
From: Duane Holder
Sent: Thursday, January 20, 2022 1:49 PM
To: Lorena McDowell
Cc: Ashley Jacobs; Darrell Alford; Jose Cabanas; Joshua Creighton
Subject: RE: Cots

Thank you for the follow-up on this Lorena!

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

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Wear



Wait



Wash

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Thursday, January 20, 2022 1:28 PM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; Darrell Alford <Darrell.Alford@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>; Joshua Creighton <joshua.creighton@wakegov.com>
Subject: RE: Cots

Duane,

Per our conversation, I spoke with Amanda Blue at HT about this request.

This is, indeed, for WF overflow. They do have staff. however, this site is not confirmed as of yet. I asked her to reach out to me if/when the location is confirmed and assured her that I would help to further the conversation with Emergency Management at that time.

In service,

Lorena D. McDowell, MPNA

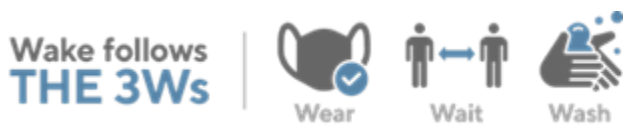
Housing Department Director
Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; k Crawford@partnershipwake.org

Subject: RE: Cots

Importance: High

Good Morning,

The Partnership to End and Prevent Homelessness coordinates White Flag efforts for Wake County. They have been working on a plan for the upcoming weather event and can better explain what is already set in motion as well as any exiting gaps.

I have copied Kim Crawford (Partnership Executive Director) on this email. She should be able to speak to existing White Flag plans and needs.

In service,

Lorena D. McDowell, MPNA

Housing Department Director

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Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; Ashley Jacobs <Ashley.Jacobs@wakegov.com>

Subject: RE: Cots

Lorena can you help get the partners together for a call?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Darrell Alford <Darrell.Alford@wakegov.com>

Date: 1/20/22 07:56 (GMT-05:00)

To: Jose Cabanas <Jose.Cabanas@wakegov.com>, Joshua Creighton <joshua.creighton@wakegov.com>

Cc: Duane Holder <Duane.Holder@wakegov.com>, Lorena McDowell <Lorena.McDowell@wakegov.com>, Ashley Jacobs <Ashley.Jacobs@wakegov.com>

Subject: RE: Cots

All,

I think a call is probably needed. We need to ensure that they have a solid plan in place that includes identified workers, etc.

Darrell Alford

Director

Wake County Government

Fire Services & Emergency Management

darrell.alford@wakegov.com

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Importance: High

Team,

Good morning,

Please see the email thread. Here is the request that I received for cots from Healing Transitions. They are looking at Haywood Gym site due to the demand for white flag at HT.

Lorena/Duane – I am cc'ing you given all the communication going on with community partners about White Flag. Do we need a call with community partners to get everyone in the same sheet?

Thank you,

Jose

José G Cabañas MD, MPH, FAEMS
Chief Medical Officer
Wake County Government
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919.856.6020 office
331 S. McDowell Street
Raleigh, North Carolina, 27601
wakegov.com/ems



From: Vance Haywood <vanceh@stjohnsmcc.org>
Sent: Wednesday, January 19, 2022 7:24 PM
To: cbudnick <cbudnick@healing-transitions.org>
Cc: Jose Cabanas <Jose.Cabanas@wakegov.com>; Amanda Blue <ABlue@healing-transitions.org>
Subject: Re: Cots

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Yes, we would need the cots for Haywood Gymnasium. We are estimating a maximum of 50 based on the square footage. More likely 35-40 depending on interior layout.

Thank you all so much for making all of this possible and so quickly.

Dr Canbanas, please let me know what else I may need to do. You can reach me directly at 919.390.4580

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On Jan 19, 2022, at 19:11, Chris Budnick <CBudnick@healing-transitions.org> wrote:

Pastor Vance,,

I informed the County that I was trying to obtain Haywood Gym at Dix for White Flag. I asked if that happened would the County be able to supply cots. They did this for us in the beginning of the pandemic when we ran the offsite detox.

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Let me know if there is something else that I am missing.

Vance Haywood (he/him)
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Office: 919.834.2611 ext 402

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Fire Services & Emergency Management

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From: Duane Holder
Sent: Friday, January 21, 2022 8:53 AM
To: Darrell Alford; Joshua Creighton; Lorena McDowell
Cc: Ashley Jacobs; Jose Cabanas
Subject: RE: Cots

Ditto! Thanks Josh!

Duane

Duane T. Holder

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Sent: Friday, January 21, 2022 8:21 AM
To: Joshua Creighton <joshua.creighton@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>
Subject: RE: Cots

Thanks Josh for the quick response and turn around !!

Darrell Alford

Director
Wake County Government
Fire Services & Emergency Management
darrell.alford@wakegov.com
919.856.6487 office | 919.500.1554 mobile | 919.856.6236 fax
331 S. McDowell St, P.O. Box 550, Raleigh N.C. 27602
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From: Joshua Creighton <joshua.creighton@wakegov.com>

Sent: Friday, January 21, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Darrell Alford <Darrell.Alford@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>

Subject: RE: Cots

Got it. Staff is on the way to reconfigure a POD for the amount. We'll contact the vendor for delivery. Please ensure somebody will be there to advise the driver where the POD should be placed.

From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Friday, January 21, 2022 6:58 AM

To: Darrell Alford <Darrell.Alford@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>; Joshua Creighton <joshua.creighton@wakegov.com>

Subject: RE: Cots

Good Morning,

Request for 50 cots confirmed by Pastor Vance. They can be delivered to [622 Maywood Ave](#) whenever they're ready.

Thank you!

In service,

Lorena D. McDowell, MPNA

Housing Department Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Darrell Alford <Darrell.Alford@wakegov.com>

Sent: Thursday, January 20, 2022 8:55 PM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>; Joshua Creighton <joshua.creighton@wakegov.com>
Subject: RE: Cots

Good evening. Once the request is confirmed on the how many, where and what time, please let us know. In a normal pre-storm deployment of a POD, it is 4-5 hour delivery time. Any deployment at this point would be based on the contract delivery companies comfort with road conditions. So at the absolute earliest, it would be mid-day tomorrow if we had a firmed up request at 0800 in the morning.

Darrell Alford

Director
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Yes. I am waiting for Pastor Vance to confirm, but wanted to share that the request was made.

In service,

Lorena D. McDowell, MPNA

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Sent: Thursday, January 20, 2022 8:28 AM

To: Duane Holder <Duane.Holder@wakegov.com>; Darrell Alford <Darrell.Alford@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>; Joshua Creighton <joshua.creighton@wakegov.com>

Cc: Ashley Jacobs <Ashley.Jacobs@wakegov.com>; kcrawford@partnershipwake.org

Subject: RE: Cots

Importance: High

Good Morning,

The Partnership to End and Prevent Homelessness coordinates White Flag efforts for Wake County. They have been working on a plan for the upcoming weather event and can better explain what is already set in motion as well as any exiting gaps.

I have copied Kim Crawford (Partnership Executive Director) on this email. She should be able to speak to existing White Flag plans and needs.

In service,

Lorena D. McDowell, MPNA

Housing Department Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Thursday, January 20, 2022 8:03 AM

To: Darrell Alford <Darrell.Alford@wakegov.com>; Jose Cabanas <Jose.Cabanas@wakegov.com>; Joshua Creighton <joshua.creighton@wakegov.com>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; Ashley Jacobs <Ashley.Jacobs@wakegov.com>

Subject: RE: Cots

Lorena can you help get the partners together for a call?

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Darrell Alford <Darrell.Alford@wakegov.com>

Date: 1/20/22 07:56 (GMT-05:00)

To: Jose Cabanas <Jose.Cabanas@wakegov.com>, Joshua Creighton <joshua.creighton@wakegov.com>

Cc: Duane Holder <Duane.Holder@wakegov.com>, Lorena McDowell <Lorena.McDowell@wakegov.com>, Ashley Jacobs <Ashley.Jacobs@wakegov.com>

Subject: RE: Cots

All,

I think a call is probably needed. We need to ensure that they have a solid plan in place that includes identified workers, etc.

Darrell Alford

Director

Wake County Government

Fire Services & Emergency Management

darrell.alford@wakegov.com

919.856.6487 office | 919.500.1554 mobile | 919.856.6236 fax

331 S. McDowell St, P.O. Box 550, Raleigh N.C. 27602

wakegov.com



From: Jose Cabanas <Jose.Cabanas@wakegov.com>

Sent: Thursday, January 20, 2022 7:49 AM

To: Joshua Creighton <joshua.creighton@wakegov.com>; Darrell Alford <Darrell.Alford@wakegov.com>

Cc: Duane Holder <Duane.Holder@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>; Ashley Jacobs <Ashley.Jacobs@wakegov.com>

Subject: FW: Cots

Importance: High

Team,

Good morning,

Please see the email thread. Here is the request that I received for cots from Healing Transitions. They are looking at Haywood Gym site due to the demand for white flag at HT.

Lorena/Duane – I am cc'ing you given all the communication going on with community partners about White Flag. Do we need a call with community partners to get everyone in the same sheet?

Thank you,

Jose

José G Cabañas MD, MPH, FAEMS
Chief Medical Officer
Wake County Government
Jose.cabanas@wakegov.com
919.856.6020 office
331 S. McDowell Street
Raleigh, North Carolina, 27601
wakegov.com/ems



From: Vance Haywood <vanceh@stjohnsmcc.org>
Sent: Wednesday, January 19, 2022 7:24 PM
To: cbudnick <cbudnick@healing-transitions.org>
Cc: Jose Cabanas <Jose.Cabanas@wakegov.com>; Amanda Blue <ABlue@healing-transitions.org>
Subject: Re: Cots

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Thank you!

Yes, we would need the cots for Haywood Gymnasium. We are estimating a maximum of 50 based on the square footage. More likely 35-40 depending on interior layout.

Thank you all so much for making all of this possible and so quickly.

Dr Canbanas, please let me know what else I may need to do. You can reach me directly at 919.390.4580

Sent from my iPhone

On Jan 19, 2022, at 19:11, Chris Budnick <CBudnick@healing-transitions.org> wrote:

Pastor Vance,,

I informed the County that I was trying to obtain Haywood Gym at Dix for White Flag. I asked if that happened would the County be able to supply cots. They did this for us in the beginning of the pandemic when we ran the offsite detox.

Since it sounds like you will work directly with DHHS, I suggested that you coordinate directly with Dr. Cabanas for cots if needed.

He can coordinate with the County's Emergency Management team if needed. But need to move fast as it would need tomorrow before inclement weather.

Chris

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Pastor Vance <vanceh@stjohnsmcc.org>

Date: 1/19/22 7:06 PM (GMT-05:00)

To: Chris Budnick <CBudnick@healing-transitions.org>

Cc: "Jose Cabanas (Jose.Cabanas@wakegov.com)" <jose.cabanas@wakegov.com>, Amanda Blue <ABlue@healing-transitions.org>

Subject: Re: Cots

Good evening,

I don't see the other portion of the conversation so I am not sure which cots we are referring to.

I can say that we have requested more for our current location to replace a few. We would also need cots in the gymnasium as well to run the shelter.

Let me know if there is something else that I am missing.

Vance Haywood (he/him)
Senior Pastor
St. John's MCC
Office: 919.834.2611 ext 402

www.stjohnsmcc.org

www.facebook.com/stjohnsmcc

On Jan 19, 2022, at 6:29 PM, Chris Budnick <CBudnick@healing-transitions.org> wrote:

Dr. Cabanas,

Thank you very much for your responsiveness.

I reached out to DHHS about Haywood Gym. DHHS has been responsive, and the current status is they would contract directly with St. John's Metropolitan Community Church to help with White Flag demand. This would lessen the demand upon us for providing White Flag services with the high rates of COVID. I wasn't sure which direction this was going to go (DHHS working with us or St. John's) when I first reached out but would think that Pastor Vance could still use the cots. I'll ask him to respond here.

Chris

From: Duane Holder
Sent: Friday, February 4, 2022 6:25 PM
To: David Ellis; Lorena McDowell
Subject: FW: White Flag Declarations: Sunday Feb 6 - Sunday Feb 13

David, below is the White Flag info sent by the Partnership earlier today. Only church is St. John's.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Date: 2/4/22 12:10 (GMT-05:00)
To: Duane Holder <Duane.Holder@wakegov.com>
Subject: FW: White Flag Declarations: Sunday Feb 6 - Sunday Feb 13

FYI

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com











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From: Kim Crawford <kcrawford@partnershipwake.org>
Sent: Friday, February 4, 2022 11:53 AM
To: Jenn Von Egidy <jvonegidy@partnershipwake.org>
Subject: RE: White Flag Declarations: Sunday Feb 6 - Sunday Feb 13
Importance: High

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White Flag for the next week. Below are the updated dates. We will continue to monitor, if the temps change dramatically we will review these current declarations. There will be no day "warming" declarations made during the week.

WHITE FLAG Declarations: Feb 6 – Feb 13 Sunday Feb 6 Monday Feb 7 Tuesday Feb 8 Wednesday Feb 9 Thursday Feb 10 Saturday Feb 12 Sunday Feb 13	<p>White Flag location: St. Johns MCC: 622 Maywood Ave Salvation Army: 1863 Capital Blvd (Families) Shelters open at 5pm</p>
--	---

Sun 06	47°/29°		Sunny
Mon 07	47°/34°		Rain
Tue 08	54°/27°		Mostly Sunny
Wed 09	57°/32°		Sunny
Thu 10	60°/34°		Mostly Sunny
Fri 11	60°/38°		Mostly Sunny
Sat 12	60°/34°		Mostly Sunny
Sun 13	55°/28°		Partly Cloudy

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



You're receiving this message because you're a member of the CoC Distribution List group from The Partnership to End and Prevent Homelessness. To take part in this conversation, reply all to this message.

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From: Duane Holder
Sent: Friday, February 4, 2022 6:26 PM
To: Lorena McDowell
Subject: RE: White Flag Declarations: Sunday Feb 6 - Sunday Feb 13

Note that there will not be daytime shelter or warming. Just overnight shelter beginning at 5pm.

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Date: 2/4/22 12:10 (GMT-05:00)
To: Duane Holder <Duane.Holder@wakegov.com>
Subject: FW: White Flag Declarations: Sunday Feb 6 - Sunday Feb 13

FYI

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

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Sun 13	55°/28°		Partly Cloudy

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From: SmootPsych <smootpsych@gmail.com>
Sent: Wednesday, February 16, 2022 8:03 PM
To: Kim Crawford; Lorena McDowell
Cc: Edward Barberio; David Harris; kimberlylawyer@gmail.com; Paige Jacob; Sharon Edmundson; Duane Holder; David Ellis
Subject: Re: Wake County + Partnership meeting / assistance request

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Hi Kim & Colleagues,

I felt the need to respond to this thread of emails about the monitoring of the contract between Wake County and the Raleigh/Wake Partnership to End and Prevent Homelessness. We all understand that grantors have every right and responsibility to monitor a grantee's performance of contract objectives. However, nothing about this process appears to be the usual and customary process for conducting a monitoring.

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- Our board member, a County employee, implied that the report would likely be available the week following the board meeting. That has been a month ago and we still do not have an official notice of the monitoring or the report.
- We had monthly meetings with the County staffperson who directly interfaced with us. No mention was made of performance concerns in these meetings.
- Our contract referenced that a quarterly monitoring would be conducted but no quarterly monitoring reports have been made available to us.

It is unfortunate that more information has not been forthcoming about this monitoring. I question whether any other grantees of Wake County have been monitored in such a fashion. When we questioned the lack of transparency and notification, we were reminded of communication that occurred as far back as three years ago when questions were raised to me and former executive director, Abbie Szymanski, about our leadership status.

Those leadership questions were resolved when we announced the interim leadership through Chris Estes and the permanent leadership provided by Kim Crawford. I am at a loss how any of that years-ago feedback has anything to do with the current contract and monitoring that is underway. It feels as if this monitoring is judging the Partnership itself, without notice or opportunity to respond, rather than our performance of the current contract with Wake County.

