug injection, safe consumption sites, distribute drug paraphernalia or conduct activities under pretext of harm reduction.
- **Risk Review:** in addition to previous year criteria, adds two new criteria – public sources (newspapers), history of subsidizing or facilitating activities that conflict with the purposes of this NOFO.

# System Impact

- Evaluating reallocation and transition options to maximize community dollars.
- Expect cash flow issues for grantees with FFY24 PoP end prior to June 2026
  - Larger amount at risk under HUD caps.
  - Anticipate FFY25 awards 06/2026.
- CoC working on transition plans
  - Supporting program exits
  - Transfers to RRH or other voucher type based on need



# CoC Strategy and Approach

- **To Date:**
  - CoC led NOFO Info Sessions, developed FAQs, held 1:1 provider meetings and open Technical Assistance calls.
  - Solicited intent to reallocate/transition for renewal grantees.
  - Collaborating and info sharing with statewide and national groups.
- **Underway:**
  - Preparing local project application for release in the event HUD does not issue.
  - Developed regional application template for CoC staff draft responses and coordination with County Attorney and other departments.
  - Coordinated Entry lead on supporting program reductions, closures and transfers to minimize impact to clients.

# Board Composition

Board representative of the community (Max of 4pts, expect 2-3pts)

- The CoC must demonstrate it has a decision-making governance board that includes:
  - ✓ at least 1 person with a former experience of homelessness;
  - ✓ at least 1 representative of the business community;
    - at least 3 elected public officials;
      - Only have one and no dedicated seats.
    - at least 2 representatives of law enforcement.
      - Only have one re: Sheriff's Office.
- *Noted for 2026 CoC Charter review and amendments.*

# CoC Board Considerations & Requests

- **NOFO items for CoC Board approval:**
  - Priority Listing
  - CoC Consolidated Application
  - Written Standards
- Staff will send a poll to schedule a virtual Board meeting between 01/05 and 01/07.
  - Materials to be sent by 12/23 (Written Standards) and 12/30 (Priority Listing).

