



HOUSING & COMMUNITY BUSINESS PLAN

July 1, 2018 – June 30, 2019



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OUR MISSION

The mission of the Office of Housing and Community is to create partnerships, catalyze affordable housing, and build community. Our vision is a vibrant and inclusive community where all residents have access to affordable housing and opportunities to thrive.

FY18 PRIORITIES & ACCOMPLISHMENTS

FY18 Priorities	What was the outcome? What data or performance measure(s) indicate the progress towards this priority?
Use creative partnerships to develop affordable housing opportunities	<ul style="list-style-type: none"> -Preliminary design and concept plan completed for mixed-income affordable housing development on 2200 Homestead Road -Council prioritized three additional town-owned sites for affordable housing development, which could serve as relocation sites for manufactured home or other residents displaced due to redevelopment -Forged opportunities for partnership with UNC Health Care, Chapel Hill/Carrboro City Schools, and nonprofit providers for affordable housing development on town owned sites -Continued support of Northside Neighborhood Initiative in collaboration with UNC, Self Help, Jackson Center, and nonprofit providers
Share our story & progress towards achieving affordable housing goals	<ul style="list-style-type: none"> -Created three-year affordable housing work plan to track our progress on major projects -Created Affordable Housing Quarterly Report and dynamic dashboard tool to track our progress for Council and the broader community -Created new affordable housing website www.chapelhillaffordablehousing.org
Create and begin executing an investment plan for affordable housing	<ul style="list-style-type: none"> -Investment Plan approved by the Town Council -Council approved pursuing a \$10 bond for affordable housing to be considered in the November 2018 election
Strengthen our internal systems to track data and monitor program performance	<ul style="list-style-type: none"> -Created Affordable Housing Grants and Loans database to consolidate and make consistent data tracking for all affordable housing grants and loans awarded by the Town -Established work plan to track project and program progress on a quarterly basis

Other Major FY18 Accomplishments

- Created and began implementing a Manufactured Home Community Strategy, conducting extensive outreach to manufactured home residents and identifying Town owned sites for potential relocation of displaced residents
- Developed a working Community Connections Strategy to focus and clarify our Community Connections Work
- Reworked our vision and mission statement, and revamped the Housing and Community webpages to reflect our revised vision and mission statement
- Completed Community Research Phase of Building Integrated Communities Project, conducted three community meetings with 150+ immigrant and refugee community members from 15 different countries; Provided interpretation in 8 languages (Arabic, Russian, Burmese, Karin, English, Korean, Mandarin Chinese, and Spanish)
- Facilitated provision of Spanish language interpretation services for Town Council meeting for first time in Town history

- Established DACA Renewal Assistance program to provide financial assistance to Chapel Hill residents seeking renewal under the Deferred Action for Childhood Arrival program
- Conducted a comprehensive survey of all faith communities in Chapel Hill to learn about their outreach and service efforts and interest in partnership; established Faith Community Leaders Group to explore partnership opportunities
- In partnership with UNC-Chapel Hill created a new Off-Campus Student Housing Guide
- Created new Results Framework for Human Services Program, which was adopted by Council in the spring of 2018
- In partnership with the Police Department, Parks and Recreation, and the Library, developed a framework for soliciting feedback regarding the interest of and for teens in the community.

FY19 PRIORITIES

FY19 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?	Point-Person (if applicable)
Implement the Human Services Results Framework and Process Improvements approved by Council in FY18	<ul style="list-style-type: none"> -A Human Services Program that is results oriented and is strategically oriented to meet the community's greatest needs. -See data points identified in Results Framework 	Jackie Thompson/ Sarah Vinas
Continue executing affordable housing investment plan	<ul style="list-style-type: none"> -Voter approval of \$10 Million affordable housing bond -Establish evaluation and application process for bond funding -Complete at least one RFP process by the end of FY19 to award bond funding 	Loryn Clark/ Sarah Vinas/ Nate Broman-Fulks
Utilize Town-Owned Land for Affordable Housing Development	<ul style="list-style-type: none"> -Completion of a development plan and financial analysis for the three Town owned sites that Council prioritized for affordable housing in the Spring 2018 -Successful approval of the 2200 Homestead Road development application 	Nate Broman-Fulks/ Emily Holt
Preservation Strategy	<ul style="list-style-type: none"> -A strategy to focus our affordable housing preservation efforts going forward, tied to Council priorities and goals 	Sarah Vinas/ Nate Broman-Fulks
Build out Community Connections Team and Strategy	<ul style="list-style-type: none"> -Onboard new Community Connections Coordinator -Form a cross-departmental Community Connections Team -Continue to implement Community Connections Strategy -See data points identified in Community Connections Strategy 	Sarah Vinas

