

Town of Chapel Hill
2017-18 Manager Evaluation Process:
Status Report of Goals for the Town Manager
May, 2018

Goal 1: Implement a process for rewriting the Town’s LUMO, meeting timeline goals presented to Council.	
Scheduled Action	Status
June 2017: Initiate Project with stakeholder input	Per the LUMO Rewrite Project Initiation Final Report , stakeholder interviews were conducted from June 14 to August 25, 2017. The online survey was open from August 6 to September 6, 2017.
October 2017: Report stakeholder input and propose plan of work to Council	LUMO Rewrite Project Initiation Final Report presented to Council at the September 18th work session .
January 2018: Initiate work on new Land Use Map	Council adopted Land Use Management Ordinance Rewrite Charter on November 29, 2017 .
November, 2018: Present proposed new Land Use Map to Council for adoption	Public engagement for Charting our Future is launched. Project is on schedule.

Goal 2: Develop and execute a strategic planning process for the Town and continue to demonstrate how that process affects all that the Town does.	
Scheduled Action	Status
October 2017: Present to Town Council strategic planning best practices, the Town’s strategic planning framework, and an affordable housing strategic plan prototype with goals, objectives, and performance measures	Presented to Council at the October 4th work session .
January 2018: Present to Town Council a draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback and demonstrate how the draft strategic plan will be used during the FY19 budget process.	Draft presented to the Council at the January 10th work session .

Goal 2: Develop and execute a strategic planning process for the Town and continue to demonstrate how that process affects all that the Town does.

Scheduled Action	Status
<p>April 2018: Present to Town Council a second draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback and demonstrate how the draft strategic plan will be used during the FY19 budget process.</p>	<p>Second draft including proposed objectives presented to Council on April 4.</p>
<p>June 2018: Present to Town Council strategic goals and objectives for adoption with the understanding that the Council will work with the new Town Manager during the next fiscal year to add specificity to the objectives and develop appropriate measures for each goal area.</p>	<p>On June 13 the Council adopted a resolution that included the following guidance on next steps for the strategic plan:</p> <ul style="list-style-type: none"> • Continue developing a strategic plan framework based on Council discussions at their retreat in February 2018 and • Follow the model of the prototype for affordable housing to address the priorities of traffic and transportation in a Connected Community.

Goal 3: Launch the parking initiatives shared with Council at the April 12 Council work session.

Scheduled Action	Status
<p>July 2017: Identify new pay station design and funding for Council action with 2017-18 budget</p>	<p>Council appropriated \$400,000 to purchase replacement parking pay stations, as part of the miscellaneous budget ordinance amendment enacted at the May 22nd business meeting. Council adopted a resolution of support for the purchase of Parkeon multi-space parking meters at the September 27th business meeting. Installation began in January 2018 and is live in the parking garages. Due to shipping delay, parking meters for on and off street parking will be installed in June.</p>
<p>September 2017: Negotiate new leases for properties behind Courtyard</p>	<p>The Town extended its contract for parking management services with Franklin West, LLC, in September 2017. The Manager executed a lease with a property owner that adds another parcel behind the courtyard to be utilized for parking.</p>
<p>October 2017: Engage designer and construct parking behind Courtyard</p>	<p>Preliminary design completed. Design is underway.</p>

Goal 3: Launch the parking initiatives shared with Council at the April 12 Council work session.

Scheduled Action	Status
November 2017: Council consider engineering report for design of one level of parking at Wallace Deck, with option for expansion	Entered into contract with a design engineer. Follow-up presentation scheduled for 6/13/18 on Wallace Deck repair/expansion.
January 2018: Report back on land use development strategies for new development parking requirements in downtown	Delivered initial parking update presentation to Council on 1/31/18. Follow-up presentation scheduled for 6/13/18 on parking payment in lieu. Staff is currently working to select a consultant to analyze and develop a possible Parking Improvement System that includes funding from sources such as an updated parking payment in lieu, as well as parking tracking, funding, and infrastructure delivery system for making parking improvements to serve current and new development.

Goal 4: Initiate actions to implement reports and recommendations of the American Legion, Town Properties and historic Town Hall Council committees.

