

Chatham County Affordable Housing 2023 Report

*Strategic Toolbox Update
and Action Plan*

Strategic Planning and Report created with Minnesota Housing Partnership, with funding from the U.S. Department of Housing and Urban Development (HUD)'s Rural Capacity Building Program.



Acknowledgements

Thank you to the individuals who invested time and energy into the strategic planning efforts over the past year.

Chatham County Government

Bryan Thompson	Assistant County Manager
Chance Mullis	Assistant Planning Director
Franklin Gomez-Flores	County Commissioner
Hunter Glenn	Planner II
Jason Sullivan	Planning Director
Katie Kenlan	County Commissioner
Leah Dyson	Housing & Community Development Officer
Mike Roberson	Sheriff
Mike Zelch	Director, Public Health
Sara Green	Strategic Planning & Development Director, Public Health
Sigi Markworth	Council on Aging

Chatham Local Governments

Chip Price	Mayor, Siler City & AHAC Committee Member
Hank Raper	Town Manager, Siler City
Jack Meadows	Community Development Director, Siler City
Jonathan Franklin	Town Manager, Pittsboro
Kyle Shipp	Town Commissioner, AHAC Committee Member
Mike Wagner	Chief of Police, Siler City
Pamela Baldwin	Town Commissioner, Pittsboro & AHAC Committee Member
Randy Cahoon-Tingle	Planning Director, Town of Pittsboro
Shorty Johnson	Chief of Police, Town of Pittsboro

Chatham Affordable Housing Advisory Committee

Alirio Estevez	Committee Member
Gail Friedman	Committee Member
Gary Cox	Committee Member
John Foley	Vice Chair
Kent Jones	Committee Member
Mary Gillogly	Committee Member
Sharon Taylor-Gray	Committee Member
Stephanie Dixon	Committee Member
Susan Levy	Chair
Tiffany Stuflick	Committee Member

Community Organizations

Anna Tuell	Director of Development and Finance, Chatham Habitat for Humanity
Ashlyn Martin	Director, Council on Aging
Dakota Philbrick	Executive Director, Love Chatham
Dan Sargent	Executive Director, Rebuilding Together of the Triangle
Divya Mehta	Lead for NC Fellow, Department of Social Services
Jack Watson	Housing Planner, Central Pines Regional Council
Hunter Fillers	Housing Program Manager, Central Pines Regional Council
Jennie Kristiansen	Director, Department of Social Services
Jerry Whorton	Executive Director, Chatham Habitat for Humanity
Katie Childs	Executive Director, United Way
Kerry Bashaw	Executive Director, Brick Community Capital
Lindsay Whitson	Community and Economic Development Director, Central Pines Regional Council
Natasha Elliott	Executive Director, Central Piedmont Community Action
Rebecca Sommer-Peterson	Director, Salvation Army
Renita Foxx	Director, Courts Programs
Stephanie Watkins-Cruz	Policy Director, North Carolina Housing Coalition

**Minnesota Housing Partnership
(Facilitator, Technical Assistance Provider)**

Erika Brown
Courtney Overby

Contents

Executive Summary	2
Data Trends	2
Factors Influencing Chatham County Housing Initiatives.....	3
Summary of the Chatham Housing Action Plan	3
Introduction and Background	5
History of Addressing Affordable Housing in Chatham County.....	5
County Funding Strategies and Programs	5
Goals and Outcomes: 2017 Strategy Toolbox.....	7
The Current State of Housing in Chatham County	8
Housing Demand and Sociodemographic Trends.....	8
Housing Supply, Affordability Trends, and Quality Improvements	13
The Strategic Planning Process.....	17
Pre-Strategic Planning: Surveying Housing Needs and Opportunities	18
Planning Phase 1: Describe	21
Planning Phase 2: Conclude	22
Planning Phase 3: Commit	25
Planning Phase 4: Create	26
Planning Phase 5: Integrate.....	28
The Strategic Housing Action Plan.....	29
References.....	39

Executive Summary

Chatham County has been engaged in the work of addressing housing needs for more than 20 years. The changing landscape of Chatham County has increased the need for more affordable housing, as growth brings new residents and economic activity and creates increased pressures for existing residents. The most recent report, the Chatham County Affordable Rental Housing Report and Strategy Toolboxⁱ, outlined housing trends and identified goals and strategies for implementation.

Given the changing environment over the last five years, the County has undertaken a strategic planning effort to create an updated Housing Action Plan. Working with Minnesota Housing Partnership, a national technical assistance provider through U.S. Department of Housing and Urban Development, Chatham County and myriad partners participated in data collection, a strategic planning retreat, and follow up meetings to create the Action Plan. This report includes a summary of updated data on the state of housing, documents the strategic planning process, and summarizes the Housing Action Plan. These activities will be implemented over the next several years and will be monitored and evaluated to ensure continued relevancy.

Key issues that were identified through the data collection and environmental scan are noted below, as well as an overview of the Strategic Housing Action Plan.

Data Trends

Economic Development Increases Housing Demand

Large economic development projects throughout the County have or will bring billions of dollars in investment and nearly 10,000 jobs. This alone will have an impact on the demand for housing, let alone existing residents and new residents coming from elsewhere in the region or from out of state.

Limitations in Housing Development and Supply

Housing development throughout the County has occurred in spurts but has generally not been enough to keep up with demand. Development along the 15-501 corridor as well as large, planned unit developments are working to address the lack of supply. However, limitations on development due to water and wastewater capacity have slowed down construction for new projects.

Housing Price Increases Create Cost-Burden

Since the beginning of the COVID-19 pandemic, housing prices have increased dramatically. The median home sales price was around \$250,000 at the beginning of 2020, increasing to more than \$650,000 as of fall 2023. Low-income households have fewer affordable options, and the rate of housing-cost burden has increased, particularly for low-income renters.

Affordable Housing Development Has Not Kept Pace with Demand

Several affordable housing projects have been developed over the last five years on both the east and west sides of the County. However, a marginal increase in units has not been enough to meet the demand, as the number of cost-burden renter households continues to increase, despite an increase in affordable rental units.

Factors Influencing Chatham County Management of Housing Initiatives

Limitations Given Development Capacity and Processes

Challenges with current development capacity due to water and wastewater limitations have reduced the amount of affordable housing that can be developed within the County.

Growing Internal Staff Capacity

County efforts to increase housing staff capacity continue, though it is understood that this takes both time and resources. Increased staff capacity will be needed to efficiently provide funding and programming in partnership with housing developers and service provider organizations.

Need for Capacity Building for Community Organizations and Partners

Working with partners, such as service provider organizations, neighboring local governments, landlords, and businesses may increase service provisions, but makes collaborative approaches more complex.

Lack of Streamlined Communication and Collaboration Among Partners

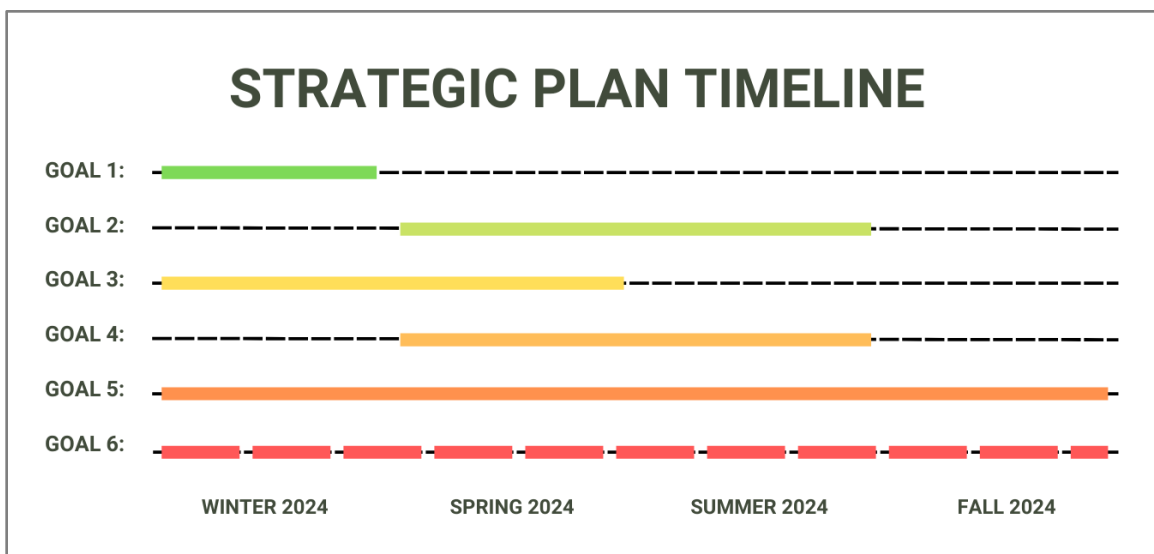
Communication between County departments, service providers, and the broader community is not currently streamlined. This creates a lack of a clear narrative around the issue or a unified approach to addressing it.

Housing Market Conditions and Economic Influences Increase Needs and Challenges







External factors, such as the housing market, economy, and legal limitations pose challenges to new housing production.

Timeline and Outline of Housing Action Plan

The Strategic Housing Action Plan includes six broad goals to address the County’s housing challenges. Each of these goals has associated outcomes as well as strategies for implementation. These strategies will be implemented over the next several years, with many beginning throughout 2024. A complete summary of Action Plan goals, objectives, and strategies can be found on the next page.



AFFORDABLE HOUSING STRATEGIC PLAN SUMMARY

	OUTCOME	STRATEGY
 <p>GOAL 1: REDUCE DEVELOPMENT BARRIERS AND INCREASE USABLE INCENTIVES</p>	More diverse and dense housing stock	←----- Create or expand broader zoning districts.
	Increase rates of affordable housing through increased developer participation	←----- Engage with developers to identify usable incentives.
	Increase efficiency for development review process	←----- Increase communication with developers around available incentives through marketing and other efforts.
 <p>GOAL 2: DEVELOP A FRAMEWORK FOR COLLABORATION</p>	Create a shared understanding and definition of the size and scope of housing challenges, including and with representation of those with lived experience	←----- 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.
	Work with stakeholders to develop shared community action plan that informs future investments of money, staff, time, etc.	←----- Use MHP strategic planning to create single document to be used by all partners to build a communications strategy.
 <p>GOAL 3: COMMUNICATE TO INCREASE UNDERSTANDING AND GENERATE SUPPORT</p>	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.
	Increase participation in creation of affordable housing from private sector, developers, and employers.	←----- Outreach to Chamber of Commerce and Economic Development Corporation (EDC) to collaborate around connection between affordable housing and sustainable workforce.
 <p>GOAL 4: IMPROVE EFFICIENCIES AND EFFECTIVENESS OF EXISTING AND NEW SERVICES AND PROGRAMS</p>	Determine deficiencies and gaps in existing housing programs and services with a focus on continuous improvement.	←----- Create a toolbox that describes housing services and programs throughout County and identify gaps in services.
		←----- Engage community and non-profit organizations to determine priority needs and opportunities.
		←----- Review data and engagement; make recommendations amending or creating new programs with actionable steps.
	Increase access to services and programs through outreach.	←----- Regular dissemination of information on programs and services through existing forums (AHAC, BOCC, CHC, service providers, faith-based organizations, business/private market, law enforcement)
 <p>GOAL 5: DEVELOP AND STRENGTHEN SUSTAINABLE FUNDING SOURCES THAT MEET THE NEED</p>	Establish flexible funding systems to address the variety of identified needs.	←----- Evaluate current processes and criteria for funding and solicit feedback for improvement.
 <p>GOAL 6: HIRE AND RETAIN ADEQUATE AND APPROPRIATE STAFF</p>	Staff represent community they serve.	←----- Create proper incentives: higher pay, flexible work, childcare, continuing education support, etc.
		←----- Encourage lived experiences on application materials.
		←----- Review background, education, and experience requirements.
		←----- Develop robust pipeline of opportunities in Chatham.
		←----- Create retention incentives, such as housing subsidies for employees or bonuses for milestone years in organization.
	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.
		←----- Improve indexing roles and responsibilities to make referrals and increase efficiency.