HOUSING & COMMUNITY CORE BUSINESS



CORE BUSINESS PROGRAMS & SERVICES

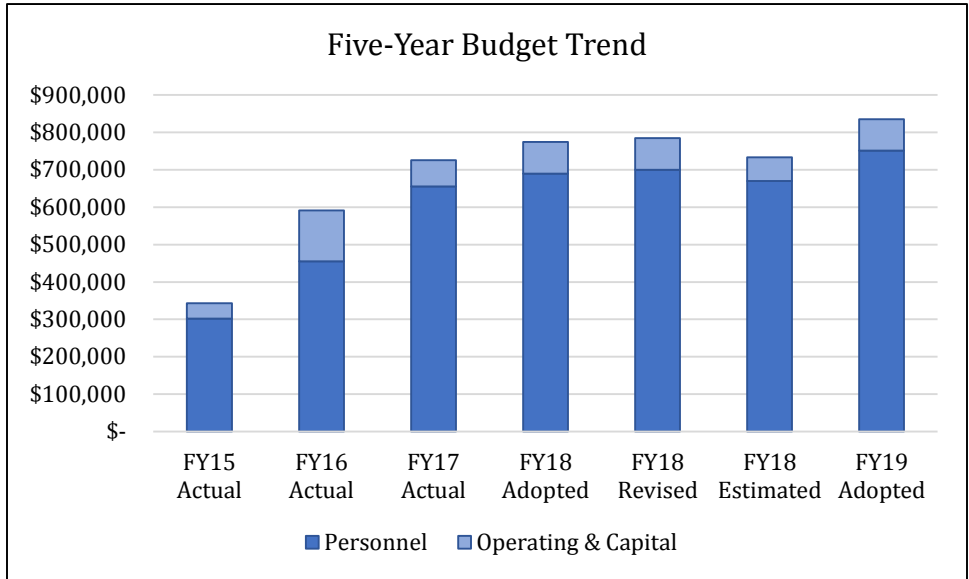
Core Business Programs

The programs listed below are the essential services of the Town that are managed by Housing & Community. Each program has objectives and performance measures designed to help us track the performance of our core services. While a departmental program may support multiple Strategic Goals, the following is emphasized:

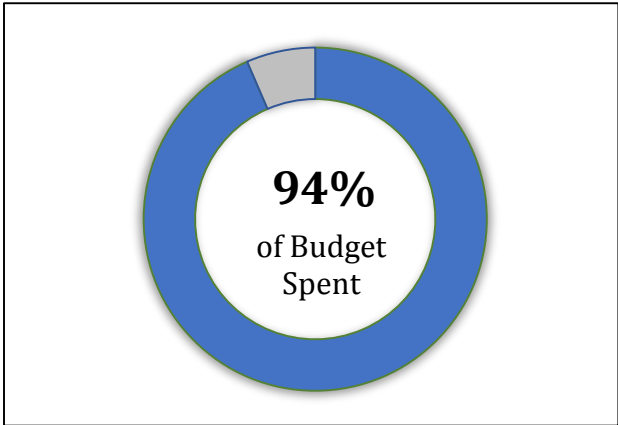
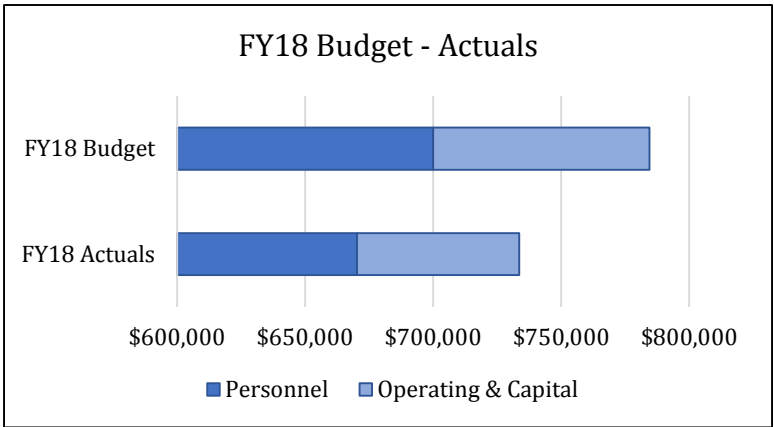
Program	Program Description	FTEs	Cost	Strategic Goal Alignment
Affordable Housing Policy	Create and implement affordable housing plans. Create and support innovative affordable housing options that address all housing needs. Review development projects for compliance with affordable housing policies and ordinances. Liaison to the development review process (internal and external). Connect housing policy to other Town initiatives (Transit, Long Range Planning, Economic Development, Sustainability, Chapel Hill 2020). Establish new and manage existing relationships with development partners (private/non-profit). Provide staff support to the Housing Advisory Board and other ad-hoc committees as identified by Council.	2.77	\$320,916	Affordable Housing
Human Services	Manage the Human Services program. Establish new and manage existing relationships with the community and with service providers. Develop and implement community service programs for adults and youth in the community. Provide staff support to the Human Services Advisory Board and other ad-hoc committees as identified by Council.	2.27	\$262,568	Affordable Housing
Community Development	Develop and implement Community Development Block Grant Program Plans. Manage federal compliance for CDBG and HOME programs. Provide financial management and accounting for federal and local fund management. Provide staff support to standing Town advisory boards and other ad-hoc committees as identified by Council. Develop public communication materials for in-person, web, and published distributions. Manage relationships with housing and community development providers.	2.16	\$250,064	Affordable Housing
Total		7.2	\$833,548	N/A

BUDGET SUMMARY

Five-Year Budget Trend



FY18 Budget-Actual Report



FY19 Budget Expansions

Budget Expansion	Cost	What is the desired outcome? What data or performance measure(s) will indicate the success of the expansion?
None	N/A	N/A

PERSONNEL SUMMARY

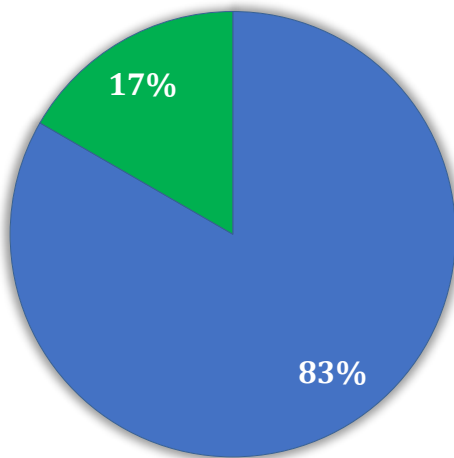
Personnel Data (end of fiscal year data)

	FY17	FY18	FY19
Number of Current FT Employees	7	6	6
Number of FT Vacancies	0	1	-
Number of FT Hires	0	1	-
Number of FT Departures	0	1	-
Number of FT Retirements	0	0	-
Number of FT Promotions	2	0	-
Turnover Rate (FT Only)	0%	16%	-

**The number of FT employees in the FY19 column represents the number of employees in the department as of their FY19 Business Plan Submission*

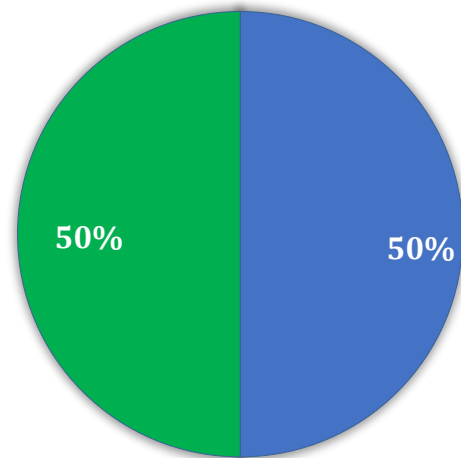
Personnel Demographics (as of FY19 Business Plan Submission)

Gender Breakdown



- Female
- Male

Ethnicity Breakdown



- American Indian or Native Alaskan
- Asian
- Black or African American
- Hispanic
- Native Hawaiian or Other Pacific Islander
- Two or More Races
- White

