

Town of Chapel Hill

Manager and Council Priorities: Mid-November 2017 Through Remainder of Roger Stancil's Tenure Team Leader and Primary Deliverables in Bold Print Status Update: (5) May, 2018

1. CORE				
Priority	Deliverables	Timeline	Staff Assigned	Status
1A. Maintain the management of the Town's excellent core services.	Ongoing excellence ; maintain community satisfaction as expressed in the community survey	January to September 2018	RLS and Department Heads	Ongoing management focus.

2. TRANSITION				
Priority	Deliverables	Timeline	Staff Assigned	Status
2A. Develop information and provide opportunities to orient and inform new Council Members about issues that will come before them.	Two to four general orientation sessions + UNC orientation	January 2018 *Complete*	RLS	Complete. Mock Meeting completed. December 18 (LUMO), January 3 (Finances), and February 5 (Operations) sessions completed. OWASA orientation session held February 12, 2018. Planning for UNC session.

2. TRANSITION

Priority	Deliverables	Timeline	Staff Assigned	Status
2B. Facilitate smooth staff transition.	Defined process for senior leaders to prepare for transition to new Manager	January to July 2018	RLS , Managers Office, Executive Directors working with Anne Davidson	Ongoing work with Anne Davidson to design a process for communicating information and culture. Executive Directors were included in the budget development and approval process.
2C. Determine Roger's level of involvement and focus in hiring and onboarding the new Town Manager. Roger is willing to help in whatever way needed, including identifying and suggesting ways that he might help for Council.	Provide information and support to Council and search firm as requested by Council	New Manager identified by July 2018 *Complete*	RLS Mayor and Town Council	Council authorized the Mayor to execute a service contract for the search of a Town Manager on January 24, 2018 . Recruitment underway

3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
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<p>3A. Maintain staff energy and schedule for work with our partners on developing an affordable housing strategic framework and investment plan.</p>	<ul style="list-style-type: none"> - Affordable Housing Quarterly Report and the Dashboard Tool (under development) - Employee Housing Incentive Options - Public Housing Master Plan - Investment plan - Development plan for 2200 Homestead Road. 	<ul style="list-style-type: none"> -Quarterly - Fall 2018 - May 2018 - Winter 2018 - Fall 2018 *Complete* 	<p>Loryn Clark</p>	<p>We have modified the dates for providing employee housing incentive options to the fall.</p> <ul style="list-style-type: none"> - On May 21, the Council received an overview of the public housing master plan including a financial analysis of the potential redevelopment of the Craig Gomains site in the Northside neighborhood. We will return to the Council in the fall to consider approval of a recommended Master Plan. The Town has received preliminary notification from HUD that we may apply to the Rental Demonstration Assistance (RAD) program to provide financing for this redevelopment. We are currently conducting outreach and seeking feedback from our residents about our ideas for redevelopment. - Affordable Housing and development of an investment plan was a topic of discussion at the February 7, 2018 Work Session and on February 21, the Council adopted a framework and eligible activities for an investment plan. On March 21, the Council adopted a resolution to pursue a \$10 million affordable housing bond in November, 2018. Bond funds would be the primary resource to fund the Town’s Investment Plan. On May 23, the Council approved a referendum date and set the ballot question. 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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3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
				<p>applications for funding. We expect to complete this process by the end of the calendar year.</p> <p>We held 2 community meetings to receive public feedback on the potential design of 2200 Homestead Road. A Concept Plan was presented to the Community Design Commission and the Housing Advisory Board in April, and was presented to the Council on June 20.</p>

3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
<p>3B. Maintain the current schedule for efforts to create a new framework for strategic thinking by the Council, beginning with current priorities for future refinement and development by the new Council.</p>	<p>- Draft Strategic Plan: Present to Town Council a draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback</p> <p>-Draft Strategic Plan: Presented a second draft strategic plan and demonstrate how the draft strategic plan will be used during the FY19 budget process.</p> <p>-Goals and Objectives Adoption: Present to Town Council the strategic goals and objectives developed thus far to establish a framework for staff to continue to develop over the summer.</p> <p>-Summer, 2018: Staff builds out the strategic plan by organizing departmental business plans by the adopted goals and objectives.</p> <p>-Fall, 2018: Council works with new Town Manager to add specificity to the strategic objectives and build out how the Council will use the strategic plan to influence the budget throughout the year.</p>	<p>-January 10 2018 Work Session</p> <p>-April 2018</p> <p>- June 2018</p>	<p>Rae Buckley David Finley</p>	<p>Council received second draft of strategic plan at April 4th Work Session that included goals and objectives based on previously adopted Council plans and strategies and the Council’s discussion at their strategic retreat in February..</p> <p>Council responded that the objectives needed to be more specific. Council indicated an interest to work on each goal area of the plan as they had with the Affordable Housing prototype. Staff suggested that this could take place in the next fiscal year.</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.

