

The Strategic Action Plan

The plan below details each of the six goals identified early on as Priority Objectives. Outcomes, strategies, and associated activities are also clearly stated, along with the anticipated timeline, strategy or task champions, and ways to measure future success. County staff and partners will remain committed to updating and adjusting this Action Plan as needed in the coming years. All activities will start by spring 2024, with many actions continuing on into the future as regular practice. This Plan should be seen as a starting point, a living document, or an outline to address the County’s main challenges with the need for affordable housing.

Goal 1: Reduce Development Barriers and Increase Usable Incentives					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
More diverse and dense housing stock	Create or expand broader zoning districts.	<ol style="list-style-type: none"> 1. County will be expanding zoning districts that allow for more housing types where utilities are available. Siler City, Pittsboro, and Golston have more opportunity. 2. Develop and implement ADU strategy (outreach, financial instruments to facilitate, streamlining of process). <ol style="list-style-type: none"> a. Reach out to the City of Raleigh for input, feedback around their program. 	January 2024 (ongoing)	CHO (CHO), Central Pines Regional Council (CPRC), County & Town planning departments	<p>Track types of housing developed, including ADUs</p> <p>Consider conducting Missing Middle Study; see Asheville, North Carolina's draft study review.</p>
Increase rates of affordable housing through increased developer participation	Engage with developers to identify usable incentives.	<ol style="list-style-type: none"> 1. Diversify funding streams that we can use to incentivize, invest in, and support development of diversified/affordable housing stock. <ol style="list-style-type: none"> a. Research funding (like CRA, HOME Consortia, housing bonds) that is available and assess feasibility. 2. Work with Planning Departments to develop non-cash incentives. <ol style="list-style-type: none"> a. Review incentives offered in other areas throughout North Carolina and reach out for feedback and insight into their efficacy. The City of Raleigh, specifically, may be helpful to contact. 	January 2024 (ongoing)	CHO, CPRC, County & Town planning departments	<p>Number of approved affordable units over the next 5 years</p> <p>Track amount of funding dedicated to affordable housing development.</p> <p>Track utilization of incentives by developers.</p>

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	Increase communication with developers around available incentives through marketing and other efforts.	<ol style="list-style-type: none"> 1. The Housing Officer should attend relevant pre-development meetings. 2. Ensure accurate and up-to-date information is shared and that messaging is consistent. 	January 2024 (ongoing)	CHO, County & Town Managers/ Assistants, County & Town planning departments	Track utilization of incentives by developers - is there an increase of usage over time?
Increase efficiency for development review process	Coordinate County-Town Strategies.	<ol style="list-style-type: none"> 1. Collaborate with Lindsay Ray, Legislative Relations Liaison. 2. Follow progress with Goldston bringing on staff 3. Follow progress of Lean Government review/study 	January 2024 (ongoing)	CHO, County & Town Managers/ Assistants, County & Town planning departments	Compare submission of plan timelines to approval of plans. Document what improvements are made over the course of 1, 3, and 5 years.
	Identify or consider hiring dedicated staff for expedited review, potentially as an interlocal liaison.	<ol style="list-style-type: none"> 1. Collaborate with Lindsay Ray, Legislative Relations Liaison; get clarification around extent of her work and where gaps may still exist, if any. 2. Follow progress of Lean Government review/study. 	January 2024 (ongoing)	CHO, County & Town planning departments	
	Provide training for Planning Boards.	<ol style="list-style-type: none"> 1. Offer training to Planning Board members at time of appointment and/or at 2-6 months of service. 2. Coordinate trainings annually <u>at minimum</u> from County Attorney and/or through the School of Government; on demand training videos are also available - Planning Boards should have all information and be encouraged to engage in training. 	January 2024 (ongoing)	County & Town planning departments	