MISSION-LEVEL MEASURES

Mission-Level Measure 1	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Target
Number of affordable units developed this year.	2	12	99	TBD Based on further analysis and direction from Council

Analysis – What are your takeaways from the data?	Initiatives – What actions will you take in response to your takeaways (if any)?
<ul style="list-style-type: none"> There was a large increase in the number of affordable units developed this year over previous years We are beginning to see the results of the creation of the Affordable Housing Development Reserve as there is a delay in the time a project is funded and a project is completed 	<ul style="list-style-type: none"> We will continue to build on the successful development partnerships We will continue to look for and implement additional affordable housing development strategies

Mission-Level Measure 2	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Target
Number of affordable units preserved this year.	32	17	23	TBD Based on further analysis and direction from Council

Analysis – What are your takeaways from the data?	Initiatives – What actions will you take in response to your takeaways (if any)?
<ul style="list-style-type: none"> The number of units preserved this year is similar to the previous two years We did not reach the preservation goal of 55 units 	<ul style="list-style-type: none"> We will explore the data to assist us in creating our targets for next year We will analyze strategies for increasing the number of preservation units per year

HOUSING & COMMUNITY STRATEGIC BUSINESS



STRATEGIC PROJECTS

Strategic Project 1.

Council Strategic Goal		
Affordable Housing		

Strategic Project	Target Date for Completion	Project Manager
Affordable Housing Development	Varied, see work plan	See (staff) listed below

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> Develop Town-Owned Property at 2200 Homestead Road (Emily Holt) Pursue Affordable Housing on Prioritized Town Properties (Nate Broman-Fulks/Emily Holt) Acquire Properties for Affordable Housing Development (Team) 	<p>Affordable Housing Providers</p> <p>Private developers</p> <p>Consultants</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Affordable Housing Quarterly Report		

Strategic Project 2.

Council Strategic Goal		
Affordable Housing		

Strategic Project	Target Date for Completion	Project Manager
Preservation	Varied, see work plan	See (staff) listed below

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> Implement Manufactured Home Communities Strategy (Sarah Vinas, Nate Broman-Fulks) Naturally Occurring Affordable Housing (NOAH) Preservation Strategy (Nate Broman-Fulks, Emily Holt) Acquire and Rehab Properties for Affordable Housing Preservation (Nate Broman-Fulks) 	<p>Manufactured home residents</p> <p>CHICLE interpretation services</p> <p>Family Success Alliance</p> <p>Affordable Housing Providers</p> <p>Self Help</p> <p>Jackson Center</p> <p>TJCOG</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Affordable Housing Quarterly Report		

Strategic Project 3.

Council Strategic Goal
Affordable Housing

Strategic Project	Target Date for Completion	Project Manager
Policy	Varied, see work plan	See (staff) listed below

Project Description	Partners
<p>Projects in this area include:</p> <ul style="list-style-type: none"> • Explore the Creation of Employee Housing Incentives (Sarah Vinas/Nate Broman-Fulks) • Participate in the LUMO Re-Write Project (Nate Broman-Fulks) • Develop a Payment-in-Lieu Formula for Rental Housing (Nate Broman-Fulks/Emily Holt) • Update Payment-in-Lieu for Homeownership Units (Nate Broman-Fulks) • Explore Affordable Housing Incentive Options (Nate Broman-Fulks) 	<p>Planning and Development staff</p> <p>Housing Advisory Board</p> <p>Affordable Housing Providers</p> <p>Town Employees</p> <p>Affordable Housing Developers</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See work plan and Affordable Housing Quarterly Report		

Strategic Project 4.

Council Strategic Goal
Affordable Housing

Strategic Project	Target Date for Completion	Project Manager
Funding	Varied, see work plan	See (staff) listed below

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> • Implement Investment Plan for Affordable Housing - Affordable Housing Bond (Loryn Clark/Sarah Vinas) • Manage the Affordable Housing Development Reserve (Sarah Vinas) • Manage the Affordable Housing Fund (Nate Broman-Fulks) • Jointly Manage the HOME Program (Nate Broman-Fulks/Renee Moye) • Manage the Community Development Block Grant Program (Renee Moye) 	<p>Local Government Affordable Housing Collaborative</p> <p>Affordable Housing Providers</p> <p>HUD</p> <p>Housing Advisory Board</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan and Affordable Housing Quarterly Report		

Strategic Project 5.