As we all know, the Partnership and our CoC underwent dramatic change from March, 2020 onward. I am always encouraged by the good work the Partnership is doing. I believe we have stood together with Wake County and the City of Raleigh to convene local partners as we all sought to protect our most vulnerable citizens during the pandemic. We are staffing and supporting the CoC Governance Board through its first year of existence. We are providing hours and hours of training in best practices for our CoC partners.

There is not room here to detail all the accomplishments of our staff team. As a Board member for many years, I am extremely proud of the work they have done. As a person of faith, I am humbly grateful that we are able to do our part in making life better for "the least of these," those living on the margins of society and experiencing homelessness.

I agree with Kim that a meeting to discuss Wake County - Partnership status is in order. I would expand that to include matters affecting the Wake County - Partnership - CoC inter-relations. So much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

On Thu, Feb 10, 2022 at 9:27 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good morning, Wake County Colleagues –

On behalf of the Partnership and our Board of Directors, we'd like to schedule a meeting with you to discuss the Partnership – Wake County relationship.

It has recently been brought to our attention that there are concerns regarding our relationship and / or our performance as a grantee of Wake County Housing Affordability and Community Revitalization.

- On January 21, the Board of Directors was informed that the Partnership was recently monitored, the final report was being reviewed by Executive Leadership, and that the report would be made available to the Partnership very soon. We were also informed that there were areas that "need improvement."
- On February 8th, we were informed that David Harris was providing information for a report to Leadership. Still no detail was provided, only that we are "doing well in some areas, and not so well in others." When asked if the Partnership was in "good standing" with Wake County or if our funding for the next year was in jeopardy, the response was he could neither confirm or deny.

Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is "technical assistance" that Wake County can provide to assist with getting us on track, we would welcome that as well.

We believe we share a common vision for our community, we most certainly value our ongoing relationship and partnership. A conversation can be the first step in informing us what steps we all can take to rectify and / or rebuild this valuable relationship. Thank you.

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Lorena McDowell
Sent: Wednesday, February 16, 2022 8:21 PM
To: SmootPsych; Kim Crawford
Cc: Edward Barberio; David Harris; kimberlylawyer@gmail.com; Paige Jacob; Sharon Edmundson; Duane Holder; David Ellis
Subject: RE: Wake County + Partnership meeting / assistance request
Attachments: RE: Wake County + Partnership meeting / assistance request

Good Evening,

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Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: David Ellis
Sent: Thursday, February 17, 2022 8:20 AM
To: Lorena McDowell; Duane Holder
Subject: RE: Wake County + Partnership meeting / assistance request

Good Morning,

So as I mentioned I am good moving forward. We need to draft the termination letter, provide a copy to the Board along with some bullets that the Board can use when they are contacted. I believe we need to give the Board a day or two to digest before sending out. Also, just in case they decide to throw up their hands and walk away we need a back up white flag plan.

Thanks

David Ellis

County Manager
Wake County Government
Office of the County Manager
David.Ellis@wakegov.com
919.856.6160 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



Wear



Wait



Wash

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Wednesday, February 16, 2022 8:23 PM
To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request

We really need to move on this, one way or the other.

Please advise.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Lorena McDowell

Sent: Wednesday, February 16, 2022 8:21 PM

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Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>;

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Subject: RE: Wake County + Partnership meeting / assistance request

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Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: Re: Wake County + Partnership meeting / assistance request

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Board Member

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Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Duane Holder
Sent: Thursday, February 17, 2022 8:56 AM
To: Lorena McDowell; David Ellis
Subject: RE: Wake County + Partnership meeting / assistance request

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Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

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THE 3Ws



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Thursday, February 17, 2022 8:45 AM
To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

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How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Thanks

David Ellis

County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, February 16, 2022 8:23 PM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

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Please advise.

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Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Lorena McDowell

Sent: Wednesday, February 16, 2022 8:21 PM

To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Wake County Government

Housing Affordability & Community Revitalization



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Sent: Wednesday, February 16, 2022 8:03 PM

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Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: Re: Wake County + Partnership meeting / assistance request

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From: Edward Barberio
Sent: Thursday, February 17, 2022 9:49 AM
To: Lorena McDowell; Alicia Arnold; Vanessa Kopp; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

Will do-

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Thursday, February 17, 2022 9:48 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request
Importance: High

All,

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I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

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County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

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Sent: Wednesday, February 16, 2022 8:21 PM
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Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



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David L. Smoot, PhD

www.wakefamilypsych.com

From: Alicia Arnold
Sent: Thursday, February 17, 2022 12:10 PM
To: Edward Barberio; Vanessa Kopp; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

- Request to amend contract for ineligible costs
- Requested reimbursement for ineligible cost (attorney fees for EEOC suit)
- Point in Time Methodology – Vanessa can explain more
- Staffing and funding is unsustainable
- Access Hub data errors affecting all service types and requiring significant agency capacity to “clean-up”

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Housing Affordability & Community Revitalization Department
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com

Wake follows
THE 3Ws



Wear



Wait



Wash

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Sent: Thursday, February 17, 2022 9:49 AM
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Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
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To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

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Wash

From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com

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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Thanks

David Ellis

County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com

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THE 3Ws**



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Subject: FW: Wake County + Partnership meeting / assistance request

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Director

Wake County Government

Housing Affordability & Community Revitalization

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**Wake follows
THE 3Ws**



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From: Lorena McDowell
Sent: Wednesday, February 16, 2022 8:21 PM
To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
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Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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Sent: Wednesday, February 16, 2022 8:03 PM
To: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>
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much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

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Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is “technical assistance” that Wake County can provide to assist with getting us on track, we would welcome that as well.

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Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Edward Barberio
Sent: Thursday, February 17, 2022 12:51 PM
To: Alicia Arnold; Vanessa Kopp; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

Thank you Alicia!

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com



From: Alicia Arnold <Alicia.Arnold@wakegov.com>
Sent: Thursday, February 17, 2022 12:10 PM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

- Request to amend contract for ineligible costs
- Requested reimbursement for ineligible cost (attorney fees for EEOC suit)
- Point in Time Methodology – Vanessa can explain more
- Staffing and funding is unsustainable
- Access Hub data errors affecting all service types and requiring significant agency capacity to “clean-up”

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Housing Affordability & Community Revitalization Department
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com



From: Edward Barberio <Edward.Barberio@wakegov.com>
Sent: Thursday, February 17, 2022 9:49 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp

<Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Will do-

Edward Barberio

Deputy Director

Wake County Government

Housing Affordability & Community Revitalization

edward.barberio@wakegov.com

919.856.5421 office | 919.856.5594 fax

336 Fayetteville St., Suite 440

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From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 9:48 AM

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Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

All,

Please see below and an FYI. **This information should not be shared outside of this group until official notice is given to the City and the Partnership.**

Ed: Can you work on the bullet points by COB? Tap the folks copied here for input as needed.

I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Thursday, February 17, 2022 8:56 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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David Ellis

County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

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To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

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Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

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From: Lorena McDowell

Sent: Wednesday, February 16, 2022 8:21 PM

To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

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Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



From: Diane Cilento
Sent: Thursday, February 17, 2022 1:02 PM
To: Edward Barberio
Cc: Alicia Arnold; David Harris; Vanessa Kopp
Subject: RE: Wake County + Partnership meeting / assistance request

David may have captured these in his report, let me know if you have any questions or need more detail.

- By Name List/Referrals
 - A significant majority of referrals are not viable or forwarded in a timely matter. For example,
 - only 41% of referrals received in the last year have resulted in approved applications.
 - Requested 10 referrals on/about January 31, 2022 as of this writing we have received 3 (referrals, not applications.)
- 2021 NOFO process:
 - Overall lack of transparency and inaccuracies in calculations and reporting. For example,
 - WCHACR PPHS DD found that Permanent Supportive Housing (PSH) not in Written Standards, notified Partnership
 - WCHACR PPHS DD found that Partnership staff was not referencing the HUD Annual Renewal Demand Report, notified Partnership
 - Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted

Diane M. Cilento

Director
Housing Affordability and Community Revitalization/
Permanent Housing & Supportive Services Division
Wake County Government
Diane.Cilento@wakegov.com
919.856.5275 office
wakegov.com



From: Edward Barberio <Edward.Barberio@wakegov.com>
Sent: Thursday, February 17, 2022 9:49 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Will do-

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com

919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
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Subject: FW: Wake County + Partnership meeting / assistance request
Importance: High

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Wake County Government
Housing Affordability & Community Revitalization
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919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>
Sent: Thursday, February 17, 2022 8:56 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

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Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Thanks

David Ellis

County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, February 16, 2022 8:23 PM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

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Please advise.

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From: Lorena McDowell
Sent: Wednesday, February 16, 2022 8:21 PM
To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Good Evening,

I am attaching the response that I wrote to Kim's message below, which includes just a few past and present examples our communicating concerns with the Partnership staff and Board. I assure you, other conversations have taken place with your Executive Director regarding County leadership concerns as well.

As I also stated in the attached message, the Monitoring Report and guidance on next steps now rest with the County Manager's Office. I have been keeping them abreast of communications and concerns related to the relationship between the County and the Partnership. This includes concerns from both County and Partnership staff. Seeing that you have copied both David and Duane on this message, you can now rest assured that they are aware of your concerns as well.

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Lorena D. McDowell, MPNA

Director
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kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>;
Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: Re: Wake County + Partnership meeting / assistance request

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Hi Kim & Colleagues,

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- We had monthly meetings with the County staffperson who directly interfaced with us. No mention was made of performance concerns in these meetings.
- Our contract referenced that a quarterly monitoring would be conducted but no quarterly monitoring reports have been made available to us.

It is unfortunate that more information has not been forthcoming about this monitoring. I question whether any other grantees of Wake County have been monitored in such a fashion. When we questioned the lack of transparency and notification, we were reminded of communication that occurred as far back as three years ago when questions were raised to me and former executive director, Abbie Szymanski, about our leadership status.

Those leadership questions were resolved when we announced the interim leadership through Chris Estes and the permanent leadership provided by Kim Crawford. I am at a loss how any of that years-ago feedback has anything to do with the current contract and monitoring that is underway. It feels as if this monitoring is judging the Partnership itself, without notice or opportunity to respond, rather than our performance of the current contract with Wake County.

As we all know, the Partnership and our CoC underwent dramatic change from March, 2020 onward. I am always encouraged by the good work the Partnership is doing. I believe we have stood together with Wake County and the City of Raleigh to convene local partners as we all

sought to protect our most vulnerable citizens during the pandemic. We are staffing and supporting the CoC Governance Board through its first year of existence. We are providing hours and hours of training in best practices for our CoC partners.

There is not room here to detail all the accomplishments of our staff team. As a Board member for many years, I am extremely proud of the work they have done. As a person of faith, I am humbly grateful that we are able to do our part in making life better for "the least of these," those living on the margins of society and experiencing homelessness.

I agree with Kim that a meeting to discuss Wake County - Partnership status is in order. I would expand that to include matters affecting the Wake County - Partnership - CoC inter-relations. So much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

On Thu, Feb 10, 2022 at 9:27 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good morning, Wake County Colleagues –

On behalf of the Partnership and our Board of Directors, we'd like to schedule a meeting with you to discuss the Partnership – Wake County relationship.

It has recently been brought to our attention that there are concerns regarding our relationship and / or our performance as a grantee of Wake County Housing Affordability and Community Revitalization.

- On January 21, the Board of Directors was informed that the Partnership was recently monitored, the final report was being reviewed by Executive Leadership, and that the report would be made available to the Partnership very soon. We were also informed that there were areas that "need improvement."
- On February 8th, we were informed that David Harris was providing information for a report to Leadership. Still no detail was provided, only that we are "doing well in some areas, and not so well in others." When asked if the Partnership was in "good standing" with Wake County or if our funding for the next year was in jeopardy, the response was he could neither confirm or deny.

Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is "technical assistance" that Wake County can provide to assist with getting us on track, we would welcome that as well.

We believe we share a common vision for our community, we most certainly value our ongoing relationship and partnership. A conversation can be the first step in informing us what steps we all can take to rectify and / or rebuild this valuable relationship. Thank you.

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Edward Barberio
Sent: Thursday, February 17, 2022 1:53 PM
To: Alicia Arnold; David Harris; Diane Cilento; Vanessa Kopp
Subject: RE: Wake County + Partnership meeting / assistance request

Thank you all for the input! I combined all submittals- please take a look below for accuracy/any edits.
Thanks!

Issues:

- The Partnership submitted FY21 invoices for expenditures that were not compliant with the line-item budget or exceeded the approved line-item budget attached to the contract or contract amendment, such as reimbursement for ineligible costs (attorney fees for EEOC suit)
- The Partnership requested to amend their contract to include ineligible costs
- The Partnership requested to reduce their contracted scope of work by 60% due to non-performance/inability to perform
- The Partnership was not timely in expenditure of FY21 Wake County funds. The agency did not inform the County during the contracted period that they were not on track to expend resources dedicated to the contract or meet outcomes defined in the contract.
- Both current and former staff have contacted the County to voice concerns about the Partnership. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly, work policies were not followed, and reports of discrimination based on race and other factors exists.
- The Partnership signed the FY22 funding contract with Wake County but did not to comply with the terms of the contract requiring system administration licenses. This matter was not resolved at the end of 2021 calendar year.
- All CoC grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. No explanation or logic was provided for these decisions nor was it shared with the community.
- The Partnership lacks technical expertise in HMIS to lead system-wide efficiencies. Access Hub data collection and reporting errors impacting Wake Prevent data quality, as several other agencies brought up at the most recent CoC Membership Meeting on Monday (back-up attached). For example, conclusions determined are not directly supported by the data metrics examined.
- Un-resolved Access Hub referral data issues affecting all service types and requiring significant agency capacity to "clean-up".
- Point in Time Methodology- has to be re-performed as inadequate/insufficient data was gathered (unsure why they did not use last year's method/questions)
- The Partnership struggled with the implementation of communitywide Housing Navigation. This responsibility was transferred to Housing Department for improvement. The relaunch required extensive programmatic improvements rooted in landlord engagement.
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- The Partnership's staffing and funding model appears to be unsustainable/not viable
- Access Hub data errors affecting all service types and requiring significant agency capacity to "clean-up"
- By Name List/Referrals
 - A significant majority of referrals are not viable or forwarded in a timely matter. For example,
 - only 41% of referrals received in the last year have resulted in approved applications.
 - Requested 10 referrals on/about January 31, 2022 as of this writing we have received 3 (referrals, not applications.)
- 2021 NOFO process:
 - Overall lack of transparency and inaccuracies in calculations and reporting. For example,

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- WCHACR PPHS DD found that Partnership staff was not referencing the HUD Annual Renewal Demand Report, notified Partnership
- Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted

Edward Barberio

Deputy Director

Wake County Government

Housing Affordability & Community Revitalization

edward.barberio@wakegov.com

919.856.5421 office | 919.856.5594 fax

336 Fayetteville St., Suite 440

Raleigh, NC 27602

wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 9:48 AM

To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

All,

Please see below and an FYI. **This information should not be shared outside of this group until official notice is given to the City and the Partnership.**

Ed: Can you work on the bullet points by COB? Tap the folks copied here for input as needed.

I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Thursday, February 17, 2022 8:56 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Lorena, if you can send me key elements/bullets for a letter, we can work together on drafting a letter to the Partnership.

My thoughts are to have something ready to be sent out by next Wednesday (2/23). We could notify the Board on Monday. David, since this is a contractual issue, how would you feel about sharing with this them in Closed Session on Monday?

Assuming we're good with the Board, we could then give the City official notice on Tuesday.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

Follow us at:



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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County Manager

Wake County Government

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919.856.6160 office

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From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Wednesday, February 16, 2022 8:23 PM
To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
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Sent: Wednesday, February 16, 2022 8:21 PM
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Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Edward Barberio
Sent: Thursday, February 17, 2022 4:04 PM
To: Lorena McDowell
Cc: Alicia Arnold; David Harris; Diane Cilento; Vanessa Kopp
Subject: FW: Wake County + Partnership meeting / assistance request

This is what we came up with-

Issues:

- The Partnership submitted FY21 invoices for expenditures that were not compliant with the line-item budget or exceeded the approved line-item budget attached to the contract or contract amendment, such as reimbursement for ineligible costs (attorney fees for EEOC suit)
- The Partnership requested to amend their contract to include ineligible costs
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Edward Barberio

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edward.barberio@wakegov.com

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336 Fayetteville St., Suite 440

Raleigh, NC 27602

wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 9:48 AM

To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

All,

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I will work with Duane on the letter.