Scheduled Action	Status
<p>American Legion</p> <p>Within 90 days of Council receipt of the final American Legion Task Force Report: Provide Council with staff evaluation of the following:</p> <ul style="list-style-type: none"> American Legion Task Force recommendations Options for future land use of the property based on Task Force recommendations. Identify how recommendations may affect the Town Properties and Historic Town Hall efforts 	<p>At the June 26th business meeting, Council authorized an additional scope of work for the American Legion Task Force. At the November 29th business meeting, the Council received the Second American Legion Task Force Report and resolved for the Town Manager to report on a proposed implementation process in Spring 2018. On schedule to recommend a course of action to Council by the end of May mid-June after the Mayor returns. At their June 27th, 2018, business meeting, the Council will consider rescheduling the Town Manager report to Fall 2018.</p>
<p><i>American Legion</i></p> <p>Within one month of receiving Council guidance: Recommend milestones to implement the Council's land use vision for the property.</p>	<p>At the November 29th business meeting, the Council received the Second American Legion Task Force Report and resolved for the Town Manager to report on a proposed implementation process in Spring 2018. On schedule to recommend a course of action to Council by the end of May. At their June 27th, 2018, business meeting, the Council will consider rescheduling the Town Manager report to Fall 2018.</p>

Goal 4: Initiate actions to implement reports and recommendations of the American Legion, Town Properties and historic Town Hall Council committees.

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<p><i>American Legion</i> Within one month of receiving Council guidance: Recommend milestones to implement the Council’s land use vision for the property.</p>	<p>At the November 29th business meeting, the Council received the Second American Legion Task Force Report and resolved for the Town Manager to report on a proposed implementation process in Spring 2018. On schedule to recommend a course of action to Council by the end of May. At their June 27th, 2018, business meeting, the Council will consider rescheduling the Town Manager report to Fall 2018.</p>

Goal 5: Develop and begin implementation of a plan with timelines and strategies to leverage Town assets with other governmental partners, affordable housing partners and the private sector to increase the affordable housing stock in Chapel Hill.

Scheduled Action	Status
<p>August 2017: Initiate monthly coordination meetings with Town and County Managers and their lead affordable housing staff</p>	<p>First meeting held in August 2017 and multiple meetings held thus far, with representatives from all three towns and Orange County in attendance. Standing monthly meeting time now established and continues to meet monthly.</p>
<p>August 2017: Initiate monthly coordination meetings with affordable housing providers</p>	<p>First meeting held in August 2017 and multiple monthly meetings held thus far, with representatives from the Town, CASA, Habitat for Humanity, Community Home Trust, CEF, Jackson Center, and EmPOWERment in attendance. Standing meeting time now established and the group continues to meet monthly.</p>

Goal 5: Develop and begin implementation of a plan with timelines and strategies to leverage Town assets with other governmental partners, affordable housing partners and the private sector to increase the affordable housing stock in Chapel Hill.

Scheduled Action	Status
<p>August 2017: Initiate quarterly Orange County Local Government Affordable Housing Collaborative (formerly the Orange County HOME Consortium) meetings to discuss modified role in affordable housing</p>	<p>Staff met during the summer to draft revised scope of HOME Consortium. Amended scope approved by all jurisdictions in the fall (Council approved at the September 27th business meeting). First meeting of Local Government Affordable Housing Collaborative held in November 2017. Staff from each jurisdiction has continued to meet monthly. The elected officials appointed to the Committee met in February to review and develop a recommendation for use of 2018-2019 HOME Program Funds. The recommendation will be forwarded to the full boards of each jurisdiction in June.</p>
<p>August 2017: Initiate meeting with UNC staff about continuing relationship in Northside Neighborhood Initiative (NNI)</p>	<p>First meeting held in November 2017 to discuss the future of the Northside Neighborhood Initiative. The Council discussed the NNI at a Work Session on February 7 and expressed general interest in continuing to support the NNI and encouraged Self Help to identify additional sources for administrative support. The Council approved continued funding to the NNI as part of the 2019 budget. This year's allocation is \$150,000, \$50,000 less due to contributions from Orange County.</p>
<p>August 2017: Staff development of draft affordable housing activity report, NNI next steps and bond referendum plan</p>	<p>Council received a NNI report at the September 6th business meeting and a draft timetable for a May 2018 bond referendum at the October 4th work session. The FY18 Q1 Affordable Housing Development Activity Report was presented to Council at the November 1st business meeting. The FY 18 Q2 report along with a prototype of a dashboard was presented to the Council on February 21. The February 7 work session included discussion of the Northside Neighborhood Initiative partnership with UNC and a review of a framework for an Affordable Housing Investment Plan, including a proposed schedule for an affordable housing bond referendum. On March 21, the Council adopted a resolution stating the Council's intent to pursue a \$10 million Affordable Housing Bond in November, 2018. The Council held a hearing on May 9 to receive public comment. On May 23 the Council approved of referendum date and set the ballot questions. We</p>