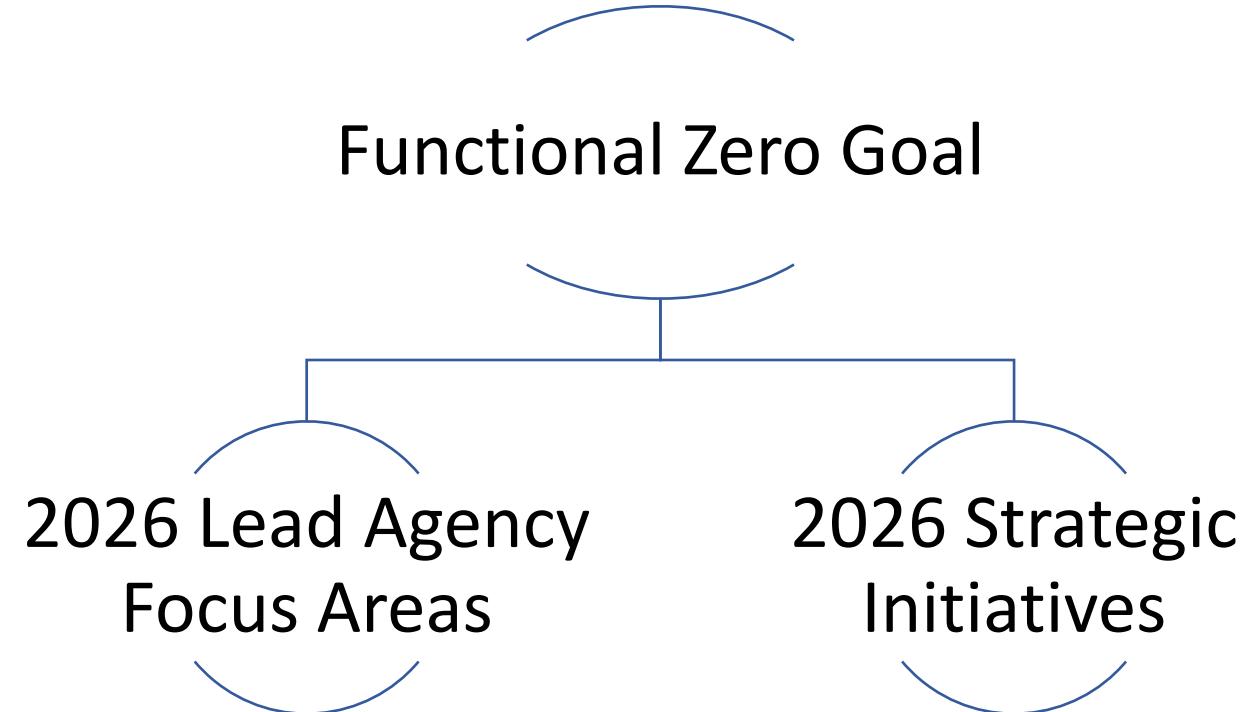


# CoC Priorities & Strategic Planning

Eileen Rosa

# *Reminder: Proposed Approach*

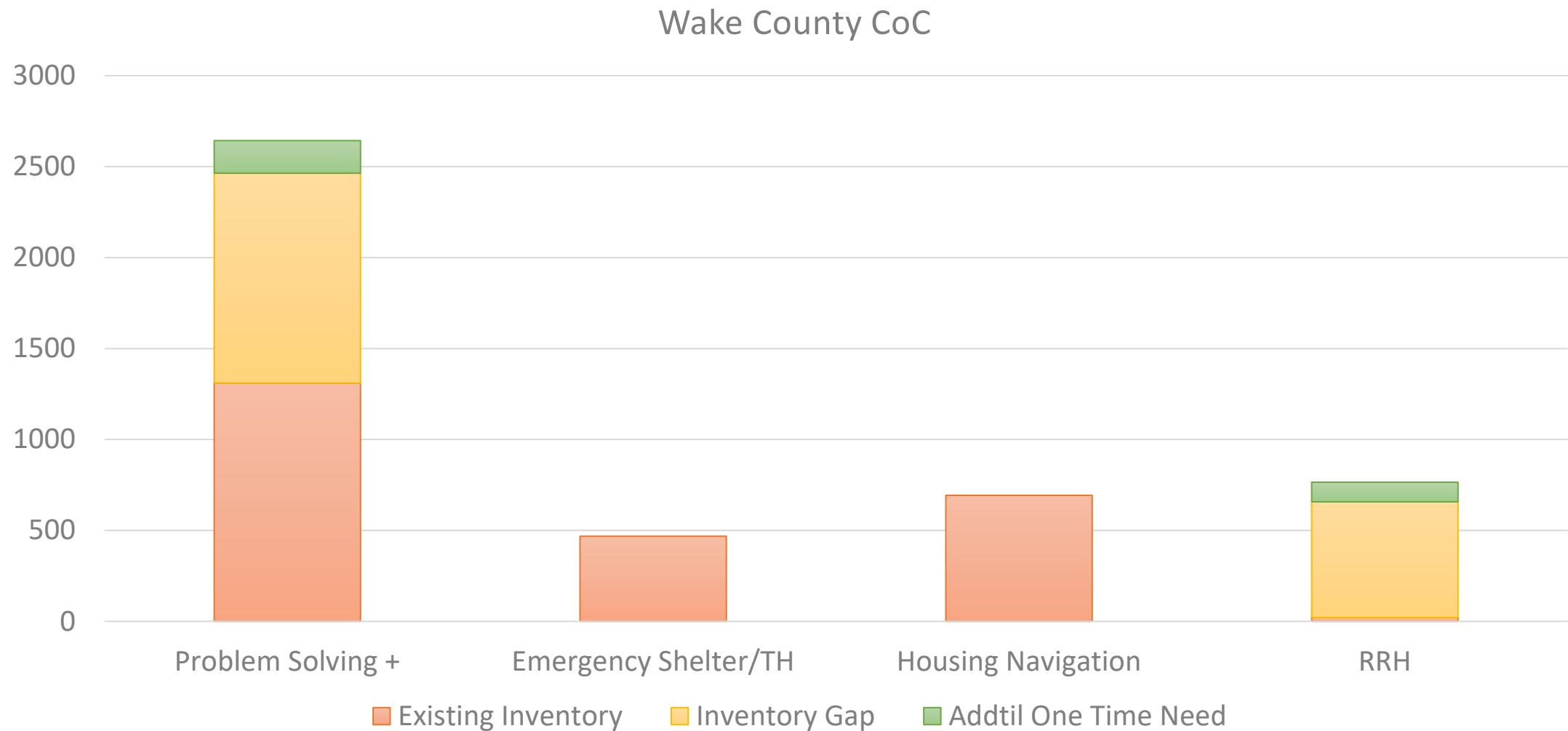
- CoC is working to establish **2026 Strategic Initiatives**.
- Will evaluate multi-year strategic plan once system infrastructure is built out.
- Balance duties and deliverables in CoC MOU.
- Align with County Strategic Plan and City of Raleigh Affordable Housing Plan