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In service,

Lorena D. McDowell, MPNA

Director

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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Thursday, February 17, 2022 8:56 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

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Assuming we're good with the Board, we could then give the City official notice on Tuesday.

Duane T. Holder

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Duane.Holder@wakegov.com
919.856.5533 office
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wakegov.com

Follow us at:



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Will do. Wasn't sure if you wanted me to fill you in on the City conversation before moving forward. We'll begin working on this and I'll be at the Board Retreat today, if you would like to discuss.

How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Good Morning,

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Thanks

David Ellis

County Manager

Wake County Government

Office of the County Manager

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919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

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Sent: Wednesday, February 16, 2022 8:23 PM
To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request

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Please advise.

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Sent: Wednesday, February 16, 2022 8:21 PM
To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>;
kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>;
Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
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As I also stated in the attached message, the Monitoring Report and guidance on next steps now rest with the County Manager's Office. I have been keeping them abreast of communications and concerns related to the relationship between the County and the Partnership. This includes concerns from both County and Partnership staff. Seeing that you have copied both David and Duane on this message, you can now rest assured that they are aware of your concerns as well.

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Hi Kim & Colleagues,

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- We were not notified that a monitoring was to be commenced.
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Those leadership questions were resolved when we announced the interim leadership through Chris Estes and the permanent leadership provided by Kim Crawford. I am at a loss how any of that years-ago feedback has anything to do with the current contract and monitoring that is underway. It feels as if this monitoring is judging the Partnership itself, without notice or opportunity to respond, rather than our performance of the current contract with Wake County.

As we all know, the Partnership and our CoC underwent dramatic change from March, 2020 onward. I am always encouraged by the good work the Partnership is doing. I believe we have stood together with Wake County and the City of Raleigh to convene local partners as we all sought to protect our most vulnerable citizens during the pandemic. We are staffing and supporting the CoC Governance Board through its first year of existence. We are providing hours and hours of training in best practices for our CoC partners.

There is not room here to detail all the accomplishments of our staff team. As a Board member for many years, I am extremely proud of the work they have done. As a person of faith, I am humbly grateful that we are able to do our part in making life better for "the least of these," those living on the margins of society and experiencing homelessness.

I agree with Kim that a meeting to discuss Wake County - Partnership status is in order. I would expand that to include matters affecting the Wake County - Partnership - CoC inter-relations. So much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

On Thu, Feb 10, 2022 at 9:27 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good morning, Wake County Colleagues –

On behalf of the Partnership and our Board of Directors, we'd like to schedule a meeting with you to discuss the Partnership – Wake County relationship.

It has recently been brought to our attention that there are concerns regarding our relationship and / or our performance as a grantee of Wake County Housing Affordability and Community Revitalization.

- On January 21, the Board of Directors was informed that the Partnership was recently monitored, the final report was being reviewed by Executive Leadership, and that the report would be made available to the Partnership very soon. We were also informed that there were areas that "need improvement."

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Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is “technical assistance” that Wake County can provide to assist with getting us on track, we would welcome that as well.

We believe we share a common vision for our community, we most certainly value our ongoing relationship and partnership. A conversation can be the first step in informing us what steps we all can take to rectify and / or rebuild this valuable relationship. Thank you.

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Vanessa Kopp
Sent: Thursday, February 17, 2022 4:06 PM
To: Edward Barberio; Lorena McDowell
Cc: Alicia Arnold; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

Please let me know if I need to clarify anything!

Point in Time Methodology Issues:

- The Partnership and PIT volunteers only administered **216 surveys across 4 days of surveying (January 26-29, 2022)**. In years past, the sample size for the unsheltered Point in Time included up to **500 surveys on a single day of surveying**. A larger sample size is necessary to ensure there is wide enough inquiry to gather the most accurate count.
- Partnership staff commented during the Data Advisory Committee meeting on 2/16 that the 2022 PIT survey did not ask respondents whether they were unsheltered, but rather asked *"Where is the survey taking place?"* The options included anywhere from a campsite to a service site. This is poor survey methodology as individuals could have stayed in a sheltered location on the night of the PIT but attended a service centers for meals, visited friends at a campsite, etc. HUD requires that individuals be asked the standard question of **"Where did you sleep last night (or on the night of PIT)?"**
 - o This information is verified in the 2022 PIT training video conducted by the partnership and listed here: <https://youtu.be/AAAI0DOYIEY> (A review of the questions begins at 30:28).
- The survey asks *"Are you a veteran?"* HUD's definition of a veteran is that an individual must serve at least one day of active duty. A more appropriate way to ask this question, as we have in the past, is **"Have you ever served Active Duty Military?"** and **"Were you ever in the reserves?"** Both of these questions ensure an accurate count of HUD defined veterans who are then eligible for the service the County, VA, and HUD provide.
- The 2022 PIT survey asks *"Is the respondent chronically homeless?"* This relies on the surveyor to describe the definition of chronic homelessness in a way the respondent will understand. A more appropriate series of questions, and what we've asked in the past, includes **"How many times would you say you've experienced homelessness in the last 3 years?"** **"If you added all of those times up, would you say you've been homeless for more than a year?"** and **"Do currently have a disability? (and list Physical Disability, Mental Illness, Substance Use Disorder, etc.)"** The Data Analysts would then calculate who answered yes to the latter two questions to determine who is chronically homeless.

From: Edward Barberio <Edward.Barberio@wakegov.com>
Sent: Thursday, February 17, 2022 4:04 PM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request
Importance: High

This is what we came up with-

Issues:

- The Partnership submitted FY21 invoices for expenditures that were not compliant with the line-item budget or exceeded the approved line-item budget attached to the contract or contract amendment, such as reimbursement for ineligible costs (attorney fees for EEOC suit)
- The Partnership requested to amend their contract to include ineligible costs

- The Partnership requested to reduce their contracted scope of work by 60% due to non-performance/inability to perform
- The Partnership was not timely in expenditure of FY21 Wake County funds. The agency did not inform the County during the contracted period that they were not on track to expend resources dedicated to the contract or meet outcomes defined in the contract.
- Both current and former staff have contacted the County to voice concerns about the Partnership. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly, work policies were not followed, and reports of discrimination based on race and other factors exists.
- The Partnership signed the FY22 funding contract with Wake County but did not to comply with the terms of the contract requiring system administration licenses. This matter was not resolved at the end of 2021 calendar year.
- All CoC grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. No explanation or logic was provided for these decisions nor was it shared with the community.
- The Partnership lacks technical expertise in HMIS to lead system-wide efficiencies. Access Hub data collection and reporting errors impacting Wake Prevent data quality, as several other agencies brought up at the most recent CoC Membership Meeting on Monday (back-up attached). For example, conclusions determined are not directly supported by the data metrics examined.
- Un-resolved Access Hub referral data issues affecting all service types and requiring significant agency capacity to "clean-up".
- Point in Time Methodology- has to be re-performed as inadequate/insufficient data was gathered (unsure why they did not use last year's method/questions)
- The Partnership struggled with the implementation of communitywide Housing Navigation. This responsibility was transferred to Housing Department for improvement. The relaunch required extensive programmatic improvements rooted in landlord engagement.
- The Partnership did not provide timely leadership to prepare for Winter White Flag requiring significant intervention. The first meeting to coordinate efforts was held on September 8, 2021.
- The Partnership's staffing and funding model appears to be unsustainable/not viable
- Access Hub data errors affecting all service types and requiring significant agency capacity to "clean-up"
- By Name List/Referrals
 - A significant majority of referrals are not viable or forwarded in a timely matter. For example,
 - only 41% of referrals received in the last year have resulted in approved applications.
 - Requested 10 referrals on/about January 31, 2022 as of this writing we have received 3 (referrals, not applications.)
- 2021 NOFO process:
 - Overall lack of transparency and inaccuracies in calculations and reporting. For example,
 - WCHACR PPHS DD found that Permanent Supportive Housing (PSH) not in Written Standards, notified Partnership
 - WCHACR PPHS DD found that Partnership staff was not referencing the HUD Annual Renewal Demand Report, notified Partnership
 - Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted

Edward Barberio

Deputy Director

Wake County Government

Housing Affordability & Community Revitalization

edward.barberio@wakegov.com

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wakegov.com

Wake follows
THE 3Ws



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Thursday, February 17, 2022 9:48 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request
Importance: High

All,

Please see below and an FYI. **This information should not be shared outside of this group until official notice is given to the City and the Partnership.**

Ed: Can you work on the bullet points by COB? Tap the folks copied here for input as needed.

I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
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From: Duane Holder <Duane.Holder@wakegov.com>
Sent: Thursday, February 17, 2022 8:56 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

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Follow us at:



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Wear



Wait



Wash

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Subject: RE: Wake County + Partnership meeting / assistance request

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Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Edward Barberio
Sent: Thursday, February 17, 2022 4:12 PM
To: Vanessa Kopp; Lorena McDowell
Cc: Alicia Arnold; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

Thanks Vanessa!

Edward Barberio

Deputy Director

Wake County Government

Housing Affordability & Community Revitalization

edward.barberio@wakegov.com

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336 Fayetteville St., Suite 440

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From: Edward Barberio <Edward.Barberio@wakegov.com>

Sent: Thursday, February 17, 2022 4:04 PM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

This is what we came up with-

Issues:

- The Partnership submitted FY21 invoices for expenditures that were not compliant with the line-item budget or exceeded the approved line-item budget attached to the contract or contract amendment, such as reimbursement for ineligible costs (attorney fees for EEOC suit)
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- By Name List/Referrals
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 - Overall lack of transparency and inaccuracies in calculations and reporting. For example,
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Edward Barberio

Deputy Director

Wake County Government

Housing Affordability & Community Revitalization

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336 Fayetteville St., Suite 440

Raleigh, NC 27602

wakegov.com

**Wake follows
THE 3Ws**



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 9:48 AM

To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

All,

Please see below and an FYI. **This information should not be shared outside of this group until official notice is given to the City and the Partnership.**

Ed: Can you work on the bullet points by COB? Tap the folks copied here for input as needed.

I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



Correspondence to and from this E-mail address may be subject to the North Carolina Public Records Law (NCGS Chapter 132) and may be disclosed to third parties.

From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Thursday, February 17, 2022 8:56 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Lorena, if you can send me key elements/bullets for a letter, we can work together on drafting a letter to the Partnership.

My thoughts are to have something ready to be sent out by next Wednesday (2/23). We could notify the Board on Monday. David, since this is a contractual issue, how would you feel about sharing with this them in Closed Session on Monday?

Assuming we're good with the Board, we could then give the City official notice on Tuesday.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com

Follow us at:





From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Will do. Wasn't sure if you wanted me to fill you in on the City conversation before moving forward. We'll begin working on this and I'll be at the Board Retreat today, if you would like to discuss.

How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

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919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Good Morning,

So as I mentioned I am good moving forward. We need to draft the termination letter, provide a copy to the Board along with some bullets that the Board can use when they are contacted. I believe we need to give the Board a day or two to digest before sending out. Also, just in case they decide to throw up their hands and walk away we need a back up white flag plan.

Thanks

David Ellis

County Manager

Wake County Government
Office of the County Manager
David.Ellis@wakegov.com
919.856.6160 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Wednesday, February 16, 2022 8:23 PM
To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request

We really need to move on this, one way or the other.

Please advise.

In service,

Lorena D. McDowell, MPNA

Director
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From: Lorena McDowell
Sent: Wednesday, February 16, 2022 8:21 PM
To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>; Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Good Evening,

I am attaching the response that I wrote to Kim's message below, which includes just a few past and present examples of our communicating concerns with the Partnership staff and Board. I assure you, other conversations have taken place with your Executive Director regarding County leadership concerns as well.

As I also stated in the attached message, the Monitoring Report and guidance on next steps now rest with the County Manager's Office. I have been keeping them abreast of communications and concerns related to the relationship between the County and the Partnership. This includes concerns from both County and Partnership staff. Seeing that you have copied both David and Duane on this message, you can now rest assured that they are aware of your concerns as well.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

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919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: SmootPsych <smootpsych@gmail.com>

Sent: Wednesday, February 16, 2022 8:03 PM

To: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>; kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>;

Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: Re: Wake County + Partnership meeting / assistance request

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi Kim & Colleagues,

I felt the need to respond to this thread of emails about the monitoring of the contract between Wake County and the Raleigh/Wake Partnership to End and Prevent Homelessness. We all understand that grantors have every right and responsibility to monitor a grantee's performance of contract objectives. However, nothing about this process appears to be the usual and customary process for conducting a monitoring.

- We were not notified that a monitoring was to be commenced.
- We were not asked for any data or documentation.

- We were only informed the monitoring was underway in a board meeting by one of our board members. In fact, we were told the monitoring was not only underway but the report was already sent to County leadership.
- Our board member, a County employee, implied that the report would likely be available the week following the board meeting. That has been a month ago and we still do not have an official notice of the monitoring or the report.
- We had monthly meetings with the County staffperson who directly interfaced with us. No mention was made of performance concerns in these meetings.
- Our contract referenced that a quarterly monitoring would be conducted but no quarterly monitoring reports have been made available to us.

It is unfortunate that more information has not been forthcoming about this monitoring. I question whether any other grantees of Wake County have been monitored in such a fashion. When we questioned the lack of transparency and notification, we were reminded of communication that occurred as far back as three years ago when questions were raised to me and former executive director, Abbie Szymanski, about our leadership status.

Those leadership questions were resolved when we announced the interim leadership through Chris Estes and the permanent leadership provided by Kim Crawford. I am at a loss how any of that years-ago feedback has anything to do with the current contract and monitoring that is underway. It feels as if this monitoring is judging the Partnership itself, without notice or opportunity to respond, rather than our performance of the current contract with Wake County.

As we all know, the Partnership and our CoC underwent dramatic change from March, 2020 onward. I am always encouraged by the good work the Partnership is doing. I believe we have stood together with Wake County and the City of Raleigh to convene local partners as we all sought to protect our most vulnerable citizens during the pandemic. We are staffing and supporting the CoC Governance Board through its first year of existence. We are providing hours and hours of training in best practices for our CoC partners.

There is not room here to detail all the accomplishments of our staff team. As a Board member for many years, I am extremely proud of the work they have done. As a person of faith, I am humbly grateful that we are able to do our part in making life better for "the least of these," those living on the margins of society and experiencing homelessness.

I agree with Kim that a meeting to discuss Wake County - Partnership status is in order. I would expand that to include matters affecting the Wake County - Partnership - CoC inter-relations. So much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

On Thu, Feb 10, 2022 at 9:27 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good morning, Wake County Colleagues –

On behalf of the Partnership and our Board of Directors, we'd like to schedule a meeting with you to discuss the Partnership – Wake County relationship.

It has recently been brought to our attention that there are concerns regarding our relationship and / or our performance as a grantee of Wake County Housing Affordability and Community Revitalization.

- On January 21, the Board of Directors was informed that the Partnership was recently monitored, the final report was being reviewed by Executive Leadership, and that the report would be made available to the Partnership very soon. We were also informed that there were areas that “need improvement.”
- On February 8th, we were informed that David Harris was providing information for a report to Leadership. Still no detail was provided, only that we are “doing well in some areas, and not so well in others.” When asked if the Partnership was in “good standing” with Wake County or if our funding for the next year was in jeopardy, the response was he could neither confirm or deny.

Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is “technical assistance” that Wake County can provide to assist with getting us on track, we would welcome that as well.

We believe we share a common vision for our community, we most certainly value our ongoing relationship and partnership. A conversation can be the first step in informing us what steps we all can take to rectify and / or rebuild this valuable relationship. Thank you.

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Vanessa Kopp
Sent: Thursday, February 17, 2022 4:26 PM
To: Edward Barberio; Lorena McDowell
Cc: Alicia Arnold; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request
Attachments: PIT Wrap-up Mtg.pdf_Partnership.pdf

Hey Ed, I'd like to add the attached for the record. This verifies that only 216 surveys were conducted and the other questions I mentioned.

From: Edward Barberio <Edward.Barberio@wakegov.com>
Sent: Thursday, February 17, 2022 4:12 PM
To: Vanessa Kopp <Vanessa.Kopp@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Thanks Vanessa!