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Scheduled Action	Status
	will work with the Housing Advisory Board to develop an allocation strategy and develop a scoring rubric and application process to evaluate applications for funding. We expect to complete this process by the end of the calendar year.
September 2017: Present updates on staff work plans to Council	Council received this information at the September 6th business meeting . We continue to provide updates on our progress with the Council.
September 2017: Recommend next steps to Council on Homestead property and other Town owned properties for affordable housing	At the September 6th business meeting , Council designated 2200 Homestead Road as a mixed-income affordable housing site and authorized the Town Manager to engage potential partners and continue to pursue development. At the November 1st business meeting , Rosen and Associates presented the financial analysis for Homestead Road and Craig Gomains Public Housing redevelopment. We have contracted with a consultant to develop preliminary designs for this site. We held two community meetings to request input on the design from the community. A concept plan was presented to the Housing Advisory Board and Community Design Commission in April and was presented to the Council on June 20 .
September 2017: Begin discussion with Council of affordable housing bond priorities and an affordable housing investment plan	Potential uses of affordable housing bond funds and a framework for an affordable housing investment plan were presented to Council at the October 4th work session . The Council held a follow-up discussion on the development of an Affordable Housing Investment Plan at the February 7 Work Session. On February 21, the Council adopted a tentative plan and schedule for a November 2018 affordable housing bond referendum. On March 21, the Council adopted a resolution to move forward with pursuing an affordable housing bond referendum in November. On May 23 the Council approved a referendum date and set the ballot questions . We will work with the Housing Advisory Board to develop an allocation strategy and develop a scoring rubric and application process to evaluate

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October 2017: Recommend Affordable Housing Development Reserve (AHDR) funding, affordable rental housing Payment In Lieu (PIL) formula	Council approved the recommended funding plan for the AHDR at the October 11th business meeting . The deadline for the second request for proposals was December 1st. The Housing Advisory Board made a funding recommendation at its December 12 th meeting. On January 24, 2018, the Council approved a recommended funding plan: \$700,000 was allocated to DHIC and \$100,000 was allocated to the Community Home Trust. The Council began discussion of options for a payment-in-lieu formula at the February 7 Work Session.
January 2018: Report on employee housing survey results and recommendations	On schedule, per the staff work plan update presented at the September 6th business meeting . Survey results and options for employee housing incentives was presented to the Council on February 21. We will return to the Council with recommendations for an employee housing incentive program in the fall.
February 2018: Present public housing master redevelopment plan	Preliminary recommendations made to Council in May. Staff plans presentation to Carrboro Board of Alderman in September . Staff will return to the Council in fall with a final Public Housing Master plan and recommendations .

Goal 6: Continue development of future leaders within the Town organization to continue to attract and retain the best and brightest for the Town.

Scheduled Action	Status
October 2017: Present to council a roadmap of the organizational structure to emphasize policy area focus and nimble assignments for staff.	Included in Operations Overview as information for new Council orientation. Provided to all council Members

Goal 6: Continue development of future leaders within the Town organization to continue to attract and retain the best and brightest for the Town.