Goal 2: Develop a Framework for Collaboration					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Create a shared understanding and definition of the size and scope of housing challenges, including and with representation of those with lived experience	Assess existing process for communications with partners, then build on that with a Chatham focus.	<ol style="list-style-type: none"> 1. Routinely and consistently capture data outputs from individual programs and providers, including reporting out on numbers served per agency. <ol style="list-style-type: none"> a. Providers should determine and define the data points that need to be collected. b. Prioritize consistent data collection through HMIS. c. One CHC meeting per month is dedicated to data sharing. 2. Develop and launch data dashboard. 3. Implement process to collect input from individuals with lived experience. <ol style="list-style-type: none"> a. Potentially form focus group(s) around lived experience or a Gallup Survey. b. Review studies and assessments that are already conducted (Fair Housing Analysis, Health and Equity Assessment, CPCA's Community Needs Assessment, and Chamber of Commerce's Data Dashboard) 4. Develop resource hub (physical or virtual) or establish a space for those with lived experience to learn about and access resources in Chatham. <ol style="list-style-type: none"> a. Assess if this could take shape in the form of increased street outreach. If so, continue research to expand and support street outreach throughout the County. 5. Implement collaborative outreach campaign. <ol style="list-style-type: none"> a. Build on existing provider guides and resource guides. 	Spring 2024 (ongoing)	United Way, DSS, CHC	Measure number of clicks and downloads of dashboard data to monitor month- to-month or year-to-year.

Goal 2: Develop a Framework for Collaboration

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Develop a shared community action plan that informs future investments	Use MHP strategic planning to create single document to be used by all partners to build a communications strategy.	<ol style="list-style-type: none"> 1. Complete activities around data collection associated with above outcome. This will inform the community action plan and where resources should be invested. 	TBD	United Way, DSS, CHC	Measure number of baseline metrics tracked with a dashboard.

Goal 3: Communicate to Increase Understanding and Generate Support

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Increase political support for funding and location of affordable housing	Develop standard materials and presentations for targeted audiences that includes both data and stories as well as materials tailored for the internet and other media types.	<ol style="list-style-type: none"> 1. Establish consistent messaging using clearly defined terminology for a variety of audiences. <ol style="list-style-type: none"> a. Share individual and/or family stories with a focus on families with children. These families could attend different events so stakeholders can meet those directly impacted (or contribute to video/audio) or shared anonymously. 2. Partner with a diverse set of organizations to coordinate efforts related to messaging and identifying needs unique to different populations and demographics. 3. Ensure availability and accessibility of clear information regarding relevant public meetings to attend and how to participate. 4. Increase opportunities for community-wide engagement to encourage acceptance and support for affordable housing. 5. 211 – Collaboration with United Way's efforts to maximize partnership with 211; conduct 	January 2024 (ongoing)	County PIO; CHO; CPRC, AHAC	Number of presentations per year.

Goal 3: Communicate to Increase Understanding and Generate Support					
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		<p>coordinated outreach around availability of 211 during times of heightened need.</p> <p>6. Increase number of press releases. Releases should be tied to an event, something in the community that is happening, or a family story, with other details woven into the messaging.</p>			
<p>Increase participation in creation of affordable housing from private sector, developers, and employers.</p>	<p>Increase communication and collaboration between affordable or workforce housing and having a sustainable workforce.</p>	<ol style="list-style-type: none"> 1. Meet with Chamber of Commerce and EDC about County's intentions and to gain insight around any pre-existing strategies and to request their assistance identifying potential partners in the private sector. <ol style="list-style-type: none"> a. Determine how we can help private sector see the benefit (if they don't already). b. Research current relationships, partnerships, and charitable endeavors around and charitable endeavors around significant corporate partners, such as Wolfsped, VinFast, and CocaCola. 2. Utilize consistent messaging and strategy specific to this audience: messaging may be framed around "workforce" housing as opposed to "affordable" housing. 3. Begin collaboration/conversations with businesses/corporations in Chatham. 4. Identify "champions" within Chatham County who are established within the business sector. 5. Identify commercial development opportunities where rezoning or other asks from commercial developers could be 	<p>Spring 2024 (ongoing)</p>	<p>County PIO; CHO; CPRC, AHAC (Gail, Mary, Alirio, Susan), Chamber, EDC</p>	<p>Track revenue contributed and units built.</p>