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



From: Vanessa Kopp <Vanessa.Kopp@wakegov.com>
Sent: Thursday, February 17, 2022 4:06 PM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Please let me know if I need to clarify anything!

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Deputy Director

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Wake follows
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Wait



Wash

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Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

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I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director

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919.856.5267 office | 919.856.5594 fax

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How/when would you like us to inform City staff and Board?

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To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>
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David Ellis

County Manager
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David.Ellis@wakegov.com

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To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

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Please advise.

In service,

Lorena D. McDowell, MPNA

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919.856.5267 office | 919.856.5594 fax
wakegov.com



Correspondence to and from this E-mail address may be subject to the North Carolina Public Records Law (NCGS Chapter 132) and may be disclosed to third parties.

From: Lorena McDowell

Sent: Wednesday, February 16, 2022 8:21 PM

To: SmootPsych <smootpsych@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>;
kimberlylawyer@gmail.com; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <sgeunc83@gmail.com>;
Duane Holder <Duane.Holder@wakegov.com>; David Ellis <David.Ellis@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Good Evening,

I am attaching the response that I wrote to Kim's message below, which includes just a few past and present examples our communicating concerns with the Partnership staff and Board. I assure you, other conversations have taken place with your Executive Director regarding County leadership concerns as well.

As I also stated in the attached message, the Monitoring Report and guidance on next steps now rest with the County Manager's Office. I have been keeping them abreast of communications and concerns related to the relationship between the County and the Partnership. This includes concerns from both County and Partnership staff. Seeing that you have copied both David and Duane on this message, you can now rest assured that they are aware of your concerns as well.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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Hi Kim & Colleagues,

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- We were not notified that a monitoring was to be commenced.
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- Our board member, a County employee, implied that the report would likely be available the week following the board meeting. That has been a month ago and we still do not have an official notice of the monitoring or the report.
- We had monthly meetings with the County staffperson who directly interfaced with us. No mention was made of performance concerns in these meetings.
- Our contract referenced that a quarterly monitoring would be conducted but no quarterly monitoring reports have been made available to us.

It is unfortunate that more information has not been forthcoming about this monitoring. I question whether any other grantees of Wake County have been monitored in such a fashion. When we questioned the lack of transparency and notification, we were reminded of communication that occurred as far back as three years ago when questions were raised to me and former executive director, Abbie Szymanski, about our leadership status.

Those leadership questions were resolved when we announced the interim leadership through Chris Estes and the permanent leadership provided by Kim Crawford. I am at a loss how any of that years-ago feedback has anything to do with the current contract and monitoring that is underway. It feels as if this monitoring is judging the Partnership itself, without notice or opportunity to respond, rather than our performance of the current contract with Wake County.

As we all know, the Partnership and our CoC underwent dramatic change from March, 2020 onward. I am always encouraged by the good work the Partnership is doing. I believe we have stood together with Wake County and the City of Raleigh to convene local partners as we all sought to protect our most vulnerable citizens during the pandemic. We are staffing and supporting the CoC Governance Board through its first year of existence. We are providing hours and hours of training in best practices for our CoC partners.

There is not room here to detail all the accomplishments of our staff team. As a Board member for many years, I am extremely proud of the work they have done. As a person of faith, I am humbly grateful that we are able to do our part in making life better for "the least of these," those living on the margins of society and experiencing homelessness.

I agree with Kim that a meeting to discuss Wake County - Partnership status is in order. I would expand that to include matters affecting the Wake County - Partnership - CoC inter-relations. So much has changed; I believe it would be helpful to make sure we have a common understanding of our role versus that of the CoC and Wake County as a grantor.

Thank you,

David L. Smoot, PhD
Board Member

On Thu, Feb 10, 2022 at 9:27 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good morning, Wake County Colleagues –

On behalf of the Partnership and our Board of Directors, we'd like to schedule a meeting with you to discuss the Partnership – Wake County relationship.

It has recently been brought to our attention that there are concerns regarding our relationship and / or our performance as a grantee of Wake County Housing Affordability and Community Revitalization.

- On January 21, the Board of Directors was informed that the Partnership was recently monitored, the final report was being reviewed by Executive Leadership, and that the report would be made available to the Partnership very soon. We were also informed that there were areas that “need improvement.”
- On February 8th, we were informed that David Harris was providing information for a report to Leadership. Still no detail was provided, only that we are “doing well in some areas, and not so well in others.” When asked if the Partnership was in “good standing” with Wake County or if our funding for the next year was in jeopardy, the response was he could neither confirm or deny.

Certainly, this recent information has caught us off guard as we sincerely believe we are in compliance and in good standing with Wake County, especially since we have been meeting with David Harris monthly since July 2021, with no indication that there is or has been any cause for concern. We can assure you that if there are causes for concern, we would appreciate the opportunity to remedy or rectify. Additionally, should our funds be in jeopardy now or in the future we, again, we would appreciate the opportunity to address. If there is “technical assistance” that Wake County can provide to assist with getting us on track, we would welcome that as well.

We believe we share a common vision for our community, we most certainly value our ongoing relationship and partnership. A conversation can be the first step in informing us what steps we all can take to rectify and / or rebuild this valuable relationship. Thank you.

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Edward Barberio
Sent: Thursday, February 17, 2022 4:27 PM
To: Vanessa Kopp; Lorena McDowell
Cc: Alicia Arnold; David Harris; Diane Cilento
Subject: RE: Wake County + Partnership meeting / assistance request

Cool beans-

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



Wear



Wait



Wash

From: Vanessa Kopp <Vanessa.Kopp@wakegov.com>
Sent: Thursday, February 17, 2022 4:26 PM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Hey Ed, I'd like to add the attached for the record. This verifies that only 216 surveys were conducted and the other questions I mentioned.

From: Edward Barberio <Edward.Barberio@wakegov.com>
Sent: Thursday, February 17, 2022 4:12 PM
To: Vanessa Kopp <Vanessa.Kopp@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: RE: Wake County + Partnership meeting / assistance request

Thanks Vanessa!

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602



From: Vanessa Kopp <Vanessa.Kopp@wakegov.com>

Sent: Thursday, February 17, 2022 4:06 PM

To: Edward Barberio <Edward.Barberio@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Please let me know if I need to clarify anything!

Point in Time Methodology Issues:

- The Partnership and PIT volunteers only administered **216 surveys across 4 days of surveying (January 26-29, 2022)**. In years past, the sample size for the unsheltered Point in Time included up to **500 surveys on a single day of surveying**. A larger sample size is necessary to ensure there is wide enough inquiry to gather the most accurate count.
- Partnership staff commented during the Data Advisory Committee meeting on 2/16 that the 2022 PIT survey did not ask respondents whether they were unsheltered, but rather asked *"Where is the survey taking place?"* The options included anywhere from a campsite to a service site. This is poor survey methodology as individuals could have stayed in a sheltered location on the night of the PIT but attended a service centers for meals, visited friends at a campsite, etc. HUD requires that individuals be asked the standard question of **"Where did you sleep last night (or on the night of PIT)?"**
 - o This information is verified in the 2022 PIT training video conducted by the partnership and listed here: <https://youtu.be/AAAI0DOYIEY> (A review of the questions begins at 30:28).
- The survey asks *"Are you a veteran?"* HUD's definition of a veteran is that an individual must serve at least one day of active duty. A more appropriate way to ask this question, as we have in the past, is **"Have you ever served Active Duty Military?"** and **"Were you ever in the reserves?"** Both of these questions ensure an accurate count of HUD defined veterans who are then eligible for the service the County, VA, and HUD provide.
- The 2022 PIT survey asks *"Is the respondent chronically homeless?"* This relies on the surveyor to describe the definition of chronic homelessness in a way the respondent will understand. A more appropriate series of questions, and what we've asked in the past, includes **"How many times would you say you've experienced homelessness in the last 3 years?"** **"If you added all of those times up, would you say you've been homeless for more than a year?"** and **"Do currently have a disability? (and list Physical Disability, Mental Illness, Substance Use Disorder, etc.)"** The Data Analysts would then calculate who answered yes to the latter two questions to determine who is chronically homeless.

From: Edward Barberio <Edward.Barberio@wakegov.com>

Sent: Thursday, February 17, 2022 4:04 PM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

Importance: High

This is what we came up with-

Issues:

- The Partnership submitted FY21 invoices for expenditures that were not compliant with the line-item budget or exceeded the approved line-item budget attached to the contract or contract amendment, such as reimbursement for ineligible costs (attorney fees for EEOC suit)
- The Partnership requested to amend their contract to include ineligible costs
- The Partnership requested to reduce their contracted scope of work by 60% due to non-performance/inability to perform
- The Partnership was not timely in expenditure of FY21 Wake County funds. The agency did not inform the County during the contracted period that they were not on track to expend resources dedicated to the contract or meet outcomes defined in the contract.
- Both current and former staff have contacted the County to voice concerns about the Partnership. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly, work policies were not followed, and reports of discrimination based on race and other factors exists.
- The Partnership signed the FY22 funding contract with Wake County but did not to comply with the terms of the contract requiring system administration licenses. This matter was not resolved at the end of 2021 calendar year.
- All CoC grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. No explanation or logic was provided for these decisions nor was it shared with the community.
- The Partnership lacks technical expertise in HMIS to lead system-wide efficiencies. Access Hub data collection and reporting errors impacting Wake Prevent data quality, as several other agencies brought up at the most recent CoC Membership Meeting on Monday (back-up attached). For example, conclusions determined are not directly supported by the data metrics examined.
- Un-resolved Access Hub referral data issues affecting all service types and requiring significant agency capacity to "clean-up".
- Point in Time Methodology- has to be re-performed as inadequate/insufficient data was gathered (unsure why they did not use last year's method/questions)
- The Partnership struggled with the implementation of communitywide Housing Navigation. This responsibility was transferred to Housing Department for improvement. The relaunch required extensive programmatic improvements rooted in landlord engagement.
- The Partnership did not provide timely leadership to prepare for Winter White Flag requiring significant intervention. The first meeting to coordinate efforts was held on September 8, 2021.
- The Partnership's staffing and funding model appears to be unsustainable/not viable
- Access Hub data errors affecting all service types and requiring significant agency capacity to "clean-up"
- By Name List/Referrals
 - A significant majority of referrals are not viable or forwarded in a timely matter. For example,
 - only 41% of referrals received in the last year have resulted in approved applications.
 - Requested 10 referrals on/about January 31, 2022 as of this writing we have received 3 (referrals, not applications.)
- 2021 NOFO process:
 - Overall lack of transparency and inaccuracies in calculations and reporting. For example,
 - WCHACR PPHS DD found that Permanent Supportive Housing (PSH) not in Written Standards, notified Partnership
 - WCHACR PPHS DD found that Partnership staff was not referencing the HUD Annual Renewal Demand Report, notified Partnership
 - Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted

Edward Barberio
Deputy Director

Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Thursday, February 17, 2022 9:48 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>; Diane Cilento <Diane.Cilento@wakegov.com>
Subject: FW: Wake County + Partnership meeting / assistance request
Importance: High

All,

Please see below and an FYI. **This information should not be shared outside of this group until official notice is given to the City and the Partnership.**

Ed: Can you work on the bullet points by COB? Tap the folks copied here for input as needed.

I will work with Duane on the letter.

David: Note the backup White Flag comment from the County Manager.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>
Sent: Thursday, February 17, 2022 8:56 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Lorena, if you can send me key elements/bullets for a letter, we can work together on drafting a letter to the Partnership.

My thoughts are to have something ready to be sent out by next Wednesday (2/23). We could notify the Board on Monday. David, since this is a contractual issue, how would you feel about sharing with this them in Closed Session on Monday?

Assuming we're good with the Board, we could then give the City official notice on Tuesday.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

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From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Thursday, February 17, 2022 8:45 AM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Will do. Wasn't sure if you wanted me to fill you in on the City conversation before moving forward. We'll begin working on this and I'll be at the Board Retreat today, if you would like to discuss.

How/when would you like us to inform City staff and Board?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: David Ellis <David.Ellis@wakegov.com>

Sent: Thursday, February 17, 2022 8:20 AM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: RE: Wake County + Partnership meeting / assistance request

Good Morning,

So as I mentioned I am good moving forward. We need to draft the termination letter, provide a copy to the Board along with some bullets that the Board can use when they are contacted. I believe we need to give the Board a day or two to digest before sending out. Also, just in case they decide to throw up their hands and walk away we need a back up white flag plan.

Thanks

David Ellis

County Manager

Wake County Government

Office of the County Manager

David.Ellis@wakegov.com

919.856.6160 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, February 16, 2022 8:23 PM

To: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>

Subject: FW: Wake County + Partnership meeting / assistance request

We really need to move on this, one way or the other.

Please advise.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

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Director

Wake County Government

Housing Affordability & Community Revitalization

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David L. Smoot, PhD
Board Member

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Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

www.partnershipwake.org



--

David L. Smoot, PhD

www.wakefamilypsych.com

From: Chloe J Pearson
Sent: Monday, March 14, 2022 12:27 PM
To: Tracey Glover
Cc: Vanessa Kopp
Subject: LEU presentation emails 3/15
Attachments: Landlord Engagement Unit(3.15)presentation.xlsx

Hello Tracey,

Attached are the emails for those who signed up for tomorrow's presentation. One email is missing (UNC Horizons) but all other emails are filled in.

Thank you,
Chloe

Chloe Pearson

Data Analyst
Wake County Government
Housing Affordability & Community Revitalization
Chloe.Pearson@wakegov.com
919-856-6322

wakegov.com

From: Taylor, Lamont <Lamont.Taylor@raleighnc.gov>
Sent: Wednesday, March 16, 2022 8:26 AM
To: Alicia Arnold; David Harris; Edward Barberio; Niffenegger, John P.
Cc: Jarvis, Larry; Lorena McDowell
Subject: RE: CoC Lead Applicant Contract Coordination

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Alecia,
We are discussing internally and will follow-up this week to meet to discuss.

Lamont

B. Lamont Taylor
Community and Economic Development Administrator
City of Raleigh Housing and Neighborhoods Department
One City Plaza | 421 Fayetteville Street, Suite 1200 | Raleigh, NC 27601
Office: (919) 996-4278 | lamont.taylor@raleighnc.gov

From: Alicia Arnold <Alicia.Arnold@wakegov.com>
Sent: Monday, March 14, 2022 5:27 PM
To: David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Taylor, Lamont <Lamont.Taylor@raleighnc.gov>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>
Cc: Jarvis, Larry <Larry.Jarvis@raleighnc.gov>; Lorena McDowell <Lorena.McDowell@wakegov.com>
Subject: CoC Lead Applicant Contract Coordination

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Good Afternoon All,

Based on a quick conversation last week, we discussed sharing our current contracts with The Partnership to align deliverables/language in next year's contract (FY23). Should we review each other's contracts and then schedule a follow-up meeting to discuss further?

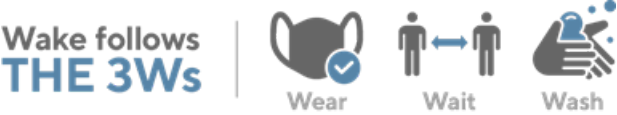
Also, given the NOFA awards, is the City still intending to provide funding for HMIS only?