Introduction and Background

History of Addressing Affordable Housing in Chatham County

Chatham County has been engaged in addressing affordable housing challenges since the early 2000s but has been increasingly engaged since 2016. The Chatham County Affordable Housing Needs Assessment, released in 2002, and the Affordable Housing Needs Assessment Update, prepared in 2008, included a series of recommendations for staff. The County implemented various recommendations, but several were no longer relevant. In 2016, the County committed to a cross-county effort to reinvestigate affordable housing needs through a working group made up of appointed staff and elected officials. With the support of Central Pines Regional Council, formerly Triangle J Council of Governments, a new affordable housing report was created. The 2017 Affordable Rental Housing Report and Strategy Toolbox has guided the work of the Chatham Affordable Housing Advisory Committee (AHAC), staffed by a partnership between the County and Central Pines Regional Council.

Central Pines Regional Council, along with AHAC – a formalized County Advisory Committee comprised of County and municipal staff, elected officials, and community members, have worked to implement many of the recommendations included in the 2017 Strategy Toolbox. These strategies continue to remain relevant to the County but may need rethinking given the changing housing market and local economy. A list of current AHAC members and staff are shown in the table below. Each member of the Board of Commissioners has an appointment for their district as well as the town boards of Goldston, Pittsboro, Siler City.

Affordable Housing Advisory Committee Members	
Name	Appointment/Role
Susan Levy, Chair	Chair
John Foley	Vice Chair
Alirio Estevez	Member
Gail Friedman	Member
Sharon Taylor Gray	Member
Gary Cox	Member
Mary Gillogly	Member
Tiffany Stuflick	Member
Stephanie Dixon	Member
Kent Jones	Town Manager
Kyle Shipp,	Commissioner
Chip Price	Mayor
Vacant	District 5 Representative
Vacant	At Large Representative

County Funding Strategies and Programs

A wide variety of programs and funding sources have been created since the creation of the 2017 Strategy Toolbox. An overview of these is provided below.

Housing Trust Fund

Established in 2018, the Chatham County Board of Commissioners approved an annual allocation of \$200,000 from the general fund. The fund is intended to provide grants and low-interest loans to encourage development projects that preserve or create additional affordable and workforce housing within Chatham County with the overall goals of affirmatively furthering fair housing choice for all residents. The fund may also provide small grants for reimbursement of fees or for studies or other housing related projects if funding allows. Chatham’s AHAC currently accepts applications for funding on an annual basis. Applications are scored based on County priorities for affordable housing projects, including:

1. Increasing the supply of affordable housing near resources like grocery stores, public transportation, schools, jobs, and healthcare.
2. Reducing and avoiding undue concentrations of poverty and subsidized housing.

3. Incentivizing development of affordable and workforce housing for low-and moderate-income households.
4. Promoting diversity and vitality of neighborhoods.
5. Preserving existing affordable housing through renovation, repair, and retrofitting.
6. Supporting high impact or innovative models of affordable housing.

To date, the Housing Trust Fund has received a total of \$2,838,416 in requests. Of that, \$1,357,562 has been awarded – approximately 48% of the total requested funding. A total of 373 affordable housing units have been supported or preserved with this funding.

Emergency Housing Fund

Established in 2019, the Chatham County Board of Commissioners approved an annual allocation of \$50,000 from the general fund, to be contained as a subset of the Housing Trust Fund. The purpose of the Emergency Housing Fund is to provide support in case of mass displacement, homelessness or need of immediate shelter. Due to the consistent need for expedient access to funds for individuals or families who are displaced, at risk of being displaced, and in need of emergency shelter or housing, the emergency housing funds follow a separate administrative process from the Chatham County Affordable Housing Trust Fund.

Article 46 Sales Tax

In 2020, the County approved a referendum to increase the Sales Tax by One-Quarter (1/4) cent. In October 2020, the new Sales Tax rate and Article 46 went into effect. Commissioners expressed interest in allocating revenue from Article 46 into four (4) specific areas: affordable housing, agriculture preservation and enhancement, education, and parks & recreation. Funding received through this tax will be allocated to projects on an as needed basis, with priority given to projects considered innovative, high-impact, or that benefit the County or its partners in myriad ways. Review of applications will be completed by staff and AHAC, with funding recommendations provided for approval to the Board of County Commissioners.

Additional Funding Policies and Programs:

Affordable Housing Fee Reimbursement Policy

Eligible applicants may request impact fee reimbursement only if the project remains affordable for a minimum of ten years or longer, if required by applicable HUD policy. Housing may be owner-occupied or renter-occupied and must be affordable to households at or below 80% of the Area Median Income. This policy requires that applicants submit a reimbursement request as part of the annual budget process as a non-departmental funding request. Several affordable housing projects developed over the years have utilized this policy.

County Funding for Non-Profit Agencies

As of Fiscal Year 2020, Chatham County adopted a Request for Proposal (RFP) for services approach for the annual Human Services Nonprofit Allocation Process. The County Human Services Collaborative Impact Team (CIT) Nonprofit Subcommittee and Community Partners Analyst provide guidance on Human Services funding priorities and the application process. Applications are evaluated based on their program and service's demonstrated ability to efficiently, effectively and equitably address Board of Commissioners' goal and identified outcomes. The focus of the Commissioners' goals for the FY 2025 Nonprofit Allocation Process is to mitigate the impacts of poverty among individuals and households in the county through programs and services that promote stabilization and resiliency. For this FY, RFP's will be accepted for programs or services that support three outcomes within the goal of stabilization and

resiliency. These include the outcomes of (1) improved economic stability for low- and moderate-income households, (2) improved outcomes for children and youth living in poverty, and improved access to comprehensive health care.

American Rescue Plan Act Funding and Housing

The American Rescue Plan Act (ARPA) Funds, also known as the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF), provides state, local, territorial, and tribal governments with a one-time infusion of funds to meet pandemic response needs and rebuild a stronger, more equitable economy as the country recovers. Chatham County created a three-phase planning process to launch the use of ARPA funds, including (1) information gathering, (2) project prioritization, and (3) implementation.

Goals and Outcomes: 2017 Strategy Toolbox

A set of goals are also outlined in the 2017 Strategy Toolbox. The County and AHAC continue to monitor progress toward these goals and provide an annual update to the Board of County Commissioners. These goals, strategies, and associated outcomes have led to substantive progress by the County and its partners in addressing affordable housing needs. However, the need for safe, affordable and healthy housing has only continued to rise amidst the rapidly growing regional economy and shifts in the housing market. Goals and the implementation status of associated strategies are shown below.

Occasionally, a strategy was listed in more than one goal within the Toolbox report. For simplicity, strategies have only been listed in the first goal where they appear. All strategies were reviewed for progress to date as of summer 2023.

2017 Affordable Rental Housing Toolbox Strategies and Implementation Status		
Goal	Strategy	Status and Notes
1. increased Number and Diversity of Affordable Rental Options	Encourage Affordable Housing Provisions in Large Developments	In progress
	Establishing a Housing Trust Fund	Completed
	Establish a Location Policy	Started, paused due to competing policies in jurisdictions
	Reduce Parking Requirements	In progress, UDO update
	Utilize Property Tax Exemptions	Complete
	Identify Publicly Owned Developable Land and Issue RFPs for Development	In progress
	Support a Community Land Trust	In Progress
	Conduct Outreach to Landlords about the Section 8 (Voucher) Program	Started, paused due to difficulty engaging landlords
2. Preserve Existing Legally Binding Affordable Housing	Track Subsidized Affordable Housing Units	Complete, annual update
	Advocate for Renewal of Affordability Period	In progress, as needed
	Track Section 8 Voucher Usage	Started, paused due to challenges receiving data
3. Preserve Naturally Occurring Affordable Housing	Establish a Right of First Refusal Policy	Complete, in progress
	Encourage Developers to Utilize the 4% Housing Tax Credit	In progress, as needed
	Track Naturally Occurring Affordable Housing Units	Complete, annual update
4. Ensure Rental Quality	Strengthen the Minimum Housing Code	In progress, Siler City – otherwise not started

	Establish a Program of Periodic Inspections	Not started
	Offer Landlord Incentives	Complete with Chatham Housing Authority
	Conduct a Neighborhood Housing Assessment in Target Neighborhoods in Siler City	Complete
5. Support Low-Income Renters	Continue Partnering with Chatham County Housing Authority and Support Security Deposit Program	Complete, revisit
	Support Organizations that Provide Housing-Related Assistance and Education	Complete
	Develop a Housing Resources Website and Hard Copy Versions of Resource Information	Complete
	Engage Community Members in Need of Affordable Housing or Assistance Services	In progress, as needed
6. Foster Healthy Communities	Strengthen and Expand Weatherization Programs	Complete
	Offer Green Building Incentives	Not started
	Enhance Alternative Transportation Networks (walking, biking, bus, vanpool, carpool)	In progress, UDO
	Partner with Mobile Health Services	Not started
	Partner with Nonprofits and Government Agencies	Complete
	Continue Collaborative with Public Health Department to Address Affordable Housing as a Social Determinant of Health	Complete
7. Improve Economic Mobility and Equity	Establish and Strengthen Economic Development Policies and Programs	Not started
	Engage Elected Officials, Local Government Staff, and the Community at Large to Understand and Address Housing, Income, and Equity Issues	Complete, ongoing

The Current State of Housing in Chatham County

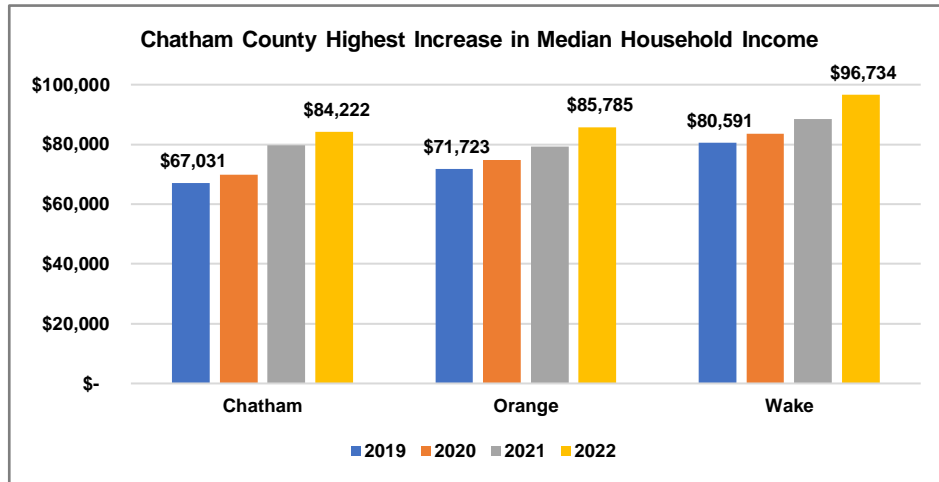
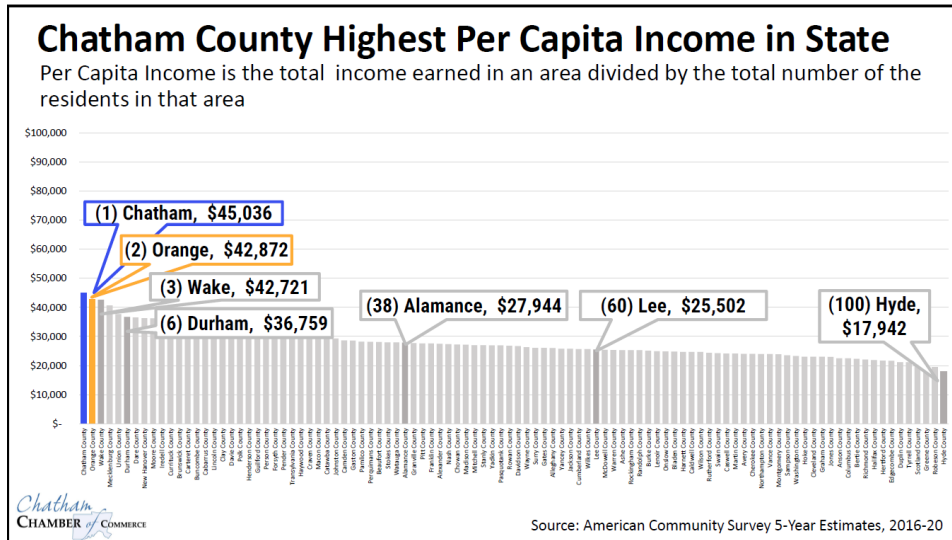
Housing Demand and Sociodemographic Trends

The tables and charts below depict the demographic changes for the County, with some breakdowns by municipality. Data and charts primarily come from the 2022 State of Chatham Databook, published by the Chatham Chamber of Commerce. The primary data source for statistics related to housing and sociodemographic trends is the American Community Survey 2016-2020 Estimates, unless otherwise noted.