3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
<p>3C. Maintain the proposed schedule for development of the Future Land Use Map as initiation of LUMO rewrite project.</p>	<p>-The Land Use Management Ordinance (LUMO) Rewrite Project will begin with the Future Land Use Map Refinement process. Council will receive a draft map for review in October 2018 and a final draft for consideration in December 2018. During the course of the refinement process, staff will continue to discuss goals and options for improving the LUMO with the community, boards and commissions and the Council.</p>	<p>-December, 2018: Future Land Use Map Final Draft</p>	<p>Loryn Clark Ben Hitchings Rae Buckley</p> <p>Project Manager: Alisa Duffey Rogers</p>	<p>LUMO Rewrite Project initiation and planning complete. Project execution begins with Future Land Use Map Refinement in January 2018.</p> <p>Future Land Use Map Refinement: Consultant is under contract and the public outreach is underway. Website is operational.</p> <p>May 10: Kickoff and Idea Exchange June 10-11: Show and Tell (charrette) Online Preference Survey of map alternatives during the summer of 2018</p>

<p>3D. Keep on track with form-based code modifications. Council to clarify which things are most important to deal with first, based on staff input of current understanding.</p>	<ul style="list-style-type: none"> -Research and evaluate shared parking and centralized parking strategies -Complete Blue Hill District Transportation Impact Analysis Project -In Blue Hill Design Guidelines, help ensure building entranceways have prominent articulation, reduce bulk and massing of buildings, only allow drive-thru windows with CDC approval, and clarify block requirements -Design and construct Booker Creek Green Space Project 	<ul style="list-style-type: none"> - June 2018: First three items completed - Design: Spring 2018 -Construction: Fall 2019 	<p>Ben Hitchings Kumar Neppalli Corey Liles Curtis Brooks</p>	<ul style="list-style-type: none"> -Delivered initial parking update presentation to Council on 1/31/18. 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. Staff provided follow-up information to Council on Wallace Deck repair/expansion at 6/13/18 Council meeting, with additional information and Council decision opportunity to follow in the fall. -Final draft of Blue Hill District TIA is ready for presentation. -Council approved Blue Hill Design Guidelines and associated LUMO text amendment at Council meeting on 5/23/18. -The plans for the design of the Booker Creek Green Space Project The plans are progressing past the 70% level. Engineering Staff will be meeting other Town Departments in the next few weeks to finalize the plans. Staff have been working with adjacent property owners on land use agreements for the storage area. Once those agreements have been signed, the required State and Federal permits will be applied for.
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3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
3E. Recommend and support a decision-making process surrounding American Legion property.	<ul style="list-style-type: none"> -Land appraisal for 5-acre and 8-acre tracts facing Legion Road. -Develop recreation concepts for 36-acre, 31-acre, and 26-acre tracts that reconcile AL Task Force use list with identified needs from Parks Master Plan and other sources. Estimate costs of each concept. -Analyze affordable housing development opportunities and estimate costs. -Apply for NC Parks and Recreation Trust Fund (PARTF) grant for reimbursement of land acquisition costs. -Use recreation concepts, affordable housing opportunities, and financial information to develop a recommended course of action. -Recommend a course of action to Council. 	<ul style="list-style-type: none"> -February 2018 -March May 2018 -April 2018; grants awarded August 2018 -May June Fall 2018 	Ross Tompkins Jim Orr Dwight Bassett Corey Liles Loryn Clark	<p>The land appraisal is complete.</p> <p>The Town has engaged a designer to help staff formulate recreation concepts and estimate costs. Identification of potential recreation amenities and associated costs is complete.</p> <p>The Town has engaged an advisor to help staff formulate affordable housing options and estimate costs. Preliminary analysis of affordable housing options and cost estimates is complete.</p> <p>Following Council direction, staff did not submit a grant application for reimbursement of land acquisition costs. Staff will make a recommendation in the future about submitting a PARTF grant application for development costs once a decision is made about future use of the property.</p> <p>Staff will recommend a course of action to Council in June, after the Mayor returns. At their June 27th business meeting, the Council will consider rescheduling the Town Manager's report on a recommended course of action to Fall 2018.</p>