Organization Name	Project or Award Name	FY 2021 Amount
Wake County Continuum of Care, DBA Raleigh/Wake Partnership to End and Prevent Homelessness	2021 NC507 Planning Grant	\$144,499
	2021 NC507 SSO-CE- Expansion	\$100,000
	2021 NC507 SSO-CE	\$68,066
	2021 NC507 HMIS	\$76,682
	2021 NC507 HMIS- Expansion	\$76,418

Thank you,

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Housing Affordability & Community Revitalization Department
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com



From: Duane Holder
Sent: Saturday, March 26, 2022 10:40 AM
To: Antonia Pedroza; Nannette Bowler
Cc: Lorena McDowell

https://www.linkedin.com/posts/raleigh-wake-partnership-to-end-and-prevent-homelessness_partnershiphighlight-activity-6911022166176059393-gSS4?utm_source=linkedin_share&utm_medium=android_app

Sent from my Verizon, Samsung Galaxy smartphone

From: David Ellis
Sent: Wednesday, March 30, 2022 9:32 AM
To: BOC - Commissioners
Cc: Duane Holder; Lorena McDowell; Scott Warren; Ben Canada
Subject: Partnership Update

Good Morning,

This morning Lorena, Duane and I met with the Board of the Partnership to End and Prevent Homelessness and their respective Director. The purpose of the meeting was to let them know that I am not happy with their lack of leadership in the homelessness spectrum and unless they make significant gains their contract will not be renewed next year. Lorena also provided a high level overview of issues in their monitoring report. If you have any questions/concerns please reach out to one of us

Thanks
David

David Ellis

County Manager
Wake County Government
Office of the County Manager
David.Ellis@wakegov.com
919.856.6160 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



Wear



Wait



Wash

From: Lorena McDowell
Sent: Wednesday, March 30, 2022 12:15 PM
To: Kimberly Lawyer; ccrandall@reentryrecovery.org; Niffenegger, John P.; Liz Kline; Maddie Horner; Maseta Dorley; Rashid Salahut; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori; Paige Jacob; SmootPsych; Edward Barberio; kcrawford@partnershipwake.org
Cc: David Ellis; Duane Holder; David E Harris (dharris@wakegov.com)
Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review
Attachments: Partnership Monitoring Desk Review 012420211033.pdf

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
- The Partnership signed the FY22 funding contract with Wake County but refused to comply with the terms of the contract requiring Homeless Management Information System (HMIS) administration licenses. Wake County had to place a hold on the processing of invoices to bring the Partnership into compliance
- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly, work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed
- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
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- A significant majority of By Name List/Referrals in HMIS are not viable nor forwarded in a timely matter, resulting in a significant delay of services
- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD

expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community

- The Partnership struggled with the implementation of the communitywide Housing Navigation Unit (HNU); a program fully funded by Wake County as a part of the House Wake! strategic plan. At a year of operation, the HNU had only one staff member due to continuous and significant staff turnover. The program was then placed “on pause” by the Partnership, without any communication to Wake County. Due to the critical need of this function, this responsibility was subsequently transferred to the Wake County Housing Department. The relaunch was an incredibly heavy lift for the Department and required extensive programmatic improvements rooted in landlord engagement
- The Partnership did not provide timely leadership to prepare for Winter White Flag this year, resulting with a community ill prepared for the season and many residents unable to find shelter. The first meeting to coordinate efforts was not held until September 8, 2021
- The Partnership’s staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency’s long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>
Sent: Wednesday, March 30, 2022 12:38 PM
To: Lorena McDowell
Cc: ccrandall@reentryrecovery.org; Niffenegger, John P.; Liz Kline; Maddie Horner; Maseta Dorley; Rashid Salahut; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori; Paige Jacob; SmootPsych; Edward Barberio; kcrawford@partnershipwake.org; David Ellis; Duane Holder; David Harris
Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Thank you, Lorena. We appreciate the opportunity to meet with some of our partners from Wake County this morning and receive your report.

As shared this morning, the board will discuss the report during our April 15 board meeting and provide a written response after that meeting.

Thanks again,
Kim

On Wed, Mar 30, 2022 at 12:15 PM Lorena McDowell <Lorena.McDowell@wakegov.com> wrote:

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The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>
Sent: Wednesday, April 6, 2022 8:00 AM
To: Lorena McDowell
Cc: ccrandall@reentryrecovery.org; Niffenegger, John P.; Liz Kline; Maddie Horner; Maseta Dorley; Rashid Salahut; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori; Paige Jacob; SmootPsych; Edward Barberio; kcrawford@partnershipwake.org; David Ellis; Duane Holder; David Harris
Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Hi Lorena,

I wanted to send a follow-up email and let you know the April board meeting has been moved to April 22. My last email indicated you would hear from us after April 15. Please note the new date as the board will be reviewing the report during the meeting on the 22.

Thanks,
Kim

On Wed, Mar 30, 2022 at 12:37 PM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Thank you, Lorena. We appreciate the opportunity to meet with some of our partners from Wake County this morning and receive your report.

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Thanks again,
Kim

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The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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E-mail correspondence sent to and received from this address may be subject to disclosure under the North Carolina Public Records Act unless made confidential under applicable law.

From: Kim Crawford <kcrawford@partnershipwake.org>
Sent: Wednesday, April 13, 2022 5:30 PM
To: Lorena McDowell; David Ellis; Duane Holder; David Harris
Cc: ccrandall@reentryrecovery.org; David Smoot; Edward Barberio; Niffenegger, John P.; kimberlylawyer@gmail.com; Kline, Elizabeth; Maddie Horner; Maseta Dorley; Paige Jacob; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori; Kim Crawford
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

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David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County “Desk” Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer
Board Chair
Raleigh Wake Partnership to End & Prevent
Homelessness
kimberlylawyer@gmail.com

Kim Crawford, MS, MA
Executive Director
Raleigh Wake Partnership to End & Prevent
Homelessness
kcrawford@partnershipwake.org
Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Wednesday, March 30, 2022 12:15 PM
To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P.

<john.niffenegger@raleighnc.gov>; Elizabeth Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahut@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

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The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

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From: David Harris
Sent: Wednesday, April 13, 2022 6:19 PM
To: Lorena McDowell
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Evening Lorena-

We discussed the spend down of the current contract. She stated they would likely leave \$50,000 on the table unspent. She cited delay in executed contract as the reason. She further site the Wake County's denial of a line item budget modification as reason for the unspent funds. She stated she had sent an email to Ed about this, but had not sent it to me.

We discussed HMIS and my concern about an "up to two week dark out period" where agencies would not have use of either HMIS system. She was not fully aware of this or have additional insight around the particulars of this and cited Jasmin as the expert on this.

Kim further explained relations between MICAH and Wellsky was strained; and I understood her to say they were still trying to hammer out the details of how they would get the data needed from Service Point and what format they would get it in. They will likely enter into a three month contract to extend from July 1, 2022 – September 30, 2022.

We discussed my hope that we could prioritize getting to functional zero for veteran. Kim took time to tell me about some work she and her staff were doing to maximize a relationship with Community Solutions.

Kim reminded me she had submitted a proposal "first draft" of scope of work for next year's contract. I agreed to review this information.

Discussed their success in getting VOA to join HMIS for their SSVF programs.

Suggested the Membership meetings might move more to educational/inspirational and less report-outy. Affirmed the section of the meeting highlighting agency successes/good news.

She did advise me she would be asking for all documents/transcribed interview notes/website sources used for the monitoring; and she agreed to send the request in writing.

David E. Harris

Homeless and Prevention Services Division Director
Wake County Government
Department of Housing Affordability and Community Revitalization
dharris@wakegov.com
919.212.8383 office
wakegov.com

Wake follows
THE 3Ws



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Wednesday, April 13, 2022 5:53 PM
To: David Harris <dharris@wakegov.com>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David,

Did anything happen during your call today that County leadership should know about before responding?

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

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Sent: Wednesday, April 13, 2022 5:30 PM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>

Cc: crrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; kimberlylawyer@gmail.com; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

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kimberlylawyer@gmail.com

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www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahut@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Director

Wake County Government

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Sent: Wednesday, April 20, 2022 12:26 PM
To: David Ellis
Cc: Lorena McDowell
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Sent: Wednesday, April 20, 2022 12:49 PM
To: Duane Holder
Cc: Lorena McDowell
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Yes sir!

David Ellis

County Manager
Wake County Government
Office of the County Manager
David.Ellis@wakegov.com
919.856.6160 office
P.O. Box 550
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Sent: Thursday, April 21, 2022 11:55 AM
To: Lorena McDowell; David Ellis; Duane Holder; David Harris
Cc: ccrandall@reentryrecovery.org; David Smoot; Edward Barberio; Niffenegger, John P.; kimberlylawyer@gmail.com; Kline, Elizabeth; 'Maddie Horner'; Maseta Dorley; Paige Jacob; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori; Kim Crawford
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Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

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As discussed, please find the Partnership’s full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
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- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly, work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed
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- All 2021 HUD NOFO grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. Further, the Partnership based project grant reductions on incorrect funding amounts. No explanation or logic was provided for these decisions, nor were the mistakes in calculations shared with the community
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- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
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- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Edward Barberio
Sent: Thursday, April 21, 2022 4:56 PM
To: Lorena McDowell
Subject: FW: March 2022 Invoice

FYI- still having problems...

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com



From: David Harris <dharris@wakegov.com>
Sent: Thursday, April 21, 2022 4:17 PM
To: Edward Barberio <Edward.Barberio@wakegov.com>
Subject: FW: March 2022 Invoice

Good Afternoon Ed. I plan to send this email to Kim. First, I wanted you to know about this. Second, I wanted to see if you had suggestions or edits before I sent it. Thanks, David.

Good Morning Kim.

Thanks for your timely submission of March 2022 expenses. I have few concerns and questions about the invoice I have detailed below. Please provide follow up on these items.

The intent of the operations line item budget does not include the purchase of food, snacks or other supplies related to the preparation and consumption of food. Please remove these charges from the invoice.

The invoice contains an expenditure for tickets to a nonprofit private celebration event. ***All tickets*** include entry to event, access to fajita bar, and drink tickets (21+ years old). Our event will be held on the **second floor** at Cantina 18. Please remove this charge from the invoice.

The invoice contains an expenditure for a television. Please provide additional information about this purchase and how it relates to your business.

The invoice contains two receipts both occurring on the same day at different times for the same amount (\$22.51). I was unable to determine what was purchased. Please provide a description of the items purchased.

The spreadsheet below appears in the invoice you submitted. It would be helpful if you could note specifically here the expense purpose tied to the receipt submitted. For example, "Office Depot – 59500 Miscellaneous Expense-Address Labels".

Organization Name:		Raleigh Wake Partnership		
Contract #	EC00000000007193	Submission Date	4/11/22	
Wake County - REQUISITION WORKBOOK - General Admin				
Payment Date	Check Number	Payee	Eligible Budget Item	Amount
3/4/2022	Draft	Comtech Network Solutions	53050 Computer Support & Supplies	\$ 805.49
3/14/2022	Draft	Elliott Davis 102344	52200 Professional Expense - CPA	\$ 700.76
3/30/2022	Draft	Paylocity	52300 Professional Expense - Org / Capacity	\$ 138.56
3/6/2022	Draft	Network for Good	55000 Marketing Expenses	\$ 114.63
3/31/2022	Draft	Network for Good	55000 Marketing Expenses	\$ 114.63
3/3/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 16.08
3/3/2022	Credit Card	Target	59500 Miscellaneous Expense	\$ 57.31
3/8/2022	Credit Card	Amazon split invoice \$149.80	59500 Miscellaneous Expense	\$ 85.60
3/10/2022	Credit Card	Amazon split invoice \$149.80	59500 Miscellaneous Expense	\$ 64.20
3/10/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 186.14
3/14/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 19.57
3/15/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 28.94
3/15/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 199.17
3/16/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 423.94
3/15/2022	Draft	The Green Chair Project	59500 Miscellaneous Expense	\$ 500.00
3/22/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 390.38
3/24/2022	Credit Card	Target	59500 Miscellaneous Expense	\$ 22.51
3/24/2022	Credit Card	Target	59500 Miscellaneous Expense	\$ 22.51
3/27/2022	Credit Card	Amazon	59500 Miscellaneous Expense	\$ 70.76
3/27/2022	Credit Card	Office Depot	59500 Miscellaneous Expense	\$ 18.22
3/21/2022	Credit Card	Best Buy	53050 Computer Support & Supplies	\$ 328.15
3/8/2022	Credit Card	LearnDash	52300 Professional Expense - Org / Capacity	\$ 189.00
3/14/2022	Draft	Wisdom Web Consulting Inc	55000 Marketing Expenses	\$ 25.00
3/16/2022	Credit Card	Thrive	55000 Marketing Expenses	\$ 319.42
3/17/2022	Credit Card	SiteGround	55000 Marketing Expenses	\$ 171.11
3/29/2022	Credit Card	Oak City Cares	55000 Marketing Expenses	\$ 147.06
3/17/2022	Draft	Comtech Network Solutions	53050 Computer Support & Supplies	\$ 626.46
TOTAL				\$ 5,785.60

Thanks so much for your help in getting these items clarified. David

David E. Harris

Homeless and Prevention Services Division Director

Wake County Government

Department of Housing Affordability and Community Revitalization

dharris@wakegov.com

919.212.8383 office

wakegov.com

Wake follows
THE 3Ws



Wear



Wait



Wash

From: Kim Crawford <kcrawford@partnershipwake.org>
Sent: Sunday, April 10, 2022 7:07 AM
To: David Harris <dharris@wakegov.com>
Cc: Kim Crawford <kcrawford@partnershipwake.org>
Subject: March 2022 Invoice

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

See attached invoice for March 2022 incurred costs

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA
Executive Director
Raleigh Wake Partnership to End & Prevent Homelessness
kcrawford@partnershipwake.org
Office; 919-443-0098, xt 1033

To schedule a meeting with me: https://calendly.com/kimc_rwp

www.partnershipwake.org



From: Duane Holder
Sent: Monday, April 25, 2022 1:41 PM
To: Kimberly Lawyer; Kim Crawford
Cc: Lorena McDowell; David Ellis; David Harris; ccrandall@reentryrecovery.org; David Smoot; Edward Barberio; Niffenegger, John P.; Kline, Elizabeth; Maddie Horner; Maseta Dorley; Paige Jacob; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder
Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



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Wear



Wait



Wash

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <maddeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,
Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer
Board Chair
Raleigh Wake Partnership to End & Prevent
Homelessness
kimberlylawyer@gmail.com

Kim Crawford, MS, MA
Executive Director
Raleigh Wake Partnership to End & Prevent
Homelessness
kcrawford@partnershipwake.org
Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio (<Edward.Barberio@wakegov.com>) <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>;

Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson (Sgeunc83@gmail.com) <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier (judgerozier@gmail.com) <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County “Desk” Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer
Board Chair
Raleigh Wake Partnership to End & Prevent
Homelessness
kimberlylawyer@gmail.com

Kim Crawford, MS, MA
Executive Director
Raleigh Wake Partnership to End & Prevent
Homelessness
kcrawford@partnershipwake.org
Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
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expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community

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- The Partnership’s staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency’s long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Renee Moye
Sent: Tuesday, April 26, 2022 5:14 PM
To: Alicia Arnold; David Harris; Edward Barberio; Lorena McDowell
Cc: Renee Moye
Subject: CoC draft contract for review an additional edits
Attachments: 2022 CoC Draft Contract.docx

Please see the questions, notes and preliminary suggested edits in the attached CoC contract for next year.

Thank you,
Renée

Renée Moye
Contracts Manager
Wake County Government
Housing Affordability & Community Revitalization
Renee.Moye@wakegov.com
919.856.2757 office
337 S. Salisbury St. Raleigh, NC 27601
wakegov.com



From: Duane Holder
Sent: Friday, May 6, 2022 10:43 AM
To: Lorena McDowell
Cc: David Ellis
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

I hadn't opened yet. I am curious as to the assertion about our expectations not being included in the contract though? I'll try to review response early next week.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



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From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, May 6, 2022 10:31 AM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Duane,

This... is... a... 15... page... response... to a desk monitoring!

I don't have time to read through this today, so it's going to have to keep until next week. But, seriously, it is not a good use of tax payer dollars for us all to continue to spend this much time and energy on this organization. My staff is tired and so am I.

I do not intend to respond as I am only CC'd. Please let me know what, if anything, you would like us to do.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



Correspondence to and from this E-mail address may be subject to the North Carolina Public Records Law (NCGS Chapter 132) and may be disclosed to third parties.

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, May 6, 2022 10:07 AM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,
Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



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Wait



Wash

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon

<tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com> <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com> <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com> <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County "Desk" Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer

Kim Crawford, MS, MA

Board Chair

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

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kimberlylawyer@gmail.com

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
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- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
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- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
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- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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E-mail correspondence sent to and received from this address may be subject to disclosure under the North Carolina Public Records Act unless made confidential under applicable law.