Large changes in the overall economy, housing market, and demographic makeup of the County have continued over recent years. Growth experienced throughout Chatham is a result of both regional trends as well as County-specific economic activity and investment. This growth has led to some increase in wages, more jobs, and significant amounts of housing development. While the County and its residents have and will continue to benefit from this change, many are unable to continue to call Chatham County home due to rising housing costs and lack of sufficient housing supply to keep up with demand. A few trends that outline some of the biggest factors affecting the County income disparities for households depending on where they live and whether they rent or own, an increase in diversity in parts of the County, and an aging population with unique housing needs.

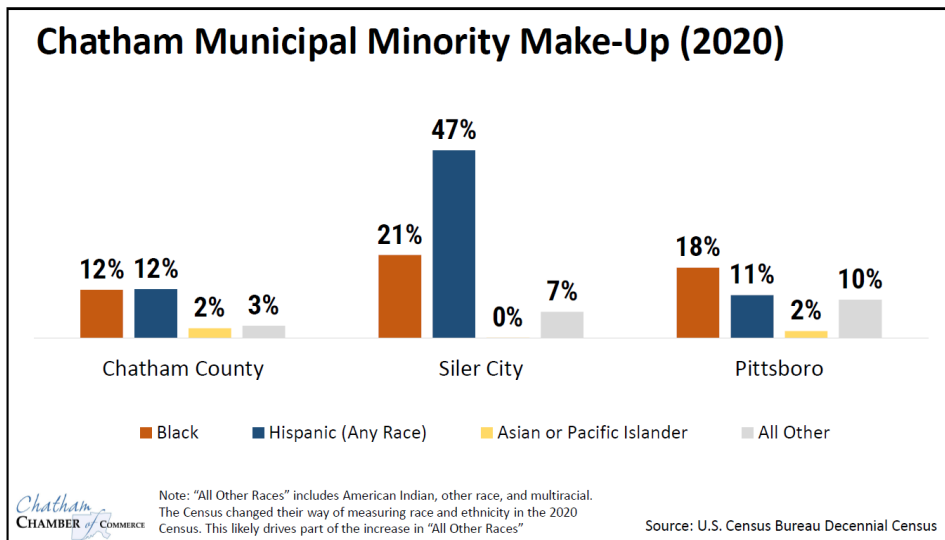
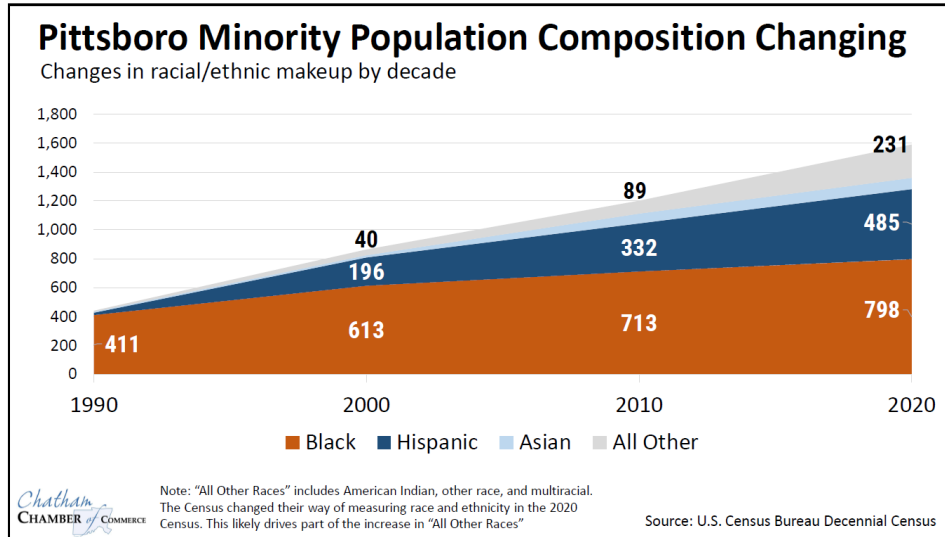
Incomes Rise, Household and Per Capita

Chatham has the highest per capita income in the state. Median household income continues to increase. Between 2019 and 2022, median income has increased by 26% (up \$17,000).



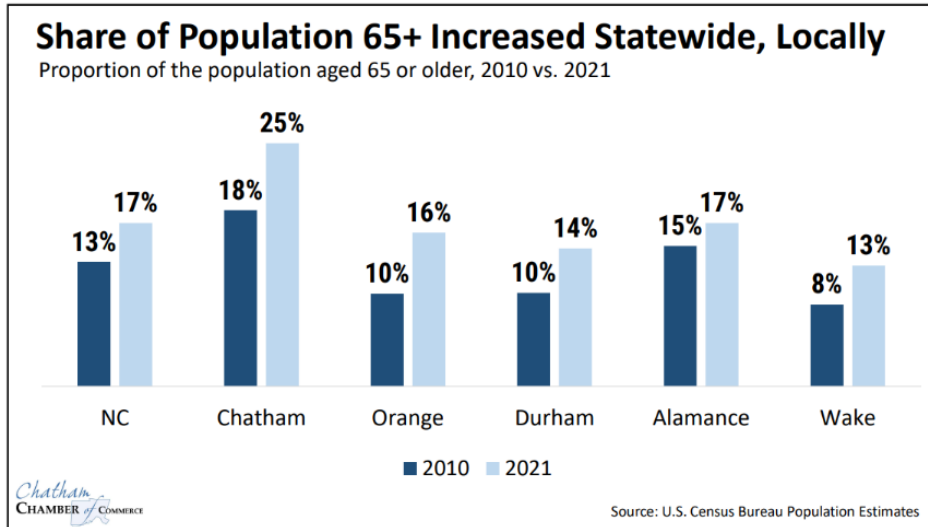
Increasing Diversity

Chatham’s Hispanic population has grown at a faster rate than any other race or ethnicity, including Black, Asian, and all other races, over the last 30 years. Diversity is most concentrated in Siler City, however, with nearly one half of the City’s residents considered Hispanic.



A Growing Aging Population

The increase in the proportion of older adults aged 65 or older occurred at a faster rate in Chatham County than it did in Orange, Durham, Alamance, and Wake Counties (7% increase). As of 2021, adults aged 65 or older make up one quarter of the population in Chatham County.



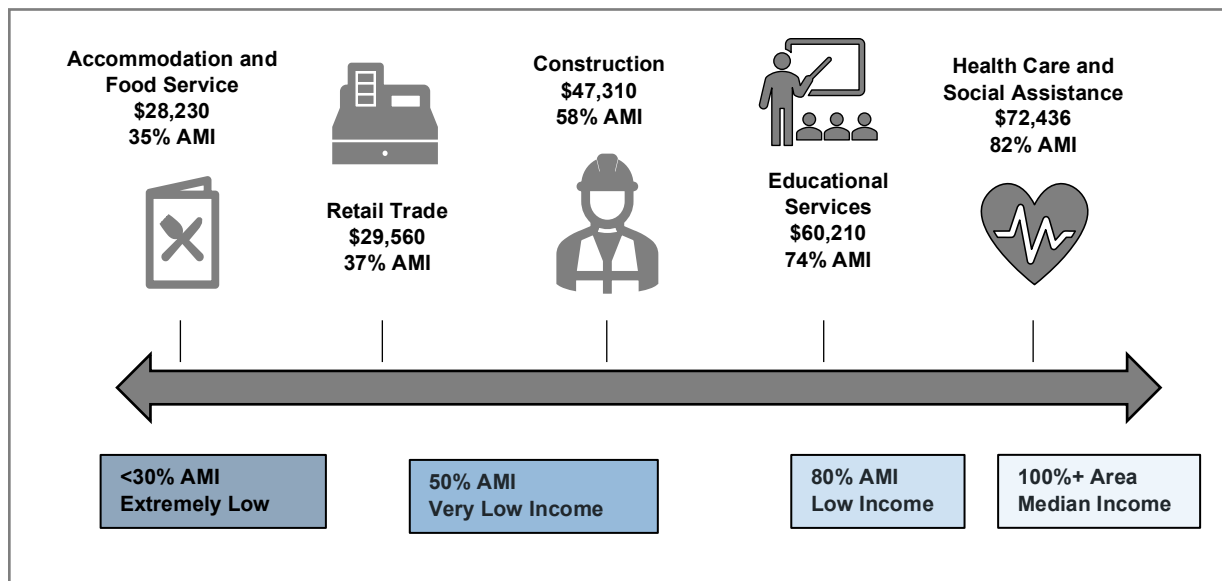
Wages and Housing Cost

Large employers also continue to flock to Chatham County, increasing jobs and wages. The County experienced a net gain of nearly 1,000 jobs across all sectors in 2021 alone, with companies like VinFast planning to offer more than 7,500 jobs at an average salary of \$51,096. One way to understand how local employment and housing cost intersect is to assess how a household’s income compares to the median income for an area and whether a household would be eligible to qualify for subsidized housing units or programs. This can be done by determining the Area Median Income, or AMI. The U.S. Department of Housing and Urban Development (HUD) calculates and publishes this information based on the Median Family Income estimates and Fair Market Rent area definitions for various geographies on an annual basis.ⁱⁱ

Chatham County is included in the Durham-Chapel Hill Metropolitan Statistical Area, meaning that the income limits for HUD programs are based on incomes for a broader region than just the County. This may skew the income limits to be higher than they would otherwise normally be for Chatham County alone. This shift would allow more households to be eligible for HUD programs, or affordable housing. Programs that provide subsidized housing or reduced rental rates typically serve households at 80% of Area Median Income or below. Some housing programs are focused on creating workforce housing and may allow eligibility up to 120% of AMI.