Scheduled Action	Status
Conduct third cohort of Leading for Collaboration and Innovation (LCI) during FY 2018	Cohort 3 began in February 2018 with 15 participants.
March 2018: Staff provides informational report to Council about leadership initiatives and how they have applied that learning to strategic projects for the Town	Considering a new approach to sharing information with the Council because of the volume of issues under consideration by the Council.
February 2018: Make recommendations from employee task forces on the following: <ul style="list-style-type: none"> • Pay for value added system • Healthcare review and recommendations for the future 	Employee task force for healthcare formed in September 2017. Employee task force for pay-for-value-added was formed in November 2017 and is conducting focus groups and information gathering meetings. Pay for Value Added Task Force is still working on capturing interests of employees and moving to draft a pilot plan for early FY 19. -Project Team is developing Guiding Principles and Procedures for Pay Programs. Plan is to present them to SLT, get feedback then revise and proceed to conduct presentations to Departments on how they can begin to think about different ways to compensate that work for their unit. -Health Care Task Force supported a deductible be added to Health Insurance at the Manager’s discretion with his budget proposal.
Include task force recommendations in development of FY 2019 Budget	-Task Force recommended a Deductible be added to Health Insurance at the Manager’s discretion with his budget proposal. Manager chose \$250 deductible.

Goal 7: Build a project management system that reports on the infrastructure funded by the bond referendum and other sources. Manage our capital program consistent with Council economic development goals.

Scheduled Action	Status
September 2017: Begin providing the Town Council with quarterly reports for the following initiatives: <ul style="list-style-type: none"> • Greenways and park facilities • Roads, sidewalks and bike ways • Stormwater facilities 	Ongoing. The FY16-17 Capital Program Annual Report was shared with Council via email from the Town Manager on October 3 rd , with quarterly reports for the current fiscal year scheduled to follow. The Capital Program Report website is updated quarterly. The Council also receives a monthly “Update on Capital Program Management

Goal 7: Build a project management system that reports on the infrastructure funded by the bond referendum and other sources. Manage our capital program consistent with Council economic development goals.

Scheduled Action	Status
<ul style="list-style-type: none"> Municipal Services Center 	<p>and Active Projects” via email from the Town Manager.</p>
<p>September 2017: Engage Freese and Nichols to evaluate the Town’s current project management strengths and weaknesses and to recommend improvements.</p>	<p>Complete. On September 22, 2017, the Town Council received recommendations from Freese and Nichols Town project managers to improve the Town’s capital program management system. Improvements are underway (see below).</p>
<p>September 2017: Engage Freese and Nichols to evaluate the Town’s project management training, build internal project management capacity and initiate a measurable plan for project management improvements focused on communications, reporting, training.</p>	<p>Freese and Nichols identified opportunities such as: implement project management training, implement program management software, standardize resources, and improve reporting.</p> <p>Configuration of e-builder project management software and initial training for the first cohort of project managers using the software will be complete in June 2018.</p> <p>A capital project manager training program that will later be expanded to non-capital project managers is under development and will be piloted in July/ August 2018. This training will be provided on a regular basis as needed after July/ August 2018.</p>

Goal 8: Enhance economic development climate for developing and retaining new business through support of entrepreneurship initiatives.

Scheduled Action	Status
<p>October 2017: Operationalize a new nonprofit organization with UNC to support entrepreneurship initiatives</p>	<p>Established the framework for operationalizing a new nonprofit in October; Negotiations with UNC underway.</p>

Goal 8: Enhance economic development climate for developing and retaining new business through support of entrepreneurship initiatives.

Scheduled Action	Status
<p>October 2017: Present findings of research by Liaison Design and draft marketing plan targeted at adding 10% to our office market within 2 years to the Council Economic Sustainability Committee</p>	<p>Liaison Design Group presented research findings, as well as key insights and messages that informed the marketing plan, at the Council Committee's October 6th meeting. Marketing plan implementation is scheduled to begin in early 2018.</p>
<p>February 2018: Draft paragraph shared with Council Committee on Economic Sustainability. Hired new Public Relations firm in November to broadcast events and stories related to Chapel Hill.</p>	<p>Next step includes creative framing and development in preparation for marketing office and workforce opportunities in Chapel Hill.</p>
<p>March 2018 Creative framing presented to Council Committee on Economic Sustainability with refinements.</p>	<p>Begin drafting of marketing plan for the coming year. Creative concepts continue to be reviewed and prepared for when we are ready to begin marketing.</p>