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From: Edward Barberio
Sent: Friday, May 6, 2022 12:52 PM
To: Lorena McDowell; David Harris
Cc: Renee Moya; Alicia Arnold
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Lorena,
As an FYI, David and I will be reviewing when he comes back from his sick leave- this came in just as he went out.
Thanks,
Ed

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, May 6, 2022 10:56 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; David Harris <dharris@wakegov.com>
Cc: Renee Moya <Renee.Moya@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Please see below and attached. How far have we gotten with the new Partnership contract?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Lorena McDowell
Sent: Friday, May 6, 2022 10:55 AM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Ok. We are currently drafting their contract for FY23, but have been waiting for this information to finalize it. I will ask staff to share the draft with you and we can discuss what else may need to be a part of the new contract, assuming you want us to keep funding them.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>
Sent: Friday, May 6, 2022 10:43 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

I hadn't opened yet. I am curious as to the assertion about our expectations not being included in the contract though? I'll try to review response early next week.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office

P.O. Box 550
Raleigh, NC 27602
wakegov.com



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From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, May 6, 2022 10:31 AM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Duane,

This... is... a... 15... page... response... to a desk monitoring!

I don't have time to read through this today, so it's going to have to keep until next week. But, seriously, it is not a good use of tax payer dollars for us all to continue to spend this much time and energy on this organization. My staff is tired and so am I.

I do not intend to respond as I am only CC'd. Please let me know what, if anything, you would like us to do.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com

Wake follows
THE 3Ws



Correspondence to and from this E-mail address may be subject to the North Carolina Public Records Law (NCGS Chapter 132) and may be disclosed to third parties.

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, May 6, 2022 10:07 AM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,
Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

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Wash

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Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To

date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

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Kim Crawford, MS, MA

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Cc: Coby Crandall <crrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>;

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Office: 919-443-0098, xt 1033



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Sent: Wednesday, March 30, 2022 12:15 PM
To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>
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In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Alicia Arnold
Sent: Monday, May 9, 2022 12:22 PM
To: Lorena McDowell; Renee Moya; David Harris; Edward Barberio
Subject: RE: CoC draft contract for review an additional edits
Attachments: 2022 CoC Draft Contract - AA.docx

After reading through the Partnership response memo, I added some additional topics we may want to cover.

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Housing Affordability & Community Revitalization Department
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Saturday, April 30, 2022 10:40 AM
To: Renee Moya <Renee.Moya@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>
Subject: RE: CoC draft contract for review an additional edits

Ed & David,

When you are comfortable with the contract language, please send to me before sharing with the Partnership. I will need to make sure the CMO is okay with this one.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
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From: Renee Moya <Renee.Moya@wakegov.com>

Sent: Tuesday, April 26, 2022 5:14 PM

To: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Renee Moya <Renee.Moya@wakegov.com>

Subject: CoC draft contract for review an additional edits

Please see the questions, notes and preliminary suggested edits in the attached CoC contract for next year.

Thank you,
Renée

Renée Moya

Contracts Manager

Wake County Government

Housing Affordability & Community Revitalization

Renee.Moya@wakegov.com

919.856.2757 office

337 S. Salisbury St. Raleigh, NC 27601

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Wear



Wait



Wash

From: Duane Holder
Sent: Monday, May 9, 2022 2:23 PM
To: Lorena McDowell
Cc: David Ellis
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Yes. We will stand by our decision to enter into contract for FY 22-23.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



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From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, May 6, 2022 10:55 AM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Ok. We are currently drafting their contract for FY23, but have been waiting for this information to finalize it. I will ask staff to share the draft with you and we can discuss what else may need to be a part of the new contract, assuming you want us to keep funding them.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>
Sent: Friday, May 6, 2022 10:43 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: David Ellis <David.Ellis@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

I hadn't opened yet. I am curious as to the assertion about our expectations not being included in the contract though?
I'll try to review response early next week.

Duane T. Holder
Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



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From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, May 6, 2022 10:31 AM
To: Duane Holder <Duane.Holder@wakegov.com>

Cc: David Ellis <David.Ellis@wakegov.com>

Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Duane,

This... is... a... 15... page... response... to a desk monitoring!

I don't have time to read through this today, so it's going to have to keep until next week. But, seriously, it is not a good use of tax payer dollars for us all to continue to spend this much time and energy on this organization. My staff is tired and so am I.

I do not intend to respond as I am only CC'd. Please let me know what, if anything, you would like us to do.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



Correspondence to and from this E-mail address may be subject to the North Carolina Public Records Law (NCGS Chapter 132) and may be disclosed to third parties.

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, May 6, 2022 10:07 AM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,
Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with

Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

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wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon

<tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com> <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com> <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com> <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County "Desk" Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer

Kim Crawford, MS, MA

Board Chair

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
- The Partnership signed the FY22 funding contract with Wake County but refused to comply with the terms of the contract requiring Homeless Management Information System (HMIS) administration licenses. Wake County had to place a hold on the processing of invoices to bring the Partnership into compliance
- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
- All 2021 HUD NOFO grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. Further, the Partnership based project grant reductions on incorrect funding amounts. No explanation or logic was provided for these decisions, nor were the mistakes in calculations shared with the community
- The Partnership lacks technical expertise in HMIS to lead system-wide data collection or evaluation and conclusions are not directly supported by the data metrics examined
- Access Hub data collection and reporting errors have impacted service agency's ability to receive, send and close-out referrals. This includes Wake County programs. Unresolved Access Hub referral data issues affect all service types and will require significant agency capacity to "clean-up". Several agencies have voiced these concerns
- A significant majority of By Name List/Referrals in HMIS are not viable nor forwarded in a timely matter, resulting in a significant delay of services
- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
- The Partnership struggled with the implementation of the communitywide Housing Navigation Unit (HNU); a program fully funded by Wake County as a part of the House Wake! strategic plan. At a year of operation, the HNU had only one staff member due to continuous and significant staff turnover. The program was then placed "on pause" by the Partnership, without any communication to Wake County. Due to the critical need of this function, this responsibility was subsequently transferred to the Wake County Housing Department. The relaunch was an incredibly heavy lift for the Department and required extensive programmatic improvements rooted in landlord engagement
- The Partnership did not provide timely leadership to prepare for Winter White Flag this year, resulting with a community ill prepared for the season and many residents unable to find shelter. The first meeting to coordinate efforts was not held until September 8, 2021
- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Lorena McDowell
Sent: Monday, May 9, 2022 6:58 PM
To: Alicia Arnold; Renee Moye; David Harris; Edward Barberio
Subject: RE: CoC draft contract for review an additional edits
Attachments: 2022 CoC Draft Contract - AA.docx

Thanks, Alicia.

Ed/David: Please let me know when you have had a chance to review the comments and clean up the document. I will take a final look after.

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
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From: Alicia Arnold <Alicia.Arnold@wakegov.com>
Sent: Monday, May 9, 2022 12:22 PM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Renee Moye <Renee.Moye@wakegov.com>; David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>
Subject: RE: CoC draft contract for review an additional edits

After reading through the Partnership response memo, I added some additional topics we may want to cover.

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Housing Affordability & Community Revitalization Department
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Saturday, April 30, 2022 10:40 AM

To: Renee Moya <Renee.Moya@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>

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Ed & David,

When you are comfortable with the contract language, please send to me before sharing with the Partnership. I will need to make sure the CMO is okay with this one.

In service,

Lorena D. McDowell, MPNA

Director

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Sent: Tuesday, April 26, 2022 5:14 PM

To: Alicia Arnold <Alicia.Arnold@wakegov.com>; David Harris <dharris@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Lorena McDowell <Lorena.McDowell@wakegov.com>

Cc: Renee Moya <Renee.Moya@wakegov.com>

Subject: CoC draft contract for review an additional edits

Please see the questions, notes and preliminary suggested edits in the attached CoC contract for next year.

Thank you,
Renée

Renée Moya

Contracts Manager

Wake County Government

Housing Affordability & Community Revitalization

Renee.Moye@wakegov.com

919.856.2757 office

337 S. Salisbury St. Raleigh, NC 27601

wakegov.com

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From: Duane Holder
Sent: Thursday, May 12, 2022 4:34 PM
To: Kimberly Lawyer
Cc: Kim Crawford; Lorena McDowell; David Ellis; David Harris; ccrandall@reentryrecovery.org; David Smoot; Edward Barberio; Niffenegger, John P.; Kline, Elizabeth; Maddie Horner; Maseta Dorley; Paige Jacob; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good afternoon. Yes, we did receive and apologies for not confirming receipt.

Thank you.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
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Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>
Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Wake County Partners,

I wanted to send a quick follow-up to confirm you did receive our response to the March 2022 Monitoring Desk Review.

Thanks,
Kim

On Fri, May 6, 2022 at 10:06 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
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We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

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Thank you,
Kim

Kim Lawyer, Board Chair

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Hi Duane,

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We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,
Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

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Wear



Wait



Wash

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com> <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com> <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County “Desk” Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer

Kim Crawford, MS, MA

Board Chair

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

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Homelessness

kimberlylawyer@gmail.com

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; crrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
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- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
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- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Duane Holder
Sent: Monday, May 16, 2022 8:47 AM
To: Kimberly Lawyer
Cc: Kim Crawford; Lorena McDowell; David Ellis; David Harris; ccrandall@reentryrecovery.org; David Smoot; Edward Barberio; Niffenegger, John P.; Kline, Elizabeth; Maddie Horner; Maseta Dorley; Paige Jacob; Sharon Edmundson; Tracy Dixon; Vince Rozier; Willis, Tori
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good morning. Will do. And as we are currently working on creating the July 1st contract, we will definitely be in communication as we negotiate language and terms to create better synergy and clarity.

Thank you and have a great week.

Duane T. Holder

Deputy County Manager
Wake County Government
Office of the County Manager
Duane.Holder@wakegov.com
919.856.5533 office
P.O. Box 550
Raleigh, NC 27602
wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>
Sent: Monday, May 16, 2022 8:00 AM
To: Duane Holder <Duane.Holder@wakegov.com>
Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner

<madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>
Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Thanks, Duane. I appreciate the confirmation.

Please don't hesitate to reach out if you have any questions.

Thanks again,
Kim

On Thu, May 12, 2022 at 4:33 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon. Yes, we did receive and apologies for not confirming receipt.

Thank you.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Thursday, May 12, 2022 4:28 PM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Wake County Partners,

I wanted to send a quick follow-up to confirm you did receive our response to the March 2022 Monitoring Desk Review.

Thanks,

Kim

On Fri, May 6, 2022 at 10:06 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,

Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon

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Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
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Kim Crawford, MS, MA

Executive Director

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From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

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Board Chair

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Homelessness

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Kim Crawford, MS, MA

Executive Director

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Office: 919-443-0098, xt 1033

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From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

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Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

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work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

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The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Edward Barberio
Sent: Tuesday, May 17, 2022 8:50 AM
To: Lorena McDowell; Alicia Arnold
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David and I were discussing it yesterday- we'll have it ready for your review a little later today. We think it would be a great idea to request a RWP Board resolution authorizing Kim to execute the contract; we did that routinely in Miami-Dade for all agreements for a lot of reasons. As a matter of fact, I'd recommend doing that for all of our subrecipient contracts-

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

Wake follows
THE 3Ws



From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Tuesday, May 17, 2022 8:43 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Morning,

Before I start digging through emails, is the final draft of the Partnership contract ready for mine and Duane's review? If so, can someone attached it here, please?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com

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THE 3Ws



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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Monday, May 16, 2022 8:47 AM

To: Kimberly Lawyer <kimberlylawyer@gmail.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good morning. Will do. And as we are currently working on creating the July 1st contract, we will definitely be in communication as we negotiate language and terms to create better synergy and clarity.

Thank you and have a great week.

Duane T. Holder

Deputy County Manager
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Office of the County Manager
Duane.Holder@wakegov.com
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Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Thanks, Duane. I appreciate the confirmation.

Please don't hesitate to reach out if you have any questions.

Thanks again,
Kim

On Thu, May 12, 2022 at 4:33 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon. Yes, we did receive and apologies for not confirming receipt.

Thank you.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

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Sent: Thursday, May 12, 2022 4:28 PM

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Wake County Partners,

I wanted to send a quick follow-up to confirm you did receive our response to the March 2022 Monitoring Desk Review.

Thanks,

Kim

On Fri, May 6, 2022 at 10:06 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,

Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

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Raleigh, NC 27602

wakegov.com



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Wear



Wait



Wash

From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon

<tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County “Desk” Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
 - copies of actions plans and past monitorings.
 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
 - What or which policies and procedures? Requesting copies of these policies and procedures
 - which websites?
 - Requesting transcripts of interviews conducted.

If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
- The Partnership signed the FY22 funding contract with Wake County but refused to comply with the terms of the contract requiring Homeless Management Information System (HMIS) administration licenses. Wake County had to place a hold on the processing of invoices to bring the Partnership into compliance
- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
- All 2021 HUD NOFO grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. Further, the Partnership based project grant reductions on incorrect funding amounts. No explanation or logic was provided for these decisions, nor were the mistakes in calculations shared with the community
- The Partnership lacks technical expertise in HMIS to lead system-wide data collection or evaluation and conclusions are not directly supported by the data metrics examined
- Access Hub data collection and reporting errors have impacted service agency's ability to receive, send and close-out referrals. This includes Wake County programs. Unresolved Access Hub referral data issues affect all service types and will require significant agency capacity to "clean-up". Several agencies have voiced these concerns
- A significant majority of By Name List/Referrals in HMIS are not viable nor forwarded in a timely matter, resulting in a significant delay of services
- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
- The Partnership struggled with the implementation of the communitywide Housing Navigation Unit (HNU); a program fully funded by Wake County as a part of the House Wake! strategic plan. At a year of operation, the HNU had only one staff member due to continuous and significant staff turnover. The program was then placed "on pause" by the Partnership, without any communication to Wake County. Due to the critical need of this function, this responsibility was subsequently transferred to the Wake County Housing Department. The relaunch was an incredibly heavy lift for the Department and required extensive programmatic improvements rooted in landlord engagement
- The Partnership did not provide timely leadership to prepare for Winter White Flag this year, resulting with a community ill prepared for the season and many residents unable to find shelter. The first meeting to coordinate efforts was not held until September 8, 2021
- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

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From: Edward Barberio
Sent: Tuesday, May 17, 2022 3:16 PM
To: Lorena McDowell
Cc: David Harris
Subject: RWP Draft Contract
Attachments: Draft 2022-2023 RFP.docx

Lorena,
Please see attached contract-
Thanks!
Ed

Edward Barberio

Deputy Director
Wake County Government
Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

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From: Alicia Arnold
Sent: Friday, May 20, 2022 8:54 AM
To: Lorena McDowell; Edward Barberio
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Lorena mentioned yesterday there was a finalized copy being reviewed by Duane. Ed would you share that with Renee and I?

Thanks!

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Department of Housing Affordability & Community Revitalization
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Tuesday, May 17, 2022 8:43 AM
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Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Thank you and have a great week.

Duane T. Holder

Deputy County Manager
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Thanks, Duane. I appreciate the confirmation.

Please don't hesitate to reach out if you have any questions.

Thanks again,
Kim

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Good afternoon. Yes, we did receive and apologies for not confirming receipt.

Thank you.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

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If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,

Kim

On Mon, Apr 25, 2022 at 1:40 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon and my apologies for not responding last week as I was out of the office on Friday.

I am not sure if you are aware, but the Monitoring Desk Review that was forwarded was completed out of cycle from our Annual Contract Monitoring Review. As such, we are not necessarily expecting a response. The quarterly Desk Reviews came at the request of the County Manager, after some repeated concerns were raised and shared with Partnership staff over the last year. We are of the opinion that the information that has been requested would create a burden to staff at a time when we have a considerable number of projects and priorities being undertaken.

We would simply offer the Review as our feedback and observations of your performance against the contract expectations and if there are specific questions, would definitely work to reply to those.

Thank you and please let me or David (Ellis) know if you have further questions or concerns.

Duane T. Holder

Deputy County Manager

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919.856.5533 office

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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Friday, April 22, 2022 11:04 AM

To: Kim Crawford <kcrawford@partnershipwake.org>

Cc: Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon

<tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Lorena,

I wanted to send a quick note to let the County know our goal is to submit our written response by the end of the day on Friday, April 29.

I did want to circle back to Kim C.'s request below. Can you let us know if the County will be providing the requested information?