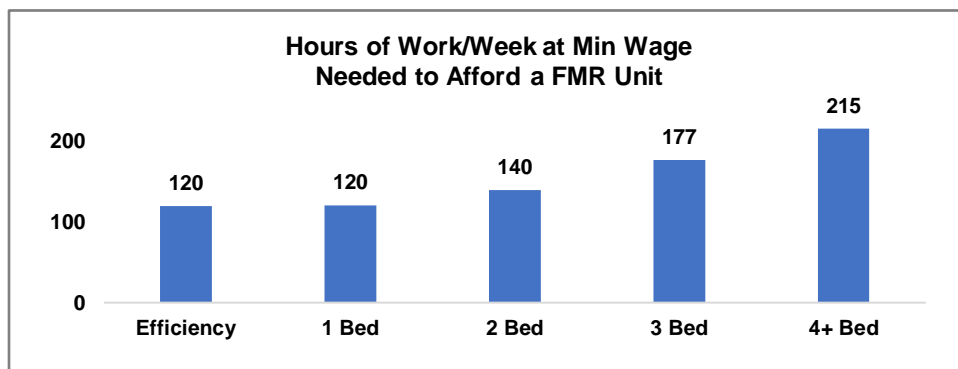
2023 HUD Income Limits				
People in Household	1-person	2-person	3-person	4-person
30% of AMI	\$21,250	\$24,300	\$27,350	\$30,350
50% of AMI	\$35,400	\$40,450	\$45,500	\$50,550
60% of AMI	\$42,500	\$48,600	\$54,700	\$60,700
80% of AMI	\$56,650	\$64,750	\$72,850	\$80,900
100% of AMI	\$70,800	\$80,900	\$91,000	\$101,100
120% of AMI	\$84,960	\$97,080	\$109,200	\$121,320

Based on the Area Median Income and income limits for a household size of two, many of the County’s largest employment sectors would qualify for a form of subsidized or rent restricted housing, a few of which are listed below.

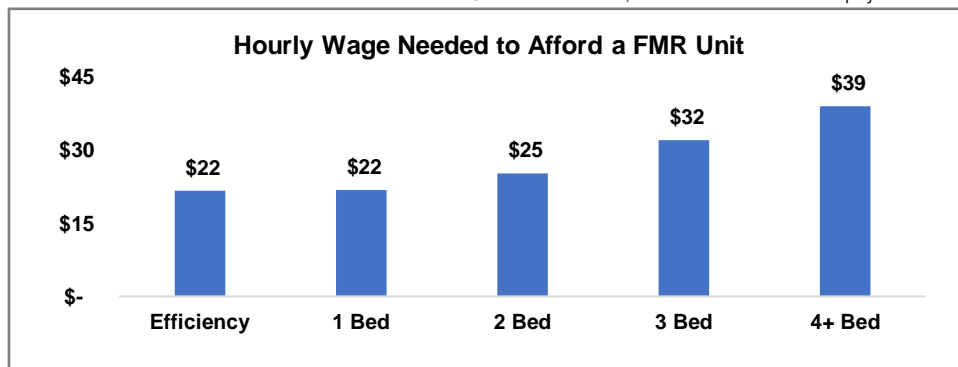


Source: Calculation based on HUD 2022 Income Limits, Bureau of Labor Statistics Employment Data

To put this in perspective, an individual earning minimum wage would need to work more than 100 hours per week to afford a studio, or efficiency, rental unit that is considered Fair Market Rate.ⁱⁱⁱ The term “affordable” here is used as a proxy for an individual or household paying no more than 30% of their gross monthly income on housing costs. Inversely, to afford a studio Fair Market Rent, an individual must earn an hourly wage of at least \$22 per hour. The need for employers to pay a wage that is competitive with the current housing market is ever more important, given the demand for housing continues to increase.



Source: HUD Fair Market Rates, Bureau of Labor Statistics Employment Data

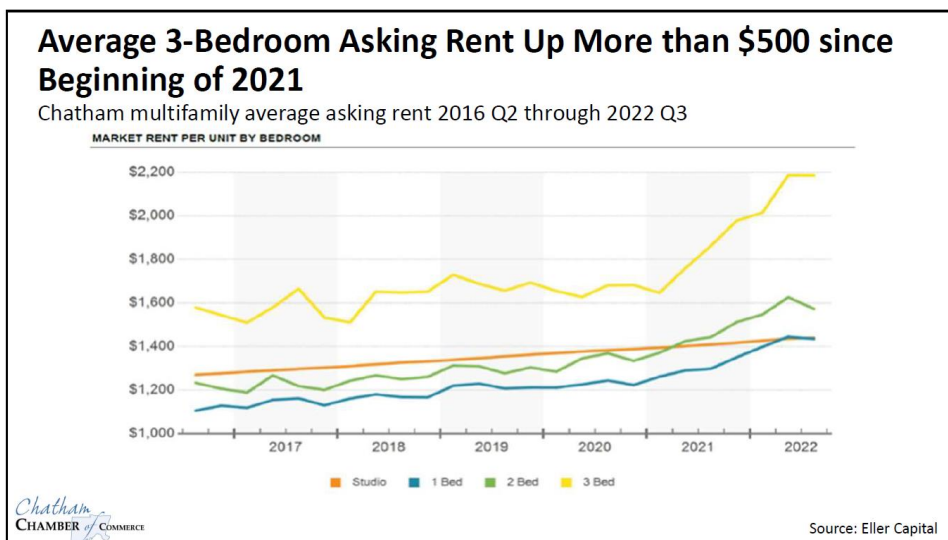
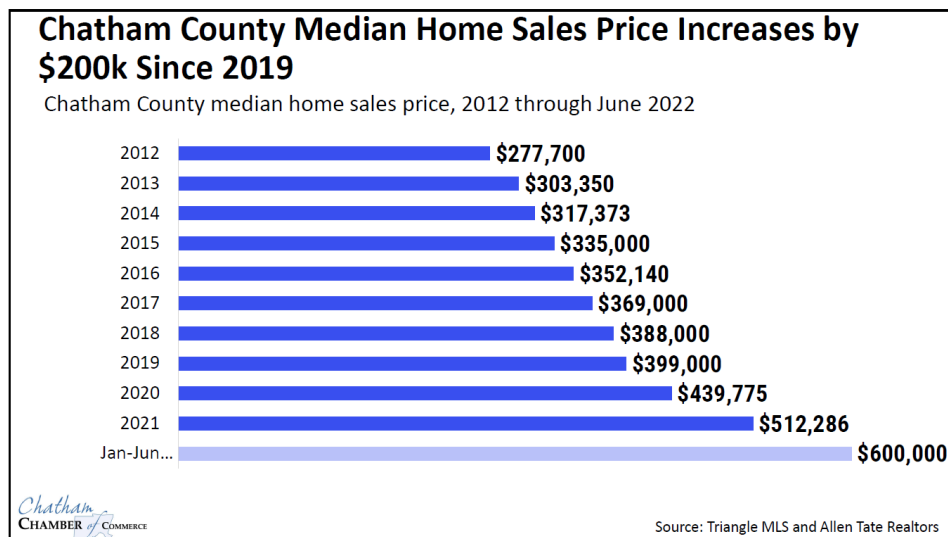


Housing Supply, Affordability Trends, and Quality Improvements

Hot Housing Market and Price Increases

In addition to socioeconomic changes, housing prices have also risen in recent years. Some highlights from the Chamber’s State of Chatham County Data Book include:

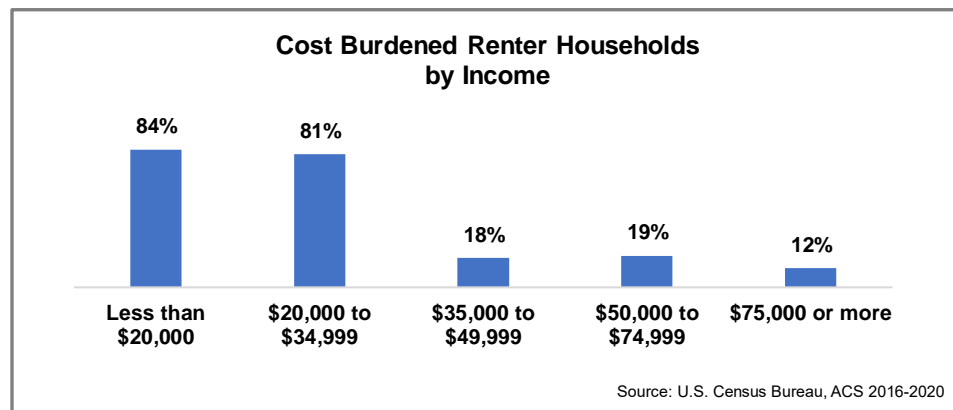
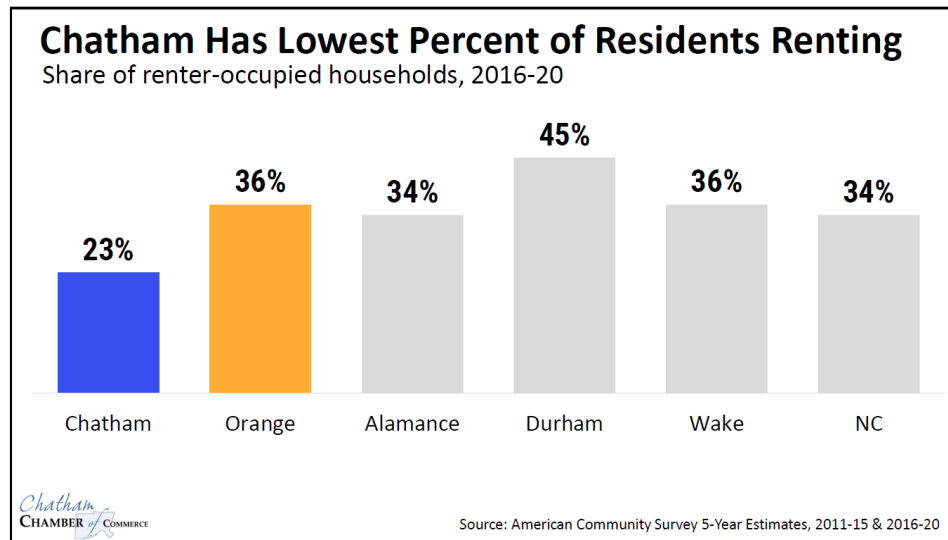
- Median Sale price of single-family homes has increased by \$200,000 since 2019. While many homeowners have experienced increases in their home value, and home equity, renters have missed out on this opportunity.
- Chatham County has the least amount of rental housing stock by county in the region, and asking prices for rents went up more than \$500 since 2021.
- Approximately 25%, or 7,351, of all households in Chatham County are housing cost burdened, meaning they pay more than 30% of their gross monthly income on housing costs.
- The Housing and Transportation Index estimates that the typical household in Chatham spends 29% of their income on housing and 25% on transportation, totaling 54%. The recommended threshold is 45%.^{iv}