Goal 3: Communicate to Increase Understanding and Generate Support

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		<p>exchanged for affordable housing or payment-in-support of affordable housing.</p> <p>6. Assess feasibility of increased regional approach, and specifically Rep. Rieves district or other surrounding Counties with shared interests.</p>			

Goal 4: Improve Efficiencies and Effectiveness of Existing and New Services and Programs.

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Determine deficiencies and gaps in existing housing programs and services with a focus on continuous improvement.	Create document that describes housing services and programs throughout and identifies gaps in services.	<ol style="list-style-type: none"> 1. Compile document detailing all services and programs and relevant information. Incorporate regional services available. 2. Document inefficiencies in existing programs and determine if new programs are needed. 	Summer 2024 (prior to County budget season)	CHO, Manager's Office, CHC, DSS	Create and utilize template for "toolbox" within year.
	Engage community and non-profit organizations to determine priority needs and opportunities.	<ol style="list-style-type: none"> 1. Utilize the most recent community and public health surveys regarding satisfaction and needs of residents (next survey 2024). 2. Consider alternative engagement options: community conversations, focus groups with service providers, housing-centered story circle. 	March 2024 - June 2024	Public Health, County PIO, CHO, Manager's Office, CHC	<p>Receive feedback on surveys and increase the rate of responses.</p> <p>Conduct annual community forum regarding needs and services.</p>
	Address overlap or gaps in service, incorporate changes.	<ol style="list-style-type: none"> 1. Determine partners/stakeholders to meet on issue. 2. Identify the need, review existing programs, determine overlap or gap. 3. Craft recommendations for budget changes and program changes to meet the identified needs. 	March 2024 - June 2024	Manager's Office, CHO, CHC, other partners as needed	Annual/biannual review and update.

Goal 4: Improve Efficiencies and Effectiveness of Existing and New Services and Programs.

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Increase access to services and programs through outreach.	Regular dissemination of information on programs and services	<ol style="list-style-type: none"> Utilize toolbox information to create menu of services and programs, as well as other information for partners to share (physical and online). Clarify information with law enforcement, businesses, and other partners. Ensure accessibility of materials for non-English speakers, all language levels, etc. Include non-traditional partners in existing meetings/forums to share information and answer questions. Provide updates to partners on changes to programs and services on regular basis, as needed. 	July 2024 (ongoing)	County PIO, CHO, CHC & other service providers, faith-based community	<p>Information updated and shared on annual basis, or as needed.</p> <p>Online and hard copies of information available in Spanish and English.</p>

Goal 5: Develop and Strengthen Sustainable Funding Sources that Meet the Need

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Increase and diversify funding sources in housing and homelessness.	Compare funding levels with impact and need.	<ol style="list-style-type: none"> Document existing funding levels. Review request for HTF funding versus amount available. Conduct an affordable housing gap analysis. Map funding availability and client waitlists. Assign estimate of housing cost based on needs. Compare the amount of funding needed to gaps identified. This should include both County and service provider funds and needs. 	December 2023 - June 2024 (ongoing/as needed)	CHO, CPRC, DSS, Manager's Office, CHC (or United Way as lead)	<p>Increase in funding from year to year.</p> <p>Difference between funding requests and projected costs to address the need.</p>
	Apply to a variety of funding sources.	<ol style="list-style-type: none"> Identify existing and new funding sources that meet the need and timing for funding. Create and meet with working group to develop funding applications. 	July 2024 (ongoing)	CHO, CPRC, DSS, Manager's Office, CHC (or United Way as lead)	Increase in the number and variety of funding sources.