Thank you,

Kim

On Thu, Apr 21, 2022 at 11:55 AM Kim Crawford <kcrawford@partnershipwake.org> wrote:

Good Morning Wake County Colleagues –

As you know our full Board of Directors meeting is scheduled for tomorrow morning, Friday April 22. As promised, we will be reviewing the monitoring report submitted to us by Lorena McDowell on Wednesday March 30. Last week we had requested clarification and additional information that we believe will be helpful as we prepare our response. To date, we have not yet received a response. Of course we want to be sure you received the request (see note below), and then inquire if we will be able to have the requested information during our board discussion. Is it possible for you to let us know if 1) you will be able to fulfill our request, and 2) if yes, do you have an estimate as to when we might receive the clarification / information? Or 2) if no, can you provide a rationale for the denial?

We look forward to hearing from you - Thank you,

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Kim Crawford

Sent: Wednesday, April 13, 2022 5:30 PM

To: 'Lorena McDowell' <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Cc: Coby Crandall <ccrandall@reentryrecovery.org>; David Smoot <smootpsych@gmail.com>; Edward J. Barberio <Edward.Barberio@wakegov.com>; John P. Niffenegger <john.niffenegger@raleighnc.gov>; Kimberly Lawyer <kimberlylawyer@gmail.com>; Liz Kline <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Kim Crawford <kcrawford@partnershipwake.org>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

David, et al – (David, following up on our conversation (David + KimC) this morning during our monthly review meeting):

On Friday April 8, the Executive Committee of the Raleigh Wake Partnership meet, and among other items, discussed our response to the Wake County “Desk” Monitoring report.

We have a couple of clarifications and or requests specific to the report, that may be helpful to us while preparing our response. (FYI – the full board meetings April 22, 2022).

- We believe that this monitoring report is based on our funding with Wake County, and an “official” County Monitoring report. We’d like the Monitoring Report, therefore, to be dated and signed by an authorizing official. If possible to be included on County Letterhead.
- The Methodology used for the Desk Monitoring noted several written sources or documents. We would like to request clarification or copies of these sources to be included with our Desk Monitoring. These include:
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 - what are relevant communications? Requesting copies of these communications
 - what or which meeting minutes? Requesting copies of these meeting minutes
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If these written materials can be provided to us as soon as possible, we should be able to turn our response around to you shortly after our board meeting next week.

Kim Lawyer

Board Chair

Raleigh Wake Partnership to End & Prevent
Homelessness

kimberlylawyer@gmail.com

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent
Homelessness

kcrawford@partnershipwake.org

Office: 919-443-0098, xt 1033

www.partnershipwake.org



From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

Subject: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Afternoon,

I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
- The Partnership signed the FY22 funding contract with Wake County but refused to comply with the terms of the contract requiring Homeless Management Information System (HMIS) administration licenses. Wake County had to place a hold on the processing of invoices to bring the Partnership into compliance
- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
- All 2021 HUD NOFO grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. Further, the Partnership based project grant reductions on incorrect funding amounts. No explanation or logic was provided for these decisions, nor were the mistakes in calculations shared with the community
- The Partnership lacks technical expertise in HMIS to lead system-wide data collection or evaluation and conclusions are not directly supported by the data metrics examined
- Access Hub data collection and reporting errors have impacted service agency's ability to receive, send and close-out referrals. This includes Wake County programs. Unresolved Access Hub referral data issues affect all service types and will require significant agency capacity to "clean-up". Several agencies have voiced these concerns
- A significant majority of By Name List/Referrals in HMIS are not viable nor forwarded in a timely matter, resulting in a significant delay of services
- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
- The Partnership struggled with the implementation of the communitywide Housing Navigation Unit (HNU); a program fully funded by Wake County as a part of the House Wake! strategic plan. At a year of operation, the HNU had only one staff member due to continuous and significant staff turnover. The program was then placed "on pause" by the Partnership, without any communication to Wake County. Due to the critical need of this function, this responsibility was subsequently transferred to the Wake County Housing Department. The relaunch was an incredibly heavy lift for the Department and required extensive programmatic improvements rooted in landlord engagement
- The Partnership did not provide timely leadership to prepare for Winter White Flag this year, resulting with a community ill prepared for the season and many residents unable to find shelter. The first meeting to coordinate efforts was not held until September 8, 2021
- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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E-mail correspondence sent to and received from this address may be subject to disclosure under the North Carolina Public Records Act unless made confidential under applicable law.

E-mail correspondence sent to and received from this address may be subject to disclosure under the North Carolina Public Records Act unless made confidential under applicable law.

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From: Edward Barberio
Sent: Friday, May 20, 2022 8:57 AM
To: Alicia Arnold; Lorena McDowell; Renee Moya
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review
Attachments: Draft 2022-2023 RFP.docx

Here you go-

Edward Barberio

Deputy Housing Director
Wake County Government
Department of Housing Affordability & Community Revitalization
edward.barberio@wakegov.com
919.856.5421 office | 919.856.5594 fax
336 Fayetteville St., Suite 440
Raleigh, NC 27602
wakegov.com

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From: Alicia Arnold <Alicia.Arnold@wakegov.com>
Sent: Friday, May 20, 2022 8:54 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Edward Barberio <Edward.Barberio@wakegov.com>
Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Lorena mentioned yesterday there was a finalized copy being reviewed by Duane. Ed would you share that with Renee and I?

Thanks!

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Department of Housing Affordability & Community Revitalization
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Tuesday, May 17, 2022 8:43 AM
To: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>
Subject: FW: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good Morning,

Before I start digging through emails, is the final draft of the Partnership contract ready for mine and Duane's review? If so, can someone attached it here, please?

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: Duane Holder <Duane.Holder@wakegov.com>

Sent: Monday, May 16, 2022 8:47 AM

To: Kimberly Lawyer <kimberlylawyer@gmail.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: RE: Partnership to End and Prevent Homelessness Monitoring Desk Review

Good morning. Will do. And as we are currently working on creating the July 1st contract, we will definitely be in communication as we negotiate language and terms to create better synergy and clarity.

Thank you and have a great week.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

wakegov.com



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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Monday, May 16, 2022 8:00 AM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <ekline@wral.com>; Maddie Horner <maddeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Thanks, Duane. I appreciate the confirmation.

Please don't hesitate to reach out if you have any questions.

Thanks again,
Kim

On Thu, May 12, 2022 at 4:33 PM Duane Holder <Duane.Holder@wakegov.com> wrote:

Good afternoon. Yes, we did receive and apologies for not confirming receipt.

Thank you.

Duane T. Holder

Deputy County Manager

Wake County Government

Office of the County Manager

Duane.Holder@wakegov.com

919.856.5533 office

P.O. Box 550

Raleigh, NC 27602

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From: Kimberly Lawyer <kimberlylawyer@gmail.com>

Sent: Thursday, May 12, 2022 4:28 PM

To: Duane Holder <Duane.Holder@wakegov.com>

Cc: Kim Crawford <kcrawford@partnershipwake.org>; Lorena McDowell <Lorena.McDowell@wakegov.com>; David Ellis <David.Ellis@wakegov.com>; David Harris <dharris@wakegov.com>; ccrandall@reentryrecovery.org; David Smoot <smootpsych@gmail.com>; Edward Barberio <Edward.Barberio@wakegov.com>; Niffenegger, John P. <John.Niffenegger@raleighnc.gov>; Kline, Elizabeth <lkline@wral.com>; Maddie Horner <madeline.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Paige Jacob <paige.jacob@paigejacob.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@shawu.edu>

Subject: Re: Partnership to End and Prevent Homelessness Monitoring Desk Review

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Wake County Partners,

I wanted to send a quick follow-up to confirm you did receive our response to the March 2022 Monitoring Desk Review.

Thanks,

Kim

On Fri, May 6, 2022 at 10:06 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Wake County Partners,

The Board of Directors in collaboration with Partnership Staff has prepared the attached document concerning our organization and engagement with the community we all serve. Additionally, this document addresses some areas of concern provided in the March 2022 Monitoring Desk Review.

Attached please find our response which will include:

- History and Roles: Separating the Partnership and the CoC
- Response to Monitoring Report as it Pertains to the Signed Contract
- Response to Monitoring Report Outside of the Signed Contract
- The Partnership as a Leader in the Community

We would still like to request the additional documents noted in the Partnership April 13 email. As these items were referenced in the Quarterly Desk Review report, we feel having access to these items will help us continue to improve how we operate and the service we provide.

The Partnership believes this exchange of information is an opportunity for both organizations to strengthen the impact we can have on our homeless community. The Board of Directors is committed to the successful management and engagement of the organization and moving forward with more enhanced oversight to ensure our roles, responsibilities, policies and overall operations support us being a strong backbone organization as discussed in the attached document.

We invite a conversation with Wake County about their expectations of the Partnership's role in this community and as it relates to the contract. From this report, we read there are expectations that are not directly written in the contract that is important for us all to work together toward a shared vision.

If you would like to see any backup documentation and or discuss any response in additional detail, please let us know.

Thank you,
Kim

Kim Lawyer, Board Chair

On Fri, Apr 29, 2022 at 11:28 AM Kimberly Lawyer <kimberlylawyer@gmail.com> wrote:

Hi Duane,

Thank you for providing this clarification. We as a board feel this is a great opportunity for us to respond to provide some clarity and our vision of a shared path forward.

We had hoped to submit our responses by the end of today, but due to time constraints will be submitting responses by the end of next week.

Thanks again,

Kim

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Executive Director

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Office: 919-443-0098, xt 1033

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From: Lorena McDowell <Lorena.McDowell@wakegov.com>

Sent: Wednesday, March 30, 2022 12:15 PM

To: kimberlylawyer@gmail.com; ccrandall@reentryrecovery.org; Niffenegger, John P. <john.niffenegger@raleighnc.gov>; Elizabeth Kline <ekline@wral.com>; Maddie Horner <maddie.horner@raleighnc.gov>; Maseta Dorley <mdorley@mdmglobalconsulting.com>; Rashid Salahut <rashidsalahat@gmail.com>; Sharon Edmundson <Sgeunc83@gmail.com>; Tracy Dixon <tracydixonnc@gmail.com>; Vince Rozier <judgerozier@gmail.com>; Willis, Tori <twillis@SHAWU.EDU>; Paige Jacob <paige.jacob@paigejacob.com>; David Smoot <smootpsych@gmail.com>; Edward Barberio <edward.barberio@wakegov.com>; Kim Crawford <kcrawford@partnershipwake.org>

Cc: David Ellis <David.Ellis@wakegov.com>; Duane Holder <Duane.Holder@wakegov.com>; dharris@wakegov.com

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I am appreciative of everyone's time this morning and remain hopeful that future discussion will prove fruitful.

As discussed, please find the Partnership's full Monitoring Desk Review attached as well as high-level bullet points below that detail our more serious, systemic concerns:

- The Partnership was not timely in expenditure of FY21 Wake County funds and did not inform the County during the contracted period that they were not on track to expend resources dedicated to them or to meet outcomes defined in the contract
- The Partnership continuously submitted FY21 invoices for expenditures that were not compliant with the line-item budget and/or exceeded the approved line-item budget attached to the contract or contract amendment. This matter was not resolved towards the end of 2021 calendar year, causing a significant delay in the FY22 contract
- The Partnership signed the FY22 funding contract with Wake County but refused to comply with the terms of the contract requiring Homeless Management Information System (HMIS) administration licenses. Wake County had to place a hold on the processing of invoices to bring the Partnership into compliance
- Many current and former Partnership staff have contacted the County to voice concerns about the agency. Concerns cite the agency's atmosphere to be a "toxic work environment" where staff are not treated fairly,

work policies were not followed, and reports of discrimination based on race and other factors exists. Wake County Housing Director brought these concerns to the Partnership Board, who took no known action. EEOC lawsuit(s) against the Partnership were subsequently filed

- The 2021 HUD NOFO process lacked transparency regarding their inaccuracies in calculations and reporting. For example, Wake found that Permanent Supportive Housing (PSH) was not in the Written Standards at the time; the Partnership staff were not referencing the HUD Annual Renewal Demand Report; and the Priority Listing that completes the CoC Consolidated Application (and the Planning Grant) was not shared/posted. When brought to their attention, the Partnership did not correct this matter, nor share the issue with the community
- All 2021 HUD NOFO grant applicants were not treated equitably; higher scoring renewal applications received funding cuts while lower scoring renewal applications received full funding. Further, the Partnership based project grant reductions on incorrect funding amounts. No explanation or logic was provided for these decisions, nor were the mistakes in calculations shared with the community
- The Partnership lacks technical expertise in HMIS to lead system-wide data collection or evaluation and conclusions are not directly supported by the data metrics examined
- Access Hub data collection and reporting errors have impacted service agency's ability to receive, send and close-out referrals. This includes Wake County programs. Unresolved Access Hub referral data issues affect all service types and will require significant agency capacity to "clean-up". Several agencies have voiced these concerns
- A significant majority of By Name List/Referrals in HMIS are not viable nor forwarded in a timely matter, resulting in a significant delay of services
- The Point in Time count performed in January 2022 will likely need to be re-performed as inadequate/insufficient data was gathered. The methods and questions were not in compliance with what HUD expects/directs and did not produce a count that is representative of the sheltered and unsheltered homeless residents in our community
- The Partnership struggled with the implementation of the communitywide Housing Navigation Unit (HNU); a program fully funded by Wake County as a part of the House Wake! strategic plan. At a year of operation, the HNU had only one staff member due to continuous and significant staff turnover. The program was then placed "on pause" by the Partnership, without any communication to Wake County. Due to the critical need of this function, this responsibility was subsequently transferred to the Wake County Housing Department. The relaunch was an incredibly heavy lift for the Department and required extensive programmatic improvements rooted in landlord engagement
- The Partnership did not provide timely leadership to prepare for Winter White Flag this year, resulting with a community ill prepared for the season and many residents unable to find shelter. The first meeting to coordinate efforts was not held until September 8, 2021
- The Partnership's staffing and funding model appears to be incredibly unsustainable, raising concerns over the agency's long-term viability

The contract Manager, David Harris, is copied on this email. He and/or I are happy to discuss the details contained within this report or to address any other topics that the Board would like.

In service,

Lorena D. McDowell, MPNA

Director

Wake County Government

Housing Affordability & Community Revitalization

Lorena.McDowell@wakegov.com

919.856.5267 office | 919.856.5594 fax

wakegov.com



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From: David Harris
Sent: Friday, June 3, 2022 11:25 AM
To: Edward Barberio
Cc: Lorena McDowell
Attachments: Homeless Services PP.06.02.2022 David Edits.pptx

Good Morning Ed. Attached are my edits and updates to the side deck. Let me know if you need additional information. Thanks, David.

David E. Harris

Homeless and Prevention Services Division Director
Wake County Government
Department of Housing Affordability and Community Revitalization
dharris@wakegov.com
919.212.8383 office
wakegov.com

Wake follows
THE 3Ws



From: Alicia Arnold
Sent: Monday, June 6, 2022 12:31 PM
To: David Harris; Lorena McDowell
Cc: Edward Barberio
Subject: RE: 2023 Draft Budget
Attachments: RWPEH Budget Comparison.xlsx; Budget FY2022-23 draft 6.2.22_ Wake Cty v2.pdf; Partnership Org Chart April 2021.xlsx; Budget to Actual Sept 2021.xlsx; 2021 Financial Statements- Final.pdf; Financial Utilization September 2021.pdf

I did a quick budget analysis (attached) based off of the limited information (attached) shared previously by the RWP. Below I listed out some additional comments, questions or concerns.

- It appears their FY23 and FY22 budget are minimally changed. The increased HUD funding is going to backfill the CV funding from this current year.
 - Much of the CV funding supported HMIS, which I am assuming is why they are asking for \$125,000 of our Access Hub funding to be diverted to HMIS.
 - Previous year funding was available due to unexpended grant balances with extended terms – grants were stacked.
- Their projected donations/corporate giving has increased by 1/3rd which is newly added on this most recent budget
- They are continuing to show a revenue surplus, however it is smaller than in previous years.
 - My concern however, specifically looking at FY22, is how do you generate a surplus of \$74,000 when all but \$72,000 of your budget is reimbursement based... Is their grant revenue awarded is more than what is needed.
 - This looks to be less pronounced in the FY23 budget.
 - FY21 surplus is highly questionable, was United Way a donation or a contract for service?
- In regard to the RWP answers below:
 - #1 - This does not make sense. No matter which way you slice the budget, you still show a full year of funding for the time period in question
 - #2/3 – If you are requesting funds you need to have a proposed budget for those funding sources, you cannot have an evolving budget after you request funds...
 - Additionally, I recommend we narrow down which exact positions our funding will be allocated to in addition to the eligible operating expenses. This will help to ensure multiple positions are not overattributed to multiple funding sources.