Housing Market Effects on Low-Income Renter Households

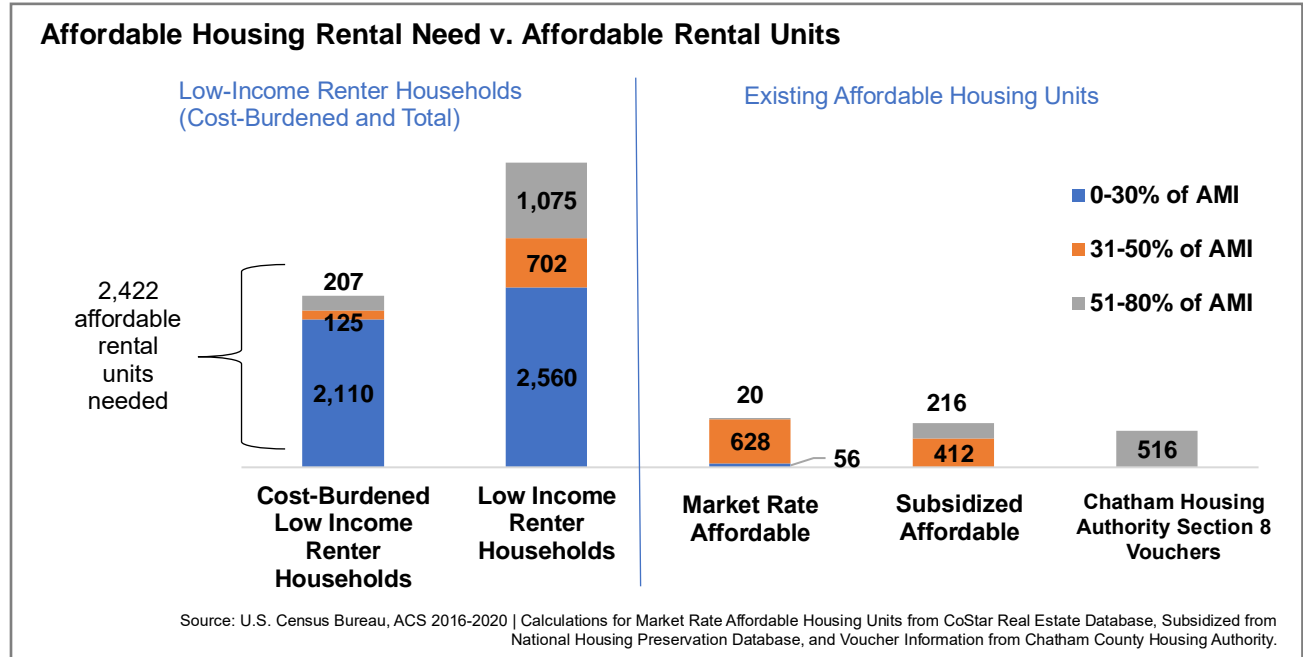
Additionally, the below statistics help illustrate particular challenges renter households are experiencing in the housing market.

- Renter households tend to have lower incomes – 79% of renter households are making less than 80% of the Area Median Income (less than \$76,400, as of 2022 HUD Income Limits).
- Approximately 47% of renter households in Chatham County have difficulty affording their homes.
- The vast majority of extremely low-income households (more than 80%), or those making less than \$35,000 annually, are cost burdened.
- The estimated average hourly renter wage is \$10.48 per hour, or \$21,798 per year, in Chatham County. With this income, that renter could afford to pay \$545 per month in housing costs.



The Need for More Affordable Housing

Since the last report in 2017, the need for affordable rental and homeownership housing has continued to increase. There were a number of affordable units developed in that time, but demand has also grown. A need of 2,288 units was needed in 2018 when the most recent affordable housing gap analysis was completed. That number has since increased, and as of 2023, there is a need for 2,422 affordable rental units for low-income households.

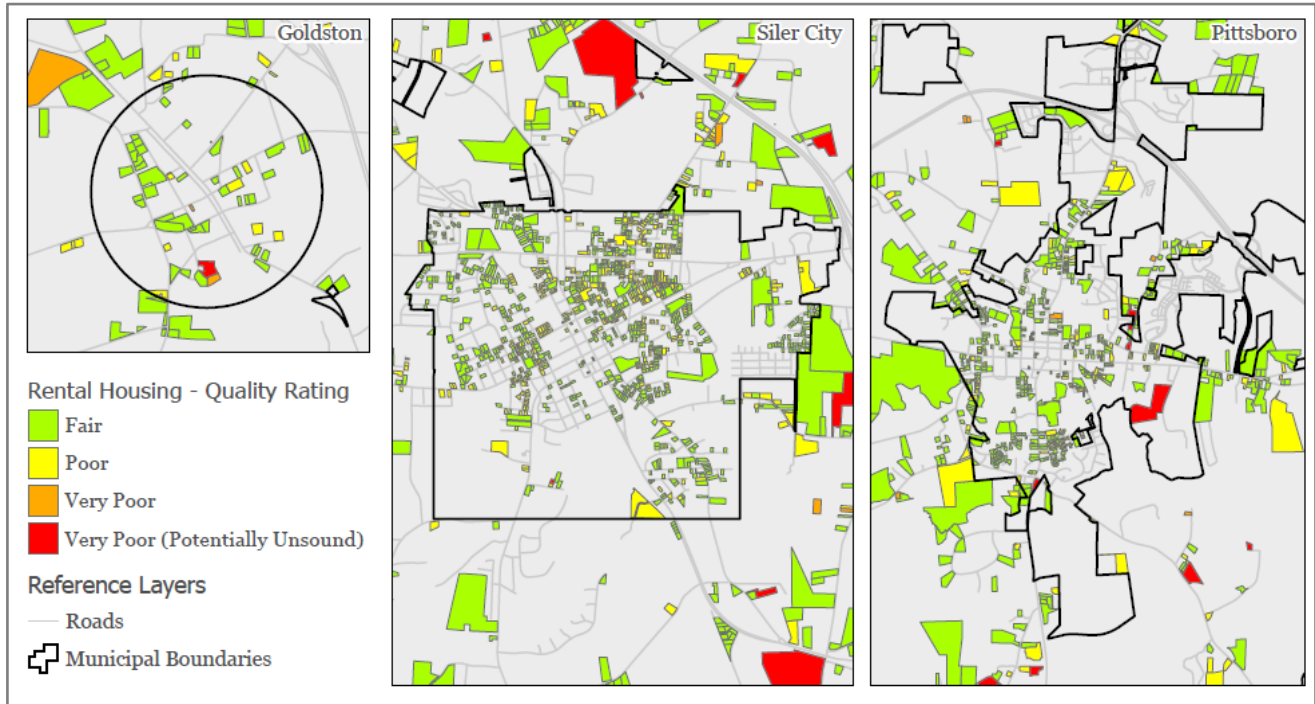


Housing Quality Improvements

The 2017 Strategy Toolbox outlined specific challenges related to housing quality across the County and its municipalities, with a particular focus on Siler City. Since then, updates have been made to address housing quality issues leading to some improvement.

- Siler City has since increased enforcement of the minimum housing code, contracting with an outside agency for assistance.
- The County has also had success in working with non-profit organizations to provide resources to low-income households in making repairs to their homes or undergoing more substantial rehabilitation, also with a focus in Siler City.
- Pittsboro still has a minimum housing code, but it was not actively enforced as of the time of this report.
- The County does not have a minimum housing code or an enforcement mechanism.

Provided on the following page are updated maps identifying housing quality ratings for properties as well as counts of rental properties with fair, poor, very poor, and unsound/very poor-quality ratings. Information was obtained through Chatham County Tax Assessor property records.



Municipality	Pittsboro		Siler City		Goldston	
	Count	Percent	Count	Percent	Count	Percent
Total Rental Properties (All Quality Ratings)	832		1,118		101	
Fair Quality Properties	382	46%	662	59%	44	44%
Poor Quality Properties	87	11%	301	27%	7	7%
Very Poor-Quality Properties	1	0.1%	4	0.4%	2	2%
Unsound/Very Poor Properties	4	0.5%	1	0.1%	1	1%

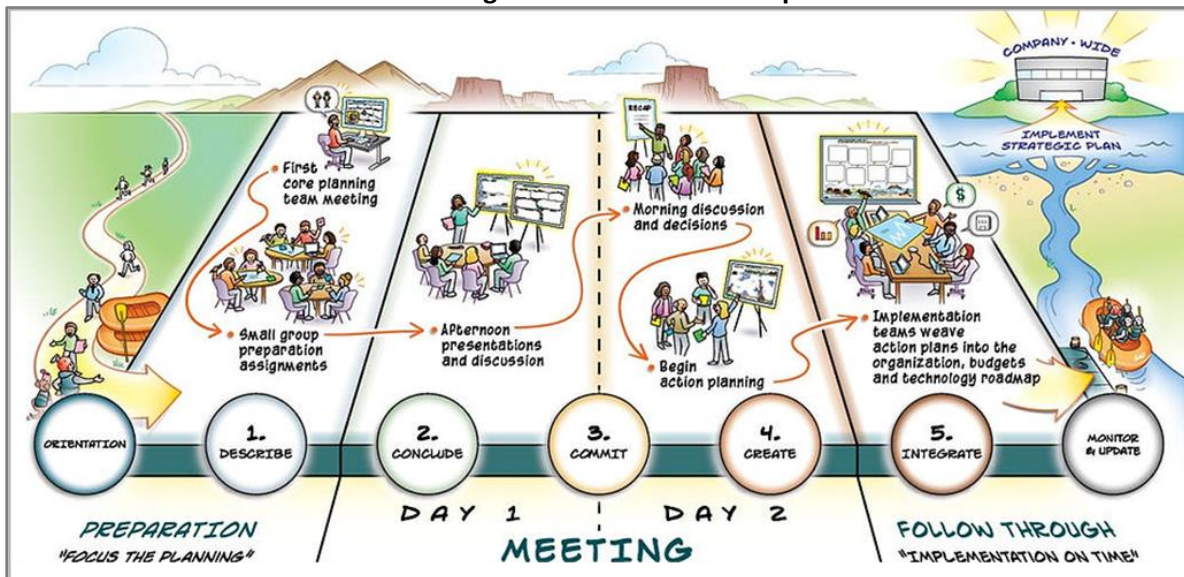
The Strategic Planning Process

Growth Management Center, a partner of Minnesota Housing Partnership, utilizes a River trip metaphor to describe the 5-part life cycle of the nonprofit strategic planning process. For several decades the GMC has been a guide, trainer and coach to senior managers of privately held businesses and not-for-profit organizations to develop, update and implement plans for growth. A number of MHP staff have been trained to facilitate the use of this model. Successful strategic planning relies on group effort of interdisciplinary knowledge between many teams and individuals. The River Trip explores the steps taken to prepare, coordinate and successfully implement a white-water rafting trip. This metaphor provides natural guidance for each of the outlined phases which include Describe, Conclude, Commit, Create, and Integrate all while emphasizing a collaborative approach for the team to grow effectively.

MHP and Chatham County along with the Affordable Housing Advising Committee (AHAC), and several other stakeholders convened for a 3-day strategic planning workshop using the River Trip during the summer of 2023. The resulting plan and the follow-up work will guide the county and their partners in housing activities for the next several years. Chatham County, and AHAC were able to build on progress made with a 2017 Housing Strategies Toolbox. This Toolbox activity is summarized at the beginning of this report and additional details are available in the appendix. The housing team expects to replicate this new strategic planning process in other counties within the service territory. It is critical to have a model that is able to be conducted in-house, thereby reducing expenses of housing needs assessments while increasing consistency of housing services delivery and more reliably understanding housing gaps and demands across the region. The following is an outline of the River Trip process for Chatham County.

The results of the River Trip are documented in detail for execution as the final stage of the trip referred to as 'Integration'. Integration is the process for aligning the strategic planning objectives with operations and resources of the various stakeholders. Below is a summary of the previous toolbox strategies, and documentation of the new preplanning survey results, followed by a detailed description of each phase of the workshop.