Council Strategic Goal
Affordable Housing

Strategic Project	Target Date for Completion	Project Manager
Measurement and Reporting	Varied, see work plan	See (staff) listed below

Project Description	Partners
Projects in this area include: <ul style="list-style-type: none"> • Provide an Affordable Housing Quarterly Report (Sarah Vinas/Nate Broman-Fulks) • Provide an Annual Housing & Community Report (Sarah Vinas) • Update the County-wide Affordable Housing Database (Nate Broman-Fulks) • Implement the Loans and Grants Tracking Tool (Nate Broman-Fulks) 	Business Management/GIS/Manager's Office Affordable Housing Providers

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 6.

Council Strategic Goal		
Affordable Housing		

Strategic Project	Target Date for Completion	Project Manager
Collaborations	Varied, see work plan	See (staff) below

Project Description	Partners
<p>Projects in this area include:</p> <ul style="list-style-type: none"> Expand Collaboration with Developers, Providers, and Regional Partners (Nate Broman-Fulks) Participate in the Affordable Housing Collaborative (Nate Broman-Fulks) Engage UNC, the School System, and UNC Health Care (Loryn Clark) Serve as a Partner on the Northside Neighborhood Initiative (Nate Broman-Fulks) 	<p>TJCOG</p> <p>Affordable Housing Providers</p> <p>Local Government Affordable Housing Collaborative</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 7.

Council Strategic Goal		
Vibrant and Inclusive Community		

Strategic Project	Target Date for Completion	Project Manager
Strategy Development	Varied, see work plan	See (staff) below

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> Develop & Implement Community Connections Strategy (Sarah Vinas, Megan Peters) Develop measurement and reporting tools to track strategy implementation (Megan Peters) 	<p>Human Services Agencies</p> <p>Staff in other departments that do community connections work</p> <p>BMD/Manager's Office</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 8.

Council Strategic Goal
Vibrant and Inclusive Community

Strategic Project	Target Date for Completion	Project Manager
Student and Youth Initiatives	Varied, see work plan	Sarah Vinas

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> • Co-Coordinate in Cross-Departmental Teen Initiative • Co-Coordinate Good Neighbor Initiative • Carry out education and outreach to off-campus students • Ongoing collaboration with UNC, Jackson Center and other partners • Co-Coordinate Summer Youth Employment Program 	<p>UNC</p> <p>Self Help</p> <p>Jackson Center</p> <p>Staff from other departments</p> <p>Teen Team</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 9.

Council Strategic Goal		
Vibrant and Inclusive Communities		

Strategic Project	Target Date for Completion	Project Manager
Immigrant and Refugee Initiatives	Varied, see work plan	Sarah Vinas

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> • Manage Building Integrated Communities Project • Manage Multi-Lingual Communications Project • Manage DACA Renewal Assistance Program • Deepen Collaborations with Immigrant and Refugee Groups 	<p>UNC</p> <p>BIC Steering Committee</p> <p>Multi-Lingual Communications Project Team</p> <p>Immigrant and Refugee focused community organizations</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 10.

Council Strategic Goal		
Vibrant and Inclusive Community		

Strategic Project	Target Date for Completion	Project Manager
Faith Community Initiatives	Varied, see work plan	Sarah Vinas

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> • Continue to explore partnerships • Convene Faith Leaders Group 	<p>Faith Communities</p> <p>Nonprofit organizations</p> <p>Regional local government organizations</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	Staff resources	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		

Strategic Project 11.

Council Strategic Goal		
Vibrant and Inclusive Community		

Strategic Project	Target Date for Completion	Project Manager
Funding	Varied, see work plan	See (staff) below

Project Description	Partners
<p>Key projects in this area include:</p> <ul style="list-style-type: none"> • Manage the Human Services Funding Program (implementation of new Human Services Results Framework) (Jackie Thompson) • Manage Community Services Grants (Megan Peters/Nate Broman-Fulks) 	<p>Human Services Advisory Board</p> <p>Human Service Agencies</p>

Project Resources	Budget (in dollars)	Account Number
Financial Resources:		
Technology Needs: [if applicable, describe technology needs here]	<p>Staff resources</p> <p>\$419K Human Services Budget</p> <p>\$20K Community Services Budget</p>	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
See Work Plan		