Goal 5: Develop and Strengthen Sustainable Funding Sources that Meet the Need					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Develop and launch an accessible dashboard shared between partners that monitors need and progress.	Create and/or expand a role to be the point of contact for the dashboard.	<ol style="list-style-type: none"> 1. Coordinate on dashboard between DSS, CPRC, and County Housing Officer. 2. Document methodology and create platform for dashboard not reliant on subscription. Ensure ease of use to encourage continuity. 	January 2024 (ongoing)	DSS, CPRC	Number of clicks/downloads of data dashboard, month-to-month or year-to-year.
	Develop a virtual tool to host data that can be translated into physical resources.	<ol style="list-style-type: none"> 1. Publish dashboard and create marketing and educational materials (focused on accessibility for all). 2. Incorporate information into other communication materials. 	July 2024 (See Goal 3 to inform timeline)	DSS, CPRC, AHAC	
Establish flexible funding systems to address the variety of identified needs.	Evaluate current processes and criteria for funding and solicit feedback for improvement.	<ol style="list-style-type: none"> 1. Evaluate process and criteria for all local housing funding. 2. Incorporate feedback from application process. 3. Share info with municipal partners as model process. 	1&2. April - September 2024 3. After December 2024	County Housing Officer, AHAC, United Way	Participation in evaluation of process and criteria for funding sources.
	Increase Opportunities for visibility and engagement from potential funders.	<ol style="list-style-type: none"> 1. Use existing collaborative efforts (CHC, AHAC, County) to engage funders with comprehensive data and information. 	July 2024 - ongoing	County Housing Officer, United Way, AHAC	Increase in engaging funders tied to improvements in flexible funding sources.

Goal 6: Hire and Retain Adequate and Appropriate Staff					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Staff represent community they serve.	Create proper incentives: higher pay, flexible work, childcare, continuing education support, etc.	<ol style="list-style-type: none"> Review and create appropriate incentives to hire and retain skilled staff within the County. Provide support for nonprofit staff working in the housing space, including increasing capacity at the nonprofit level. 	January 2024 - March 2024	CHOs, Manager's Office, HR	Background and experience matrix or annual basis for each new hire
	Encourage lived experiences on application materials.	<ol style="list-style-type: none"> Update application materials. 	TBD	HR, Manager's Office	Consult EEO committee; staff demographics versus community - see benchmarks on EEO
	Review background, education, and experience requirements.	<ol style="list-style-type: none"> Amend requirements of job applicants for staff working in housing and community development. 	TBD	CHO, Manager's Office, HR	Increase in diverse experience of applicants.
	Develop robust pipeline of opportunities in Chatham.	<ol style="list-style-type: none"> Identify and develop opportunities for internships within housing and community development work within the County. Work with Chatham Schools and local community colleges to assess interest and create pool of interested individuals for internships in local government and/or nonprofits. 	TBD	CHO, Manager's Office, HR	Increase in number of partners with internship opportunities.
	Create retention incentives	<ol style="list-style-type: none"> Review and create appropriate incentives for staff retention. Incentives to consider may include housing subsidies for employees or bonuses for milestone years in the organization. 	TBD	HR, Manager's Office	Increase years of service for employees.

Goal 6: Hire and Retain Adequate and Appropriate Staff					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
Support a workforce that is fulfilled and has capacity to serve the community now and in the future.	Establish a review feedback process for staff 360 reviewer survey.	<ol style="list-style-type: none"> Review current feedback process for staff reviews and explore options to incorporate a 360-reviewer survey. 	Ongoing	HR, Manager's Office	Measure majority of staff fulfilled on survey 70% of survey responses are favorable
	Improve indexing roles and responsibilities to make referrals and increase efficiency.	<ol style="list-style-type: none"> Create a directory of staff/positions relevant to housing and community development work at the County and municipality level. Update as needed. Disseminate to those staff to ensure understanding of different roles and responsibilities. 	TBD	County Housing Officer, Manager's Office, HR	