# *Reminder: Approach to Date*

- CoC, City of Raleigh, Wake County (Housing + Behavioral Health) and Alliance Health participated in a dynamic system modeling session with Clutch Consulting.
  - Led and informed by Clutch Consulting Group, known for marked reductions in unsheltered homelessness in other large cities (Dallas, New Orleans, Milwaukee).
- Developing resource, cost and implementation package to launch broader initiative to end homelessness.
- Areas of Focus:
  - Implement unsheltered homelessness strategy.
  - Scale diversion and rapid exit interventions.
  - Activate integrated care model.

# Updated System Capacity: Inventory Gap (Single Adults)



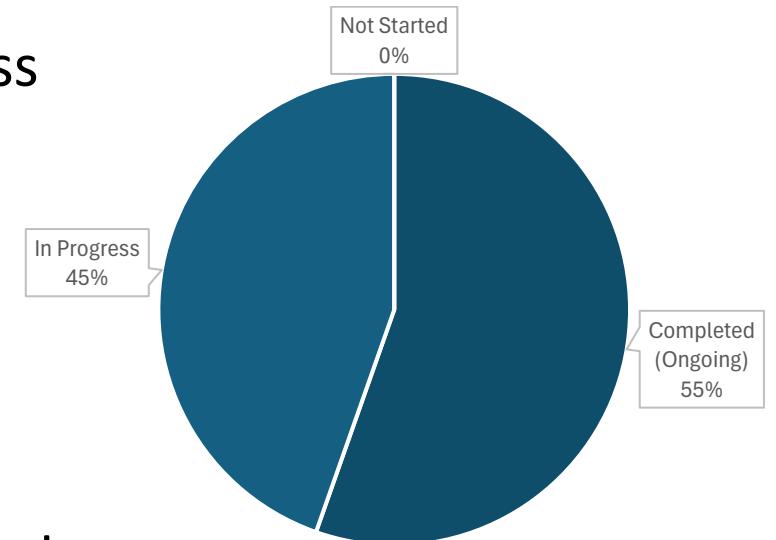
# CoC Accomplishments to Date

- **Lead Agency MOU includes 65 requirements, roles and responsibilities.**

- As of November, 100% are either completed, in progress or are completed, but an ongoing annual requirement.

- **Overview**

- Onboarded 6 of 9 staff in FY26 leading to immediate system improvements.
- Successfully transitioned all Lead Agency CoC Grants.
- Anticipate launch of functional zero initiative and phased virtual access in early 2026.
- Developed and/or updated CoC policies, White Flag Response Plan, etc.



# 2026 Lead Agency Focus Areas

*Informed by MOU Responsibilities “In Progress”*

- **Data Management:** HMIS System Administration, Data Quality and Training.
- **System Performance:** Expanding and formalizing performance monitoring framework, including ESG and CoC grantee monitoring.
- **Communications:** Cohesive communications strategy to improve awareness of available homeless services across community levels.

# Next Steps & Timeline

- Initial draft delayed due to HUD CoC NOFO deadline
- Allows for alignment with new Board member orientation and development of Committee work plans (approved by Board in Feb-Mar).