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Department of Housing Affordability & Community Revitalization
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com

From: David Harris <dharris@wakegov.com>
Sent: Monday, June 6, 2022 9:44 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>
Cc: Edward Barberio <Edward.Barberio@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>

Subject: FW: 2023 Draft Budget

Importance: High

Good Morning Lorena.

I saw this morning you sent a few emails over the weekend with questions about where we were at with the Partnership contract.

During one of our monthly meetings, Kim let us know that she would like to request budget modifications for the new contract. She submitted a budget proposal which we reviewed and sent back additional questions. My understanding from Kim is that she has more resources available for the Access Hub and had additional needs for HMIS. We asked her to document all the revenue sources because we knew about the additional COC funding they had been awarded for HMIS. When she responded back, it led to additional questions.

You will see in Kim's most recent response below she states that she has new information that required modifications to the budget. However, she is still showing a program budget where expenses do not match revenues.

Let me know if you like to set up a call for us to discuss internally.

Thanks, David.

David E. Harris

Homeless and Prevention Services Division Director

Wake County Government

Department of Housing Affordability and Community Revitalization

dharris@wakegov.com

919.212.8383 office

wakegov.com



From: Kim Crawford <kcrawford@partnershipwake.org>

Sent: Thursday, June 2, 2022 8:27 AM

To: David Harris <dharris@wakegov.com>

Cc: Campbell, Robyn <robyn.campbell@elliotttdavis.com>; Sharon Edmundson <Sgeunc83@gmail.com>

Subject: RE: 2023 Draft Budget

Importance: High

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David,

I have responded to your inquiries below, in **orange**. Again, as I mentioned with my previous submission, I am happy to talk through this with you, and honestly, I would prefer the opportunity to discuss with you as well – to ensure we are all on the same page.

Attached is the revised projected budget for Wake County. Thanks David!

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA
Executive Director
Raleigh Wake Partnership to End & Prevent Homelessness
kcrawford@partnershipwake.org
Office; 919-443-0098, xt 1033

To schedule a meeting with me: https://calendly.com/kimc_rwp

www.partnershipwake.org



From: David Harris <dharris@wakegov.com>
Sent: Wednesday, June 1, 2022 12:22 PM
To: Kim Crawford <kcrawford@partnershipwake.org>
Subject: RE: 2023 Draft Budget

Good Morning Kim. Thanks for the budget information you provided. The information you provided elicited a few additional questions. Please respond to the questions and request for additional I have listed below. Thanks, David.

1. Based on the HUD award announcement it looks like, the budget does not show COC revenue matching the two HMIS grants awarded which total \$153,100. Please provide an explanation. **The HUD HMIS award is on the calendar year (Jan-Dec), this grant is for a fiscal year (July-June), therefore only a partial amount of the HUD award can be applied to this budget. Therefore, we can only apply, at best, half of the \$153k HUD HMIS Award.**
2. Your budget revenues and expenses do not zero out. Please provide additional information about your budget request. Are you seeking revenue to support a surplus? **We are not seeking funding to support a surplus. As we move closer to the beginning of our fiscal year, the \$\$ amounts we anticipate receiving are either confirmed or denied. Once we are awarded or notified of a denial, the budget adjusts. Since 5.27 we have received another such notification, which then leads to adjusting. I have corrected amounts to the budget as you will see. For HMIS we anticipate a net loss of -\$382; for the CAS_CE (Access Hub) we anticipate a net loss of \$272. Currently our General Ops is showing an anticipated net revenue of \$17k, likely that will change (hopefully for the positive). I do think it is also important to note, we are seeking funding from Wake County to maintain what we currently have, which is not where we should be give the volume (call volume, HMIS ticket requests, etc.). As the Executive Director, one of my jobs is to actually bring in more funds. More funds will allow us an opportunity to "right size" our call center. I am**

hopeful that additional funding will be secured allowing us to build capacity in the Access Hub, not simply maintain.

3. Please provide FTE amounts, position titles and an organization chart for any staff expenses included in budgeted expenses. Below is what we anticipate the org chart to look like for HMIS and CAS_CE (Access Hub) staffing, effective July 1, 2022. Staff expenses (taxes, fringe, etc.) are broken out by line item in each of the presented budgets. I am unclear if you are requiring anything more specific to staffing.

Kim Crawford	Director	Executive			
			Volkel	Jasmin	Chief
				Operation Officer	
Robin Saenz	Access Hub Mgr (CAS_CE)		HMIS Mgr	Eric Doll	
	Mia Philips			Thadeous Carr	
	Ruby Perez			Tracie Webb Dixon	
	LaToya Turner			open	
	Rafaela Marrero				
	open			(CAS_BNL) Allison Sickels	

Staff: (all are full-time employees)

Crawford	Kimberly	Executive Director
Volkel	Jasmin	Chief Operations Officer
Saenz	Robin	CAS_Access Hub Mgr
Webb Dixon	Tracie	HMIS System Administrator
Sickels	Allison	CAS_By Name List Coord
Doll	Eric	HMIS System Mgr
Turner	LaToya	Access Hub Specialist
Philips	Mia	Access Hub Specialist
Perez	Ruby	Access Hub Specialist
Carr	Thadeous	HMIS System Administrator
Marrero	Rafaela	Access Hub Specialist
	open	Access Hub Specialist
	open	Data Analyst

David E. Harris

Homeless and Prevention Services Division Director

Wake County Government

Department of Housing Affordability and Community Revitalization

dharris@wakegov.com

919.212.8383 office



From: Kim Crawford <kcrawford@partnershipwake.org>

Sent: Friday, May 27, 2022 3:36 PM

To: David Harris <dharris@wakegov.com>

Cc: Campbell, Robyn <robyn.campbell@elliotttdavis.com>; Sharon Edmundson <Sgeunc83@gmail.com>

Subject: RE: 2023 Draft Budget

Importance: High

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David –

I have attached our most recent “full” budget. You’ll know notice four “tabs” or pages. 1) full combined budget; 2) HMIS budget - line item breakdown and projected funders; 3) CAS_CE (AH CoC SSO) - line item breakdown and projected funders; 4) Gen Ops / Admin - line item breakdown and projected funders.

As you know the budget is our working document, I am sending you what we “know” today, hence the tweaks since the original doc was sent. Certainly the closer we get to July 1, 2022 the more certain we are. I pretty confident this is getting more defined. Make sense? Happy to chat through the chart below and the budget attached.

Raleigh/Wake Partnership 2022 -2023 (DRAFT PROPOSAL)_ May 2022	
Line Item	Approved Budget
CE Assessment Center (Access Hub) Operations (salary & benefits)	\$125,000.00
HMIS Administration and Help Desk (salary & benefits)	\$125,000.00
**Administration – Professional Expenses _ Accounting	\$72,950.00
**Administration – Outreach/Marketing	\$9,557.00
**Administration – Operations _ Prof Services _ Org Devel (CoC & RWP)	\$22,493.00
Total of Reimbursable Costs for Agency	\$355,000.00
Not to Exceed	\$355,000.00

** details for these line items are noted in the budget

Be Well – Be Safe,

Kim Crawford

Kim Crawford, MS, MA

Executive Director

Raleigh Wake Partnership to End & Prevent Homelessness

kcrawford@partnershipwake.org

Office; 919-443-0098, xt 1033

To schedule a meeting with me: https://calendly.com/kimc_rwp

www.partnershipwake.org



From: David Harris <dharris@wakegov.com>
Sent: Wednesday, May 18, 2022 12:59 PM
To: Kim Crawford <kcrawford@partnershipwake.org>
Subject: 2023 Draft Budget

Good Afternoon Kim. We have reviewed your draft budget proposal, and we are requesting additional information as we draft the contract for next year.

1. Provide a line item budget of all the expenses for CE Assessment Center salary and benefits for the 2022-2023 program year. Provide a list of all the designated revenue sources for CE Assessment Center salaries and benefits for the 2022-2023 program year.
2. Provide the a line item budget of HMIS Administration and Help Desk expenses for the 2022-2023 program year. Provide a list of all designated revenue sources for HMIS Administration and Help Desk expenses for the 2022-2023 program year.
3. Provide additional detail for the professional expenses you will be seeking reimbursement.
4. Provide additional detail for the operations expenses you well be seeking reimbursement.

Thank you in advance for providing this additional information. David

Raleigh/Wake Partnership 2022 -2023 (DRAFT PROPOSAL)	
Line Item	Approved Budget
CE Assessment Center (Access Hub) Operations (salary & benefits)	\$125,000.00
HMIS Administration and Help Desk (salary & benefits)	\$125,000.00
**Administration – Professional Expenses	\$76,952.00
**Administration – Outreach/Marketing	\$17,369.00

**Administration – Operations	\$10,679.00
Total of Reimbursable Costs for Agency	\$355,000.00
Not to Exceed	\$355,000.00

David E. Harris

Homeless and Prevention Services Division Director

Wake County Government

Department of Housing Affordability and Community Revitalization

dharris@wakegov.com

919.212.8383 office

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From: Alicia Arnold
Sent: Monday, June 13, 2022 8:30 AM
To: Vanessa Kopp; Lorena McDowell
Subject: RE: Please DocuSign: NC HMIS Sharing QSOBAA_1 WAY SHARING.pdf
Attachments: Please_DocuSign_NC_HMIS_Sharing_QSOBAA_1_WAY.pdf

Here you go!

Alicia Arnold, MPA

Deputy Housing Director
Wake County Government
Department of Housing Affordability & Community Revitalization
Alicia.Arnold@wakegov.com
919.856.5268 office
wakegov.com

From: Vanessa Kopp <Vanessa.Kopp@wakegov.com>
Sent: Monday, June 13, 2022 8:11 AM
To: Lorena McDowell <Lorena.McDowell@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>
Subject: RE: Please DocuSign: NC HMIS Sharing QSOBAA_1 WAY SHARING.pdf

Hey Lorena,

I can't open it. is there a way you can send me a copy or screenshot?

Vanessa Kopp

From: Lorena McDowell <Lorena.McDowell@wakegov.com>
Sent: Friday, June 10, 2022 2:54 PM
To: Vanessa Kopp <Vanessa.Kopp@wakegov.com>; Alicia Arnold <Alicia.Arnold@wakegov.com>
Subject: FW: Please DocuSign: NC HMIS Sharing QSOBAA_1 WAY SHARING.pdf

Can one of you take a look at this for me before I sign it, please?

In service,

Lorena D. McDowell, MPNA

Director
Wake County Government
Housing Affordability & Community Revitalization
Lorena.McDowell@wakegov.com
919.856.5267 office | 919.856.5594 fax
wakegov.com



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From: DocuSign NA4 System <dse_NA4@docusign.net>

Sent: Friday, June 10, 2022 2:18 PM

To: Lorena McDowell <Lorena.McDowell@wakegov.com>

Subject: Please DocuSign: NC HMIS Sharing QSOBAA_1 WAY SHARING.pdf

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HMIS Team sent you a document to review and sign.

REVIEW DOCUMENT

HMIS Team

hmis@partnershipwake.org

Hello,

In 2018, NC HMIS-participating agencies signed sharing agreements to allow HMIS data to flow as needed between projects. These agreements are outdated as new projects have come online and want to participate in data sharing. Therefore, the HMIS team is sending out new agreements to include those new projects.

This particular agreement is to allow information from Access Hub/sites, Emergency Shelter, and Street Outreach to share with Prevention, Transitional Housing, Rapid Rehousing, and Permanent Supportive Housing. It is identical to the 2018 sharing agreement except that it now includes additional projects.

This agreement is for our current ServicePoint software, we are wanting to get this up to date as we close out with ServicePoint. in a few weeks a new sharing agreement will go out for our new Clarity HMIS software.

Please review and contact the HMIS helpdesk at hmis@partnershipwake.org if you have questions.

Thank you!

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From: David Harris
Sent: Wednesday, June 15, 2022 10:30 AM
To: Alicia Arnold; Edward Barberio; Vanessa Kopp; Diane Cilento
Subject: FW:
Attachments: Wake County MOU - final June21_.pdf

Attached is a copy of the **Continuum of Care Collaborative Applicant Memorandum of Understanding.**

David E. Harris

Homeless and Prevention Services Division Director
Wake County Government
Department of Housing Affordability and Community Revitalization
dharris@wakegov.com
919.212.8383 office
wakegov.com



From: Julia Wolfson <jwolfson@partnershipwake.org>
Sent: Tuesday, June 14, 2022 12:21 PM
To: David Harris <dharris@wakegov.com>
Subject: RE:

CAUTION: This email originated from outside of the Wake County network. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hi David,

Per your request, the MOU is attached.

Thank you,

Julia Wolfson
Access Hub Specialist
Raleigh Wake Partnership to End & Prevent Homelessness
jwolfson@partnershipwake.org
919-443-0096
www.partnershipwake.org



From: David Harris <dharris@wakegov.com>
Sent: Tuesday, June 14, 2022 12:06 PM

To: Julia Wolfson <jwolfson@partnershipwake.org>

Subject:

Good Afternoon Julia. I was looking over the Governance Charter in preparation for our meeting on Friday. Please provide me with the document highlighted below. Thanks, David.

The Continuum of Care must designate a legal entity that is also a Continuum of Care Program eligible applicant to serve as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all Continuum of Care Program funded projects within the geographic area. The Collaborative Applicant is also responsible for submitting the annual application to HUD for Continuum of Care Program funding and to apply for Continuum of Care Planning dollars. These and any additional responsibilities are documented in the **Continuum of Care Collaborative Applicant Memorandum of Understanding.**

David E. Harris

Homeless and Prevention Services Division Director

Wake County Government

Department of Housing Affordability and Community Revitalization

dharris@wakegov.com

919.212.8383 office

wakegov.com



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From: David Harris
Sent: Friday, June 17, 2022 10:25 AM
To: Julia Wolfson; marni.cahill@yahoo.com; d elliott; Rick Miller-Haraway; Kim Crawford; Vanessa Kopp
Subject: RE: Governance Charter
Attachments: Final CoC Governance Charter_7.12.21-- David Harris 06172022 .docx

Attached our edits/additions to the Governance Charter for our discussion this morning.

David E. Harris

Homeless and Prevention Services Division Director
Wake County Government
Department of Housing Affordability and Community Revitalization
dharris@wakegov.com
919.212.8383 office
wakegov.com

Wake follows
THE 3Ws



From: Julia Wolfson <jwolfson@partnershipwake.org>
Sent: Tuesday, June 14, 2022 11:08 AM
To: marni.cahill@yahoo.com; d elliott <dse1957@yahoo.com>; Rick Miller-Haraway <rfmh75@gmail.com>; Kim Crawford <kcrawford@partnershipwake.org>; Vanessa Kopp <Vanessa.Kopp@wakegov.com>; David Harris <dharris@wakegov.com>
Subject: Governance Charter

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Hi all,

Please review the Governance Charter in preparation for Friday's Executive Committee meeting. A copy of the most recent charter is attached.

Thank you,

Julia Wolfson
Access Hub Specialist
Raleigh Wake Partnership to End & Prevent Homelessness
jwolfson@partnershipwake.org
919-443-0096
www.partnershipwake.org



From: David Harris
Sent: Thursday, June 30, 2022 4:46 PM
To: Duane Holder
Cc: Alicia Arnold; Edward Barberio; Lorena McDowell
Subject: 2023 RWP Contract Draft
Attachments: 2023 RWP Contract Draft 06302022.docx

Good Afternoon Duane. Thanks for your help this afternoon. We have insert additional language on pages 10 and 11. Let me know if you approve of the drafted additional language, and I will get the draft sent out to The Partnership. Thanks, David.

David E. Harris

Homeless and Prevention Services Division Director
Wake County Government
Department of Housing Affordability and Community Revitalization
dharris@wakegov.com
919.212.8383 office
wakegov.com

Wake follows
THE 3Ws