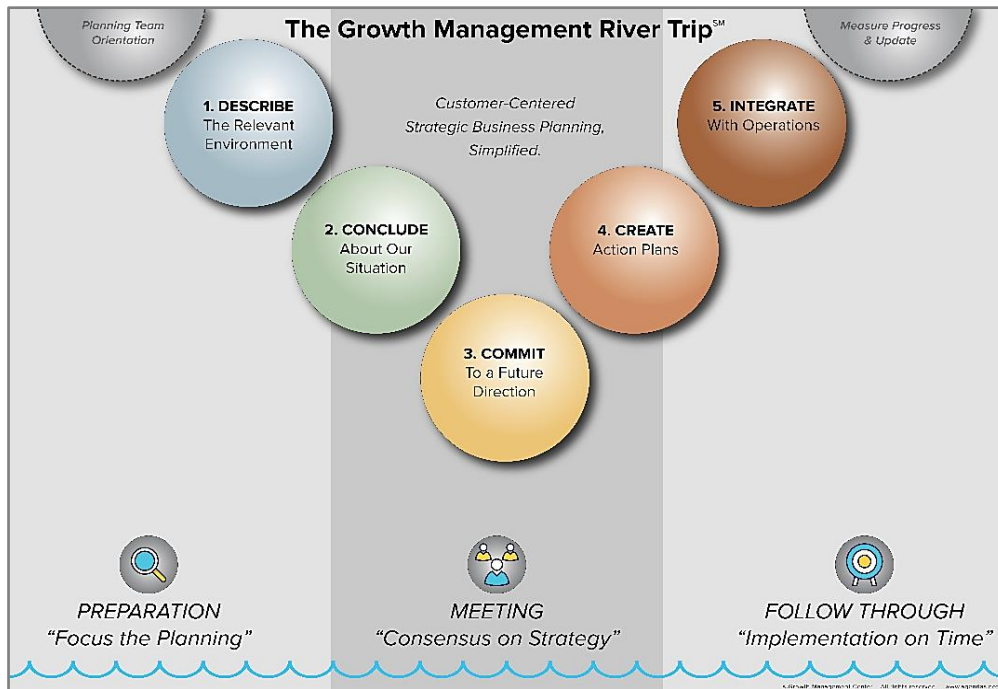
The Growth Management Center "River Trip" Overview



GMC River Trip: The Five Phases Summary

Image illustrating the 5 Phases of the Process:

(1) Describe, (2) Conclude, (3) Commit, (4) Create and (5) Integrate.



Pre-Strategic Planning: Surveying Housing Needs and Opportunities

In preparation for the County to undertake a strategic planning process to consider how it addresses affordable housing challenges now and, in the future, many thought partners participated in completing an environmental scan survey. The survey was used to gather information on external and internal environmental factors that are relevant to the shared work of the housing team. The goal of Phase 1 of the planning process is identifying issues that are areas of interest for growth and matters of concern which are strategic, timely to discuss, and can be best explored with a formal decision process. MHP staff supported the County and partners to develop the survey questions, create an online survey tool, and collect and analyze results from a wide base of key community stakeholders. Complete documentation of survey questions and answers can be found in the appendix of this document.

The results of the survey included 35 responses from at least 15 different departments or organizations. Participants included the county management and housing staff, management from County municipalities, community non-profit partners, Affordable Housing Advisory Committee Members, Central Pines Regional Council, Chatham Council on Aging, Chatham County Public Health Department, and Chatham County Board of County Commissioners.

Overall, participants indicated what they believed to be the basis of Chatham County’s impetus to support affordable housing. Words such as “transparency” and “integrity” were used, as well as the County’s duty to support responsible growth, while balancing development with the rural-centered values of its residents. More than anything, however, participants felt that the County’s housing programs were based on the belief that all citizens should have a healthy, safe, quality, affordable home. These beliefs were generally shared across participant responses and underly the work of the strategic planning retreat.

Listed below are the key themes that arose from the environmental scan surveys. More detailed summaries for each theme are also provided.

1. Challenges with development capacity and processes
2. Increasing management and staff capacity
3. Partnerships and capacity building for community organizations
4. Need for increased communication and collaboration
5. Existing marketplace and economic influences on housing market

Detailed Summaries of Environmental Scan Survey Themes

1. Challenges with the development capacity and processes limit the amount of affordable housing that can be developed within the County, despite market forces driving demand for new market rate development.

- Improve development incentives for affordable housing.
- Lack of infrastructure to adequately support development.
- Engage private development community to build more affordable housing, including creating incentives that attract private developers to build affordable housing.
- Continue to support preservation of existing housing and address rental quality issues.
- Development process too lengthy. Length of time it takes for a developer to receive approval for a major subdivision and the cost for their design professionals to prepare documents, plans, etc. is challenging.
- Revising zoning and regulations to reduce development barriers. Rewrite County UDO.
- Improve coordination across staff throughout County handling development process and approvals should be on the same page about affordable housing development. These should be coordinated efforts each and every time there is residential development proposed, even if it is intended to be market rate.
- Considering land near and around nodes of existing or future development as appropriate for residential use in order to build a long-term queue of sites for affordable housing development.
- There is a lack of infrastructure to adequately support development. Increase development capacity for more affordable housing.

2. Limitations from staff capacity and turnover make it difficult to provide funding and programming for affordable housing.

- Additional staff capacity to support the work of affordable housing in the County is needed and to increase communication with external organizations.
- Staff retention can be challenging, given the pull of human resources to larger cities and communities.
- There is a need to determine when and where the County should be addressing certain housing issues. Clarifying various partners' roles, funding, and reducing duplicity on service provision is necessary.

3. Working with partners, such as service provider organizations, neighboring local governments, landlord, and businesses make collaboration difficult.

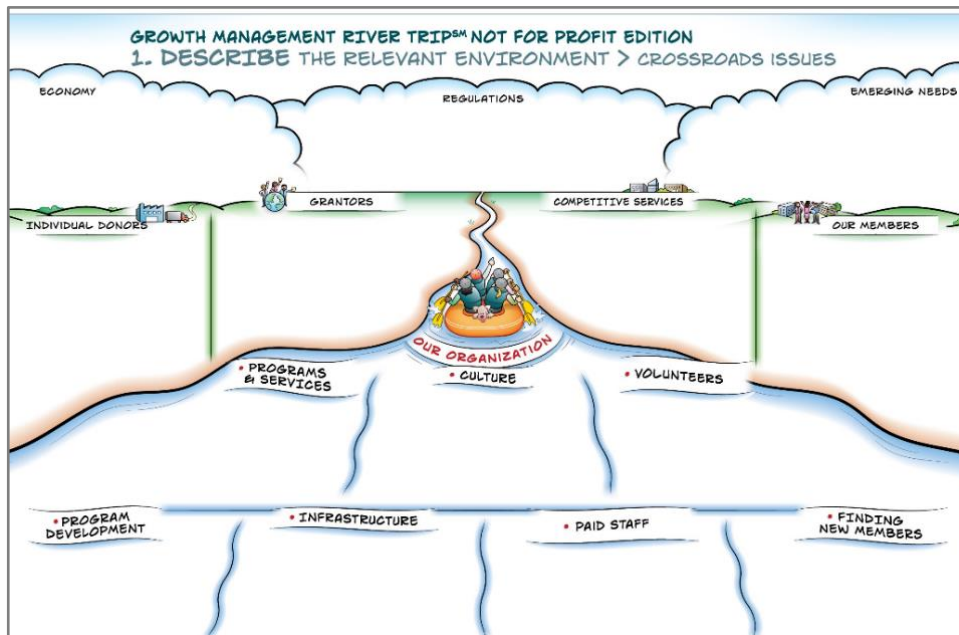
- Work with the incorporated local governments in Chatham to build their capacities to engage and partner more actively in the county's overall affordable housing efforts.
- Need to align and coordinate services to reduce duplication.

- Lack of data being collected in a uniform way. Consideration of a community dashboard would be helpful as information is crucial.
 - Need for funding and training to increase capacity for local service providers in the housing field.
 - More landlord engagement to improve private participation in affordable housing provision.
 - Increased engagement with local employers and the Chamber of Commerce. Incoming industry has to see themselves as part of the solution.
- 4. Challenges with communication between departments, service providers, and the broader community increase difficulty in streamlining processes and creating community buy in for the issue.**
- Some felt information sharing could be improved regarding services being offered by the County and local partners, information about new or major development projects to the general public, etc.
 - Streamlined communication and coordination between County, partners, AHAC, and municipalities. Having a better process to initiate conversations around affordable housing when developments are proposed would be great.
 - Working with municipal partners on incentives and other housing initiatives is key.
 - Representation of those with lived experience should be prioritized.
 - More citizen engagement around the issue of affordable housing, through outreach and education. We need an ongoing advocacy effort to keep affordable housing in the spotlight.
- 5. External factors, such as the housing market, economy, and legal limitations pose challenges to new housing production.**
- State regulations and illegality to enroll private industry into contributing to the efforts to resolve our current affordable housing shortages.
 - Large employers moving to the region are increasing strain on existing affordable housing challenges.
 - Displacement of low-income housing (Mobile, Modular, RV, Campground residents) and low-income residents from the County.
 - Lack of housing inventory and need for preservation of existing housing due to housing quality issues.
 - Increasing costs to build housing, cost of land. Supply chain challenges impacting materials cost.
 - Development leaning toward higher-end housing when developed.
 - Inflation, overall, will increase the need for more County services.
 - Lack of internet options for County, looking to develop fiber optic options.
 - Federal investment in housing and community development is being threatened in the latest debt ceiling deal and will be hurt in the impending budget (that hasn't passed yet).
- 6. Other factors internal to the County, such limited capacity of wastewater and utility expansion, also pose threats to addressing the affordable housing need throughout Chatham.**

This information was presented to participants prior to beginning the strategic planning process. Participants were asked to review this data as they began to determine which factors were most heavily influencing the affordable housing market in Chatham County. These factors will go on to become the Strategic Priority Objectives in Phase 1 and Phase 2 of the Strategic Planning Retreat.

Planning Phase 1: Describe

Describe the critical issues of the internal and external environment.



Map of Phase 1 – Describing the Relevant environment using Crossroads Issues.

MHP staff spent time sharing the results gathered from the Community Environmental Survey on the first day of the strategic planning retreat before the team delved into defining the major “Crossroad Issues.” During the first exercise as a group, these “Crossroads Issues” were created by dividing into several small groups and discussing the major barriers highlighted in the quantitative data and surveys. MHP staff facilitated five small groups and each team outlined ways in which the county can be investing resources and staffing to affect change and fulfill its mission of supporting opportunities for healthy, safe, affordable housing in partnership with governmental and community partners.

The six Crossroads Issues identified include:

- Revenue Mapping and Diversification,
- Creating programs to serve vulnerable populations,
- Improving and streamlining communications between stakeholders,
- Improving processes for development regulations and infrastructure,
- Increased staff and partner capacity for housing, and
- Education and outreach work for sharing housing needs with the broader community.

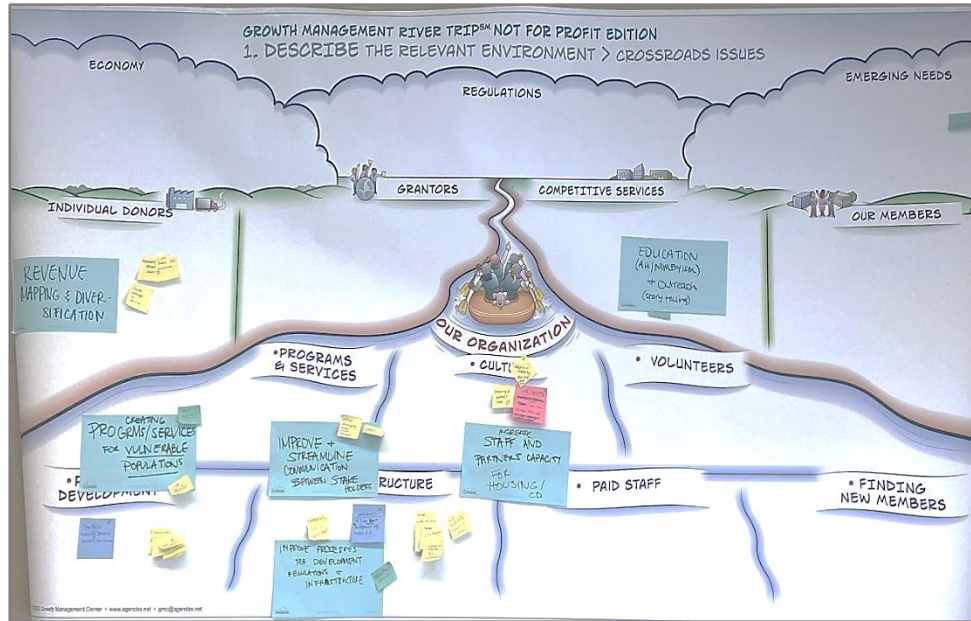


Image of the completed Phase 1 defining the six crossroads issues outlined by the housing teams.