# Lead Agency Updates

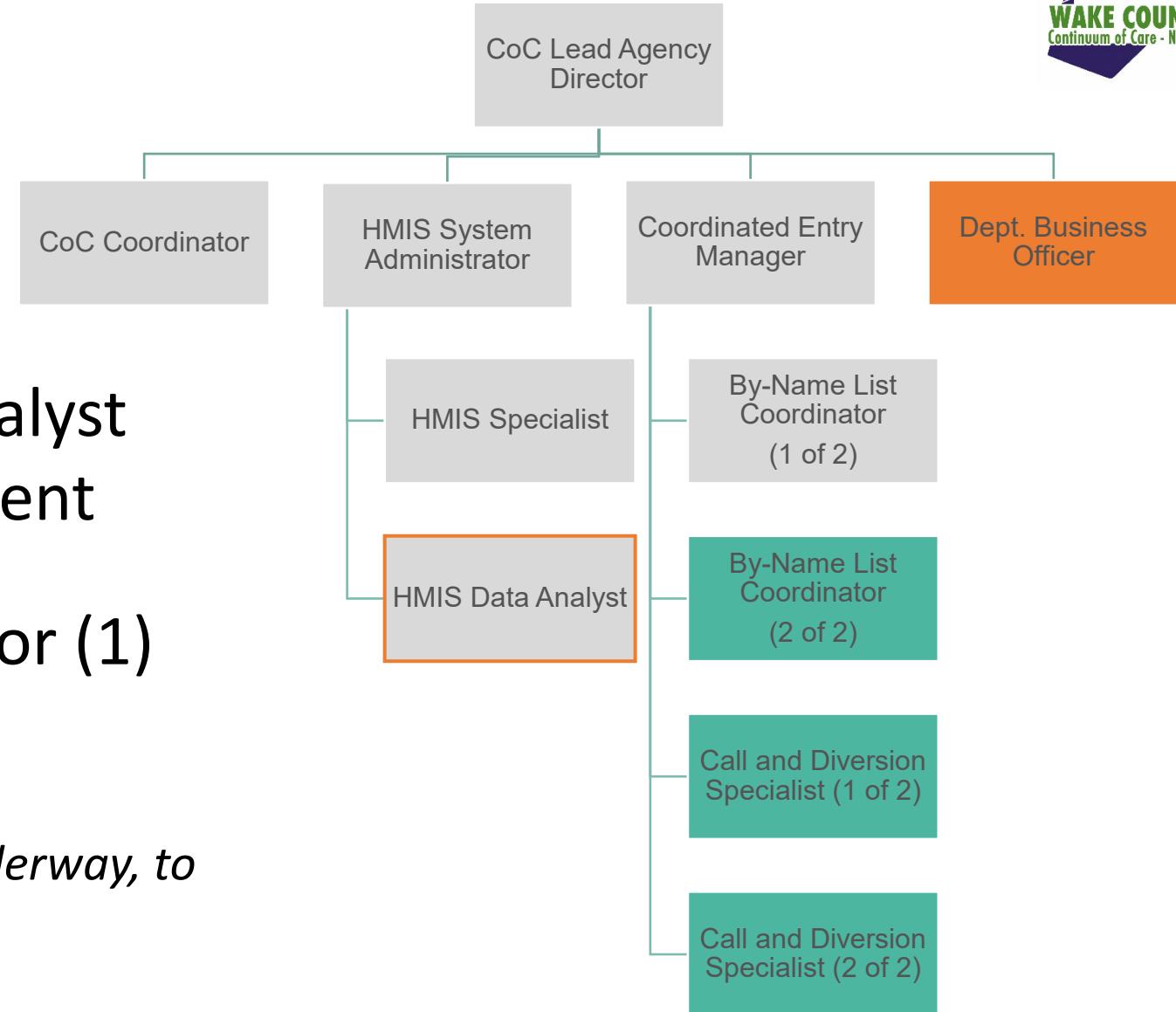
Eileen Rosa

# White Flag

- **Season to Date:**
  - 8 alert nights (below 35 degrees) since November 1<sup>st</sup>
  - Expect continuous alerts December 1<sup>st</sup> through Sunday, December 7<sup>th</sup>
- **Operational Shifts**
  - Second Street Drop In Shelter change to men's only on WF nights to maximize women's capacity at primary site (First Baptist Church).
  - Primary WF sites have a few non-operational dates requiring use of replacement sites to meet demand.

# Staffing Update

- **Onboarding:** HMIS Data Analyst
- **Interviewing:** CoC Department Business Officer
- **Pre-Posting:** BNL Coordinator (1) and Diversion Specialist (2)



*\*County Departmental Business Plan underway, to include staffing and resource needs.*



# December At-A-Glance

Eileen Rosa



# Announcements

# Homeless Memorial

- The Wake County Department of Housing Affordability and Community Revitalization (HACR) is calling for people to submit names for the Homeless Memorial. This event honors those who have died while homeless or recently homeless in Wake County.
- The memorial will take place on the Winter Solstice, which is **Sunday, December 21, 2025, at 7:15 PM at the South Wilmington Street Center-Oak City Cares Campus.**
- Email Caroline Bond at [caroline.bond@wake.gov](mailto:caroline.bond@wake.gov) to submit a name for the memorial or if you have any questions.