4. FACILITIES

Priority	Deliverables	Timeline	Staff Assigned	Status
4A. Complete the Hamilton Road fire station.	Operational Fire Station	*Complete*	Matt Sullivan	<p>-Barnhill is making good progress and the station will be under roof in the near future. Once this occurs, the interiors will begin to take shape and the masons will begin brickwork on the exterior.</p> <p>-The remaining hurdles to completion are weather, which impacts exterior work, final site work, and inspections. Recent cold weather has stalled work considerably. The current string of sub-freezing days will result in at least a 7-10 day extension to the timeline.</p> <p>We have engaged former Deputy Fire Chief Matt Lawrence to remain on the project through its completion. His new employer (City of Burlington) has agreed to afford him the flexibility see this project through completion.</p> <p>-Fire Station is constructed and open to business.</p>

4. FACILITIES

Priority	Deliverables	Timeline	Staff Assigned	Status
4B. Continue the current schedule for planning and design of the Municipal Services Center and the resolution of the coal ash on the current police department site.	<ul style="list-style-type: none"> -Work with Community groups on site design -Bring Development Agreement with UNC and rezoning for Council Consideration -Move to full design and construction process -Begin construction -Develop a plan for remediation and/or reuse of current police department site 	<ul style="list-style-type: none"> -November 2017 – April 2018 -June 2018 -June 2018 -2019 -2018 	Mary Jane Nirdlinger	<ul style="list-style-type: none"> -Community discussions complete - Discussions with UNC will continue through construction -Discussions underway to transfer site to state’s brownfields program for redevelopment - Construction Manager at Risk authorized for design/construction of Municipal Services Center -April 2, 2018 Council authorized funding for a coal ash remediation plan. -Town Council opened the public hearing for the development agreement, on May 9, 2018, and will consider action on June 27, 2018.

4. FACILITIES				
Priority	Deliverables	Timeline	Staff Assigned	Status
4C. Implement the infrastructure improvement plans that were funded through the Bond issue.	<p>-The Town closed on the first General Obligation (GO) referendum bond issuance on February 22, 2017 for \$9 million: Trails & Greenways (\$5 million), Streets & Sidewalks (\$3 million), and Recreational Facilities (\$1 million).</p> <p>-The second bond sale from the 2015 Referendum authority was successfully completed on April 3rd 2018. The sale was extremely competitive with 13 bidders all within 20 basis points.</p>	<p>*Complete*</p> <p>April 2018</p>	<p>Ken Pennoyer Lance Norris Mary Jane Nirdlinger</p>	<p>-Project updates (bond-funded and other) are online: Capital Program Report.</p> <p>-Town will continue current projects and begin new projects related to stormwater flood storage, green spaces and trails, downtown streetscape improvements, street resurfacing and reconstruction, bike and pedestrian safety, and new sidewalk construction.</p> <p>-The closing on the bonds was completed April 19, 2018. Ordinances appropriating the \$12.5 million dollars in bond funds to specific projects was approved by the Town Council on May 2, 2018.</p>

4. FACILITIES

Priority	Deliverables	Timeline	Staff Assigned	Status
4D. Complete decision on Wallace Deck.	<p>-Present the following options to the Town Council:</p> <ol style="list-style-type: none"> 1. Perform the deferred maintenance on the plaza level, provide improvements to enhance Parks and Recreation's ability to use plaza level. 2. Add one parking level. 3. Add three levels of parking to the existing deck. 	<p>-March 2018</p> <p>-April 2018</p> <p>-May 2018</p> <p>-June 2018</p>	<p>Lance Norris Rae Buckley Dwight Bassett Chris Blue Chris Roberts</p>	<p>The Town's Wallace Deck Focus Group met with the Town Consultant On February 1st to begin planning for a update presentation to Council. This presentation has been moved an April Council meeting to align with the Downtown Parking Update Presentation.</p> <p>Town Staff will present these options as part of a larger parking presentation on the April 25th Council Meeting.</p> <p>Information item scheduled for 6/13/18 on Wallace Deck repair/expansion.</p> <p>Over this summer, staff will work with the design consultant to develop plans and estimated cost to repair the deck and costs for an option to provide additional parking. Town staff will return to Council this Fall to present the repair plans, costs, and request direction to either only repair the deck, or repair it and include an additional parking option.</p>

4. FACILITIES				
Priority	Deliverables	Timeline	Staff Assigned	Status
4E. Implement the recommendations of the Historic Town Hall committee.	<ul style="list-style-type: none"> -Summary of current trends and best practices for history centers -Focus groups with community to understand interests, opportunities challenges -Create clear vision statement for history center that will allow for further space planning and needs assessment 	<ul style="list-style-type: none"> -Spring 2018 -2018 -2018 	Susan Brown	<ul style="list-style-type: none"> - Meeting with public history experts from around the state/country to gain insight into best practices and current trends. - Submitted proposal for IMLS Planning Grant to facilitate community engagement and co-creation of Community History Center at Historic Town Hall - Submitted LSTA grant proposal to develop a community history podcast that will build buy-in and support for the facility and its conceptual approach to local history - Developing proposal for major NEH Challenge Grant that would potentially support infrastructure upgrades and public/private fundraising opportunities.