Participants from each team discussing crossroads issues during Day 1 of the 2023 Strategic Planning retreat

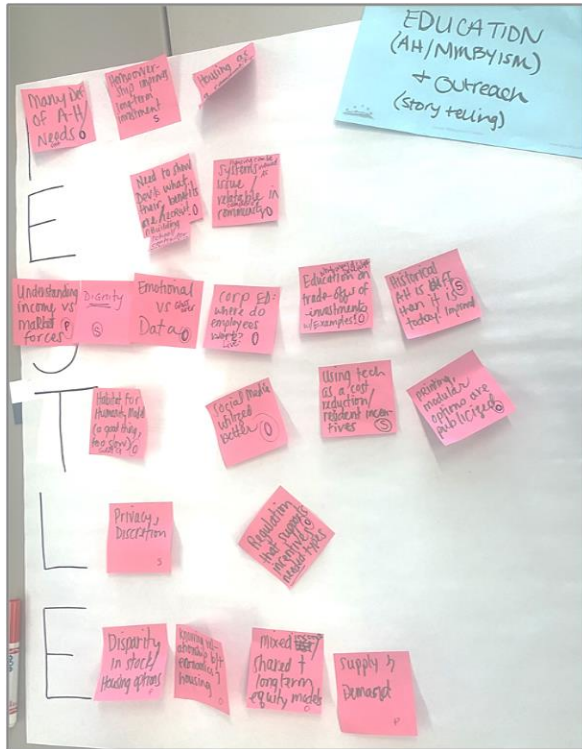
Planning Phase 2: Conclude

Complete a SPOT check and PESTLE analysis to refine Crossroads Issues.

MHP staff alongside Chatham County and AHAC groups worked through Phase 2 at the beginning of the second day by drawing conclusions for each Crossroads Issues, relying on environmental factors. Such factors include:

- Political: How may government (state and local) and other political factors impact our work?

- Economic: What economic trends could have an impact on our work?
- Social: What are emerging social and demographic trends that affect housing?
- Technological: What technological innovations could affect our market?
- Legal: What changes in legislation could impact addressing housing needs in our community?
- Environmental: What ecological aspects influence our business environment?

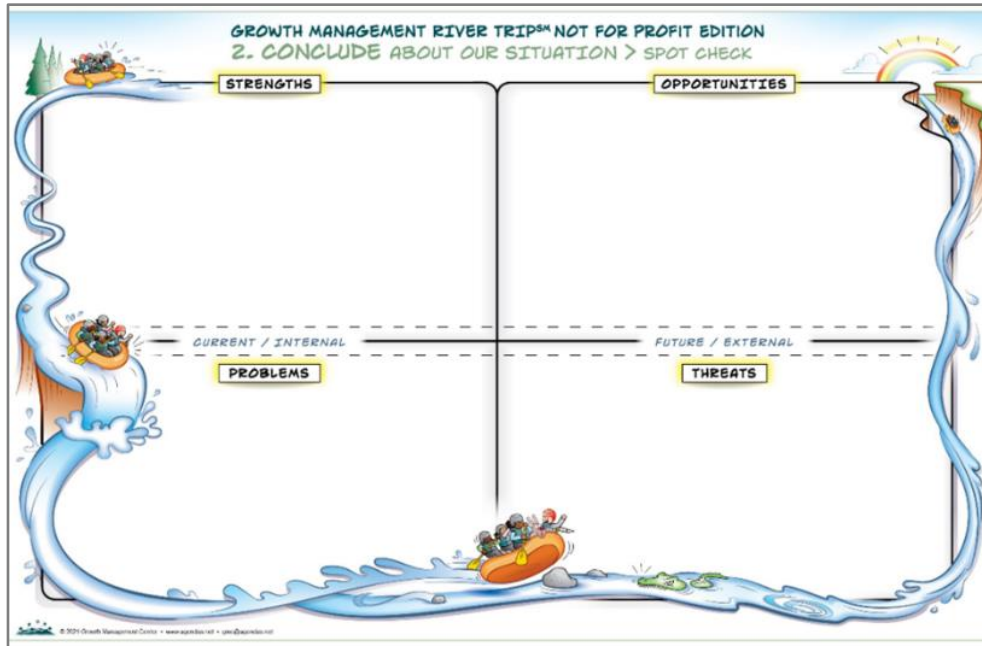


Example of PESTLE analysis for “Education and Outreach” Crossroads Issue



The final Six Priority Objectives pictured alongside the PESTLE analysis

All of the five groups identified potential environmental factors for each Crossroads Issue. Some examples include funding requirements and capacity barriers, communications breakdowns and redundancies, advocacy and program overlap or gaps, political and regulatory hurdles and more. Next, the groups each completed a “SPOT” analysis, reviewing the Strengths, Problems, Opportunities, and Threats for each of the Crossroads Issues presented and various environmental factors affecting them.



The Phase 2 two map defining the SPOT check –identifying Strengths and Problems, Opportunities and Threats.

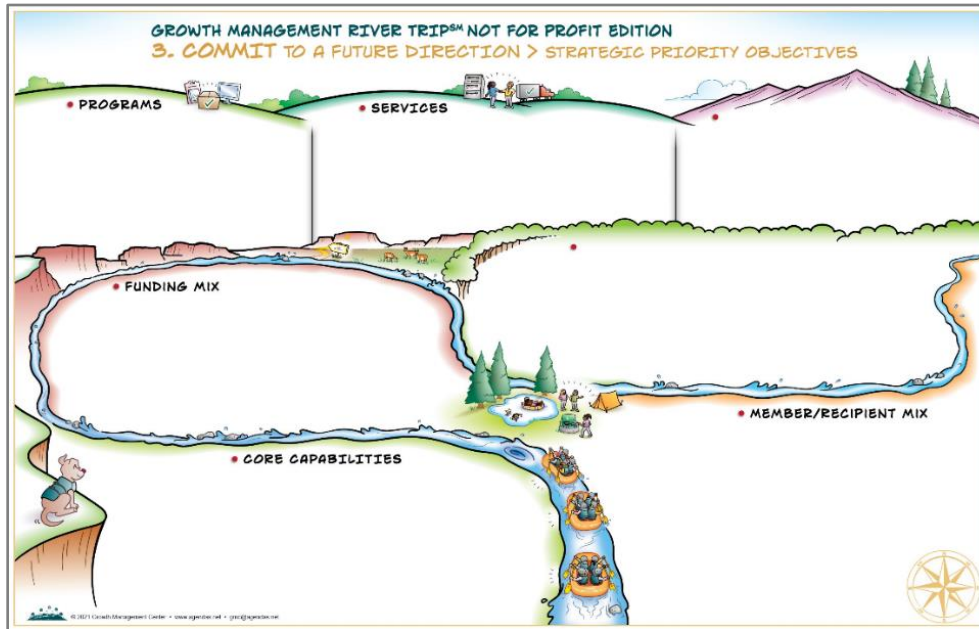
The team looked at the conclusions gathered through this process from various stakeholder perspectives including funders, recipients of the County and nonprofit housing programs. From there, all participants worked together to move from identifying Crossroads Issues to reworking them as Priority Objectives. By this point participants have completed Phase 1 and Phase 2 of the River Trip. In Phase 3 the direction of the strategic growth plan becomes clear and aligned with more specific strategic objectives.



Image representing the Strengths, Problems, Opportunities and Threats (SPOT) check for each of the six “Crossroads Issues”. Each cluster from the SPOT check becomes a Priority Objective in Phase 3 of the trip, Commit.

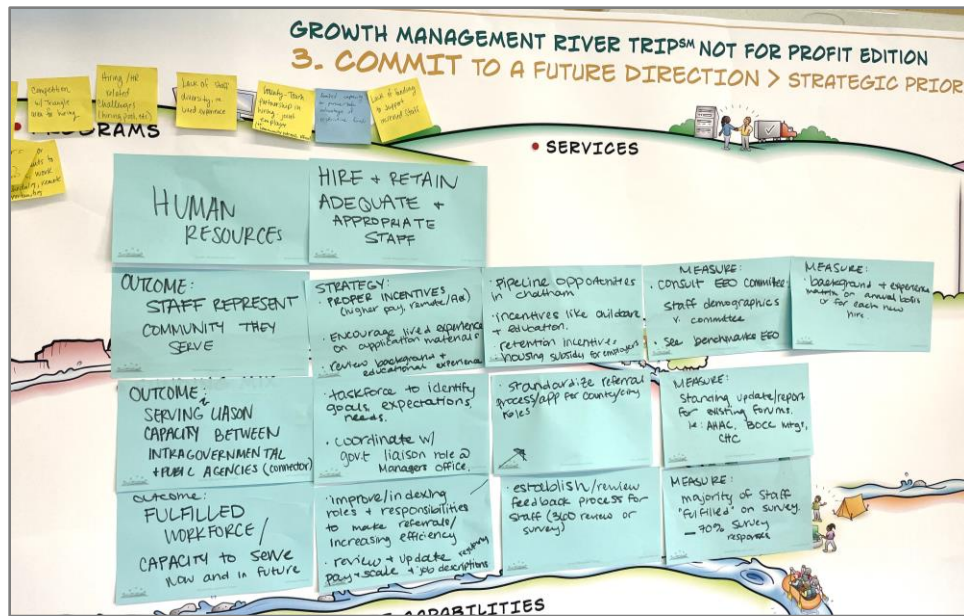
Planning Phase 3: Commit Define or rework Strategic Priority Objectives

Phase 3 is about developing a commitment to a future direction and prioritizing work by identifying desired outcomes, timing, and measures of success. Through large group discussion, previously identified Priority Objectives were reworded to achieve a more concise, goal-oriented title. One example of a Priority Objective was a focus on human resources but rewording the Objective as “Hire and Retain Adequate and Appropriate Staff.” MHP staff supported the large group as they rewrote titles, prior to splitting up into the same small groups to complete the remaining work.



This group of objectives, when taken together, expresses the County’s growth strategy for the next several years. The completed set of Priority Objectives becomes an intentional strategic direction and will give implementors clarity on what must be achieved. During the Commit Phase, small groups selected one of the six Priority Objectives and began to identify desired outcomes and associated strategies. Next, each strategy was further refined through identifying individual activities. These strategies will be further detailed in the next phase of the process where the sequence and timing of activities will be clarified.