# 2026 Point-in-Time Count

- **Save the Date:**

- Overnight Thursday, January 22, 2026 – Daytime Friday, January 23, 2026
  - HUD requires within last 10 days of January.
  - Allows for weather reschedule to following week of 01/29 – 01/30.
- CoC will send official save the date in the CoC Newsletter and post it to the Website.

- **Overview**

- Known Locations/engagement for unsheltered via assigned outreach zones.
- Call for volunteers will be limited based on experience and location needs.
- Contacts for other day/service centers and meal programs needed.
- CoC will purchase care items directly, can otherwise direct donations to agencies.



# Adjourn

**Next Meeting:**  
TBD (01/05 – 01/07)

**Location:**  
Virtual – Microsoft Teams

# Additional NOFO Reference Slides

# Rating Factors

Project Capacity, Review and Ranking (9 pts)	System Performance (40 pts)	CoC Coordination and Engagement (81 pts)
<ul style="list-style-type: none"> <li>• Uses <b>objective criteria</b> and at least 25% of points for SPM on returns + SPM on employment income + service participation requirements</li> <li>• CoC demonstrates a standard process for reallocating from lower performing OR have <b>reallocated</b> at least 20% of ARD since Fy21</li> <li>• <b>Invites new proposals</b> from new entities; posting application on website; attaching all projects with ranking info; notify applicants</li> </ul>	<p><b>Reduces:</b></p> <ul style="list-style-type: none"> <li>• number of homeless individuals and families, unsheltered, decrease in total homeless from 2025 to 2024</li> <li>• number of first time homeless</li> <li>• Length of time homeless</li> <li>• Returns to homelessness</li> </ul> <p><b>Increase/Rate of</b></p> <ul style="list-style-type: none"> <li>• Successful permanent housing placement</li> <li>• Income from employment and non-employment cash sources</li> </ul> <p><b>Other:</b> Timely submission of reports, HMIS participation</p>	<ul style="list-style-type: none"> <li>• Governance practices: membership, board rep, etc.</li> <li>• Availability of</li> <li>• Service participation requirements.</li> <li>• Reduce Encampments</li> <li>• Have or will share PIT, HIC, HMIS, and SPM data with state and local government as permitted by law</li> <li>• Coordination with youth, Vet organizations</li> <li>• Partnerships with Housing Authorities</li> <li>• Public Safety, SORNA</li> <li>• Leveraging Healthcare</li> </ul>

# Policy Preference Points

**Maximum of four (4) preference points may be awarded.**

- **Opportunity Zones** – where 50% of proposed activities are within an Opportunity Zone.
- **Verification of Immigration Status** - if ALL nonprofit applicants voluntarily verify immigration status using SAVE directly or in coordination with state local government

## Undefined Points

- Budget – consistent and eligible with requirements of NOFO.
- Consistency with Consolidated Plan
  - Requires Wake County, City of Raleigh and Town of Cary sign off

# FFY25 NOFO: HUD Priorities (1-3)

- **Ending the Crisis of Homelessness on Our Streets:** CoCs should direct resources towards outreach, intervention, and assistance that helps people regain self-sufficiency. Consistent with Executive Order 14321 “Ending Crime and Disorder on America’s Streets”.
- **Prioritizing Treatment and Recovery:** Prioritize projects that provide the treatment and services people need to recover and regain self-sufficiency including on-site behavioral health treatment, robust wraparound supportive services, and participation requirements.
- **Advancing Public Safety:** CoCs should cooperate with law enforcement to advance public safety for the entire community impacted by homelessness.

# FFY25 NOFO: HUD Priorities (4-6)

- **Promoting Self-Sufficiency:** CoCs should partner with workforce development centers, employers, childcare, and other supportive service providers to increase employment and employment income for program participants.
- **Improving Outcomes:** CoCs should prioritize projects that promote self-sufficiency, increase employment income over government assistance, and promote treatment and recovery.
- **Minimizing Trauma:** CoCs should encourage providers to provide trauma informed care and ensure participant safety in programs, especially for youth and survivors of domestic violence, dating violence, sexual assault, and stalking.