5. FINANCIAL & ORGANIZATIONAL

Priority	Deliverables	Timeline	Staff Assigned	Status
<p>5A. Develop and recommend the 2018-19 Budget.</p>	<p>Balanced 2018-19 Budget with demonstrated connections to Strategic Plan and Departmental Business Plans with clear tradeoffs and choices.</p>	<p>June 30, 2018 *Complete*</p>	<p>RLS Ken Pennoyer Matt Brinkley Budget Team</p>	<p>The Manager’s Recommended Budget was presented to the Town Council on May 9 and included a budget message organized around the Council’s strategic goals. The May 16 Budget Work Session provided information about how the Departmental Business Plan Cycle folds up to the Manager’s Recommended Budget and how the Strategic Goals of the Council guides that process. The work session also included presentations about tradeoffs that were considered during the budget development process and options for reducing the proposed tax increase.</p>
<p>5B. Complete the work of the employee healthcare task force designed to recommend a sustainable health insurance program and support ongoing programs for a healthy and safe workplace and employees.</p>	<p>Task Force will make a recommendation to the Manager on suggestions of how to reduce increasing costs of Health Insurance. Recommendations will encompass short term changes to the current Employee Healthcare Plan and a long term (3 years) plan to expand Clinic services to address the increasing needs of employees and retirees.</p>	<p>*Complete*</p>	<p>Steve Stewart Cliff Turner Chase Barnard</p>	<p>Complete. Currently conducting employee feedback survey on short term and long term options. Survey ends January 5, 2018. Data will be reviewed and analyzed to help form the recommendation by last week of March</p> <p>Task Force recommended a Deductible be added to Health Insurance at the Manager’s discretion with his budget proposal. Manager chose \$250 deductible.</p>

5. FINANCIAL & ORGANIZATIONAL

Priority	Deliverables	Timeline	Staff Assigned	Status
5C. Complete the work of the Employee Compensation task force on pay for value added as a way to recognize work and skills that help achieve the Towns goals.	The initial deliverable for the Pay for Value Added Task Force will be the development of a pilot project. It is anticipated that the task force will consider piloting its prototype in the Public Works Department, giving the team the ability to test the system and propose potential modifications.	Pilot Project in FY19	Wendy Simmons	<p>Since the Pay for Value Added Task Force kicked off in November 2017, four focus group meetings with employees have been held to better understand their interests related to pay for value added. Additionally, a representative with the CHCCS met with the task force to discuss their uniquely customized differential compensation program — Project ADVANCE.</p> <p>The Pay for Value Added Task Force is developing Guiding Principles for rewarding employees beyond their base pay. The plan is to present the Guiding Principles at a Project Update meeting in June 2018, get feedback, revise the principles, and proceed with designing a pilot project for implementation in FY19.</p>
5D. Develop an action plan to address permitting and inspections process problems.	<ul style="list-style-type: none"> -User survey summary -Selection of new operating software for code and inspections functions -Analysis of 3rd party inspection procedures for large-scale projects -Continued development of NAVIGATOR philosophy 	<ul style="list-style-type: none"> -Early 2018 -Spring 2018 -Early 2018 -Ongoing 	Chris Blue Loryn Clark	<ul style="list-style-type: none"> -Staff is incorporating feedback in process improvement efforts -Staff has selected a code enforcement software vendor and installation and staff training will occur this summer -Staff is developing standard protocols to allow for such agreements as needed

5. FINANCIAL & ORGANIZATIONAL				
Priority	Deliverables	Timeline	Staff Assigned	Status
5E. Make the changes needed to move Cultural Arts to a priority for our Town and Economic Development opportunities.	-Annual Percent for Art plan created as part of budget process, presented to Commission and Council for review - Updated policies, procedures, and processes related to arts & culture that support goals - New collaborations with UNC and Orange County	*Complete*	Susan Brown	Complete. -Revised Percent for Art Program Procedures was adopted by the Town Council on May 2, 2018 - Near & Far Community Cultural Celebration was held on April 8 at 140 West - Working with Downtown Partnership to explore pop-up art installations and performances -Reviewing all arts & culture related policies, procedures, and processes to support innovation and success -Establishing new relationships with UNC and Orange County, identifying early opportunities for collaboration such as the UNC Art Everywhere event.
5F. Restore the sustainability function to champion environmental issues.	Re-establish Sustainability Officer position	*Complete*	RLS	Complete. Community Resilience Officer appointed as of February 1, 2018.