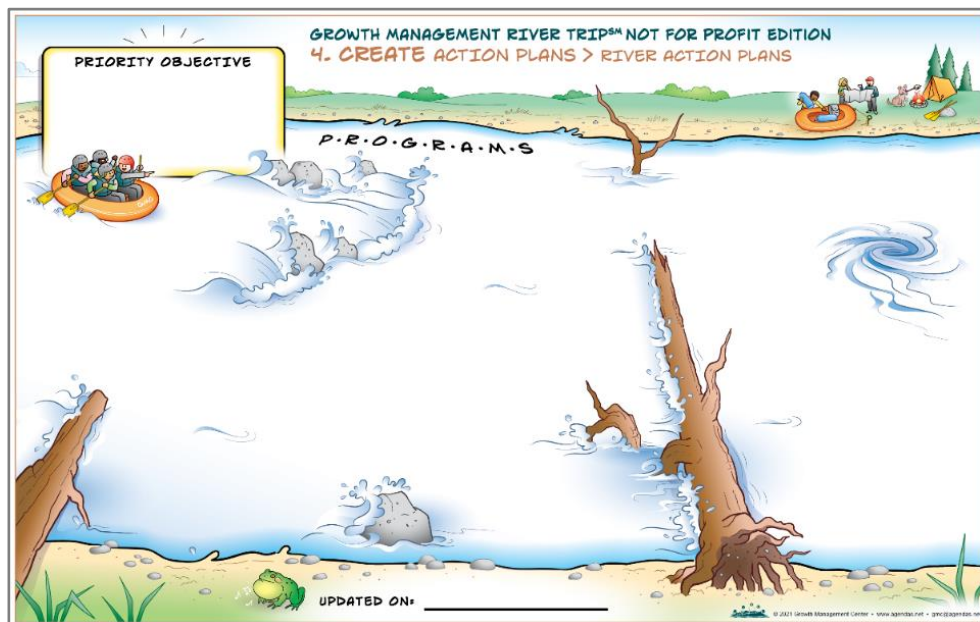
At this step in the process, participants should be able to see the breadth of potential activities needed to achieve their Priority Objectives. However, the need for further clarity around timing, resources, and responsible parties will be critical for implementation. Rather than spreading limited resources across too many different approaches at the same time, a more focused and staggered approach will be key to future growth and sustainability. In addition, identified Priority Objectives typically require collaboration and resources from across the organization as well as from other collaborating organizations for successful implementation. This will be further discussed in the next Phase.



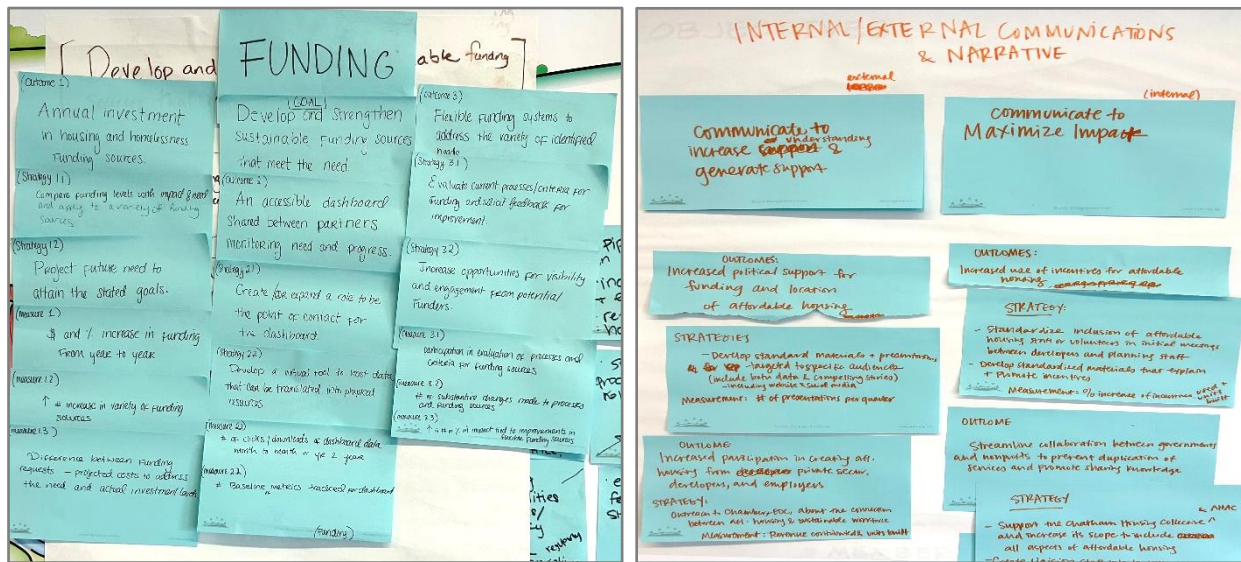
Pictured above is the Priority Objective: Human Resources. At this phase, the team is beginning to commit to a future direction by creating desired outcomes, strategies to achieve them, and associated activities.

Planning Phase 4: Create Define Strategic Priority Objectives and develop a “River Trip Plan”

Create aims to establish a phased action plan for each Priority Objective. MHP staff demonstrated this process using one Priority Objective to start the day. All potential activities associated with a previously identified strategy should be listed on sticky notes, to be placed on the process map. The group determines which activities must happen before or after the others, and place them accordingly on the map, left to right. Potential barriers to completing activities should also be written and placed on sticky notes. Addressing potential barriers at the same time as the associated activity, or before, if necessary, will be key to achieving the identified activities, strategies, and goals.



Two of the Strategic Priority Objectives identified in earlier phases of the River Trip – Funding and Communications – are shown below, listing their desired outcomes, strategies, and associated activities. The strategies and activities are sequenced by timing.



Photos of completed “Create” Phase for two Strategic Priority Objectives – Funding and Communications.

Below illustrates a completed Priority Objective with its various desired outcomes, strategies, and associated activities. The timing of the activities and overall goal as well as roles and responsibilities of partners involved must still be mapped out.

Priority Objective: Develop and Strengthen Sustainable Funding Sources to Meet the Need

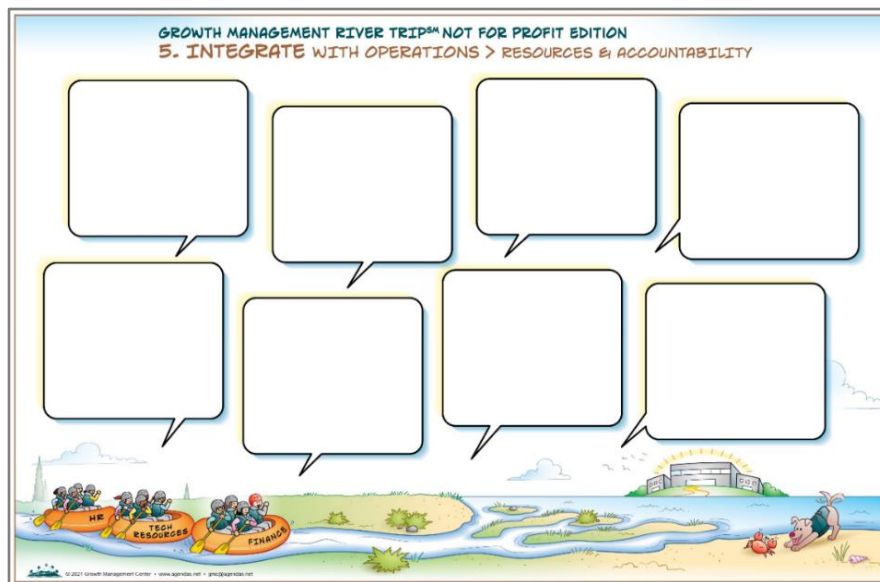
Outcome 1: Increase and Diversify Funding Sources for Housing and Homelessness	Strategy 1.1: Compare funding levels with impact and need	1. Document existing funding levels.
		2. Conduct an affordable housing gap analysis to determine the need.
	Strategy 1.2: Apply to a variety of funding sources.	3. Assign estimate of housing costs based on identified needs (units, price point, etc.)
		4. Compare amount of funding needed to fill gaps identified, including both County and service provider funding and needs.
Outcome 2: Develop a dashboard shared between partners that	Strategy 2.1: Create and/or expand a role to be point of contact for dashboard.	1. Identify existing and new funding sources that meet the need and timing for funding.
		2. Create and meet with working group to develop funding applications.
	Strategy 2.1 Develop a virtual tool to host data	1. Coordinate on dashboard between DSS, Central Pines, and County Housing Officer.
		2. Document methodology and create platform for dashboard not reliant on subscription.
		1. Create marketing and educational materials once dashboard is published.

monitors need and progress.	that can be translated into physical resources	2. Incorporate information into other existing communication materials.
Outcome 3: Establish flexible funding systems to address a variety of needs.	Strategy 3.1 Evaluate current process and criteria for funding and solicit feedback for improvement.	1. Evaluate process and criteria for all local housing funding.
		2. Incorporate feedback from application process through AHAC and County staff
	Strategy 3.2: Increase opportunities for visibility and engagement with potential funders.	3. Share information with municipal partners as example process.
		1. Use existing collaborative efforts such as the Collective and AHAC to engage funders with comprehensive information and data.

Planning Phase 5: Integrate

Assess the resources needed for each Priority Strategic Objective

The Fifth and final phase is Integrate, or identifying resources needed to successfully implement the action plan. Resources include financial, human, and technological that may be needed. The Integrate process map may be used to identify resources at the overall Strategic Priority level, the strategy level, or even the individual activity level. Think back to the Create phase and process map – what barriers, if any, were identified as challenges to implementation of various strategies and activities? Will a new staff person need to be hired and trained, do you require a subscription to a new technology resource, will you need increased funding to support expansion of services?



This phase was completed by Chatham County staff and partners in the months following the retreat. The planning team was provided the tools to complete this action, with support from MHP staff. Once all phases of the strategic planning process were completed, County staff, MHP, and participants worked together to create the Strategic Action Plan, outlined on the following page.

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	Track types of housing developed, including ADUs Consider conducting Missing Middle Study; see Asheville, North Carolina's draft study review.
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	Number of approved affordable units over the next 5 years Track amount of funding dedicated to affordable housing development. Track utilization of incentives by developers.

Goal 1: Reduce Development Barriers and Increase Usable Incentives					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
	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
<p>Create a shared understanding and definition of the size and scope of housing challenges, including and with representation of those with lived experience</p>	<p>Assess existing process for communications with partners, then build on that with a Chatham focus.</p>	<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. 	<p>Spring 2024 (ongoing)</p>	<p>United Way, DSS, CHC</p>	<p>Measure number of clicks and downloads of dashboard data to monitor month- to-month or year-to-year.</p>

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					
Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
		<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 Wolfspeed, 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

Outcome	Strategy	Activities	Timeline	Champion(s)	Measures
		<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"> 1. 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"> 1. Create a directory of staff/positions relevant to housing and community development work at the County and municipality level. Update as needed. 2. Disseminate to those staff to ensure understanding of different roles and responsibilities. 	TBD	County Housing Officer, Manager's Office, HR	

References

References for data are provided throughout the document. The primary data source for identifying sociodemographic trends within the State of Housing in Chatham County section of this report is the American Community Survey 2016-2020 Estimates, unless otherwise noted.

ⁱ Chatham County Affordable Rental Housing Report and Strategy Toolbox. July 2017.

<https://www.chathamnc.org/home/showdocument?id=32224>

ⁱⁱ The Department of Housing and Urban Development (HUD) sets income limits that determine eligibility for assisted housing programs including the Public Housing, Section 8 project-based, Section 8 Housing Choice Voucher, Section 202 housing for the elderly, and Section 811 housing for persons with disabilities programs. HUD develops income limits based on Median Family Income estimates and Fair Market Rent area definitions for each metropolitan area, parts of some metropolitan areas, and each non-metropolitan county. For Chatham County, estimates are based off of the Durham-Chapel Hill Metropolitan Statistical Area.

ⁱⁱⁱ FMRs are HUD-established estimates of gross rent, taking into account both rent and the cost of necessary utilities. They are based on a standard calculation, updated annually and are published online on

<https://www.HUDUser.gov> <https://www.huduser.gov/portal/datasets/fmr.html>

^{iv} Center for Neighborhood Technology. Housing and Transportation Index. <https://htaindex.cnt.org/>