6. POLICY & DEVELOPMENT				
Priority	Deliverables	Timeline	Staff Assigned	Status
6A. Find funding for a consultant to help with rewriting the Historic District Guidelines.	Grant proposal to State Historic Preservation Office (SHPO)	*Complete*	Loryn Clark Ben Hitchings Mary Jane Nirdlinger	Complete. A temporary consultant is in place to provide support to the HDC. Staff has coordinated with the HDC, and submitted a proposal to SHPO.

6. POLICY & DEVELOPMENT

Priority	Deliverables	Timeline	Staff Assigned	Status
<p>6B. Clean up the process for infrastructure installation, to prevent further occurrences such as the still-incomplete E-F construction.</p>	<p>–Review schedule, documents and designs with NCDOT, Town’s Construction Management Firm, and Town’s Engineering Firm for “lessons learned” and suggestions for improvements in project management processes within Town control</p> <p>-Incorporate improvements as part of capital program management evaluation and project manager training</p>	<p>*Complete*</p>	<p>Lance Norris Chris Roberts Kumar Neppalli Chris Jensen</p>	<p>Complete.</p> <p>- On January 12th, Town Staff and NCDOT met to evaluate the project and develop a list of lessons learned. The Capital Program Management Team is reviewing and incorporating these lessons learned into their recommendations for improvements.</p>
<p>6C. Complete Downtown Parking and Mobility study and develop an action plan based upon that. We re-branded this study as the Downtown Streets and Sidewalks Study to reflect the focus of the study on the entire network of Downtown (cars, bikes, pedestrians, parkers, buses, and business needs like loading). There is a parking component.</p>	<p>-Phase 1: Visualization tools illustrating challenges and opportunities in the Downtown streets and sidewalks system</p> <p>-Part 2: Scenarios tested with Downtown stakeholders for future implementation</p>	<p>- January 2018</p>	<p>Sarah Poulton Ben Hitchings, Rae Buckley, Dwight Bassett, Chris Blue</p>	<p>Phase 1 draft visualization has been delivered and is under staff review, and underwent numerous rounds of edits. The draft will be returned to the consultant for final refinements. The Consultant has struggled to meet expectations for this project which may indicate the project scope was too difficult or the firm hired was not capable of meeting the task. The final product from the consultant will be shared with the Transportation and Connectivity Advisory Board in June to discuss how to use the deliverable. We will revise our plan for scenario testing based on staff capacity and available funding.</p>

6. POLICY & DEVELOPMENT				
Priority	Deliverables	Timeline	Staff Assigned	Status
6D. Conclude the Amity Station Development Agreement process – either with an agreement or a decision that an agreement cannot be reached.	-Council Committee negotiation process begins -Potential draft Development Agreement - Council decision on whether to sign Development Agreement	-January 2018 -April 2018 -June 2018	Ben Hitchings Project Manager: Judy Johnson	Facilitator and staff have held six meetings with Council Committee and developer. The process is on hold pending any new proposal that is substantive enough that both parties want to discuss it.

7. INTERGOVERNMENTAL				
Priority	Deliverables	Timeline	Staff Assigned	Status
7A. Complete revision of intergovernmental transit agreement.	Memorandum of Understanding between Town of Chapel Hill, Town of Carrboro and University of North Carolina at Chapel Hill	June 2018	Brian Litchfield Ken Pennoyer Flo Miller Ralph Karpinos	Draft has been finalized by Town and University staff. Town Manager will meet with the University on June 29th. Following this meeting it is anticipated that the draft agreement will be sent to Legal for review prior to being sent to Partners Committee and then to Town Council for review and consideration.
7B. Finalize the new Launch Partnership.	New Nonprofit charter and agreement between Town, UNC and other partners	January 2018	RLS Ralph Karpinos	Agreements in drafting.
7C. Get an agreement for joint use of Public Facilities with the School System and the County.	New agreement for how costs are identified, shared and communicated	February 2018	RLS Ken Pennoyer Jim Orr with Bonnie Hammersley and Pam Baldwin	Inventory sent to County Manager and school superintendent for review. Proposal from Schools under staff review