
Profile

Question applies to multiple boards

Whenever possible, submit your application prior to the scheduled meeting of the affected advisory board so that they can consider all applications prior to making a recommendation to Council.

Public Records Statement

I acknowledge that all information submitted in this application becomes a public record and will be searchable online. The Town is not able to remove information from the public record once it has been posted.

☒ I Agree

huntress919@gmail.com

Email Address

Susan

First Name

E

Middle Initial

Hunter

Last Name

607 Rock Creek Road

Street Address

Suite or Apt

Chapel Hill

City

NC

State

27514

Postal Code

Mobile: (919) 824-6603

Primary Phone

Home:

Alternate Phone

Question applies to multiple boards

Residency within the Town limits is required for membership on most Council advisory bodies. Memberships of some committees and task forces may be composed of up to forty percent of non-Town residents.

What district do you live in? *

☒ Chapel Hill Town limits (Purple)

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

☒ Greater than 10 years

Question applies to multiple boards

The Council encourages you to visit a meeting of the group that you are interested in serving on. Please choose no more than three groups from the list below to which you would like to apply.

Which Boards would you like to apply for?

Housing Advisory Board: Eligible
Planning Commission: Eligible

Question applies to Housing Advisory Board

Select a Seat Category for the Housing Advisory Board *

☒ Homeowner or Tenant

Question applies to Planning Commission

Select a Seat Category for the Planning Commission *

☒ Chapel Hill Resident

Question applies to multiple boards

Which Board is your First Choice? *

☒ Housing Advisory Board

How did you find out about this opportunity? (select all that apply)

- ☒ Advisory Board or Council member
☒ Email

If you chose "Other" from the advertising opportunity listed above, please specify specify:

Interests & Experiences

Question applies to multiple boards

How do you describe your previous advisory board experience?

☒ Non-Chapel Hill Board Experience

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

I am a long time resident of Chapel Hill and have served on the Orange County Planning Board for the past year. I have particular concerns regarding affordable housing and making Chapel Hill a community that is welcoming to everyone. I would like to help give a voice to impacted groups that are not always well represented in our political process. I am also interested in the planning process, bike and pedestrian connectivity as well as access to transit. Creating more opportunities for people to live, work and shop in Chapel Hill has the potential to reduce traffic and mitigate climate change.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

I work in clinical research regulatory compliance, and am familiar with following data-driven best practices as well as rules and regulations. I've been a community advocate for transit, multi-modal connectivity, affordable housing and climate action. I have a history of working and volunteering with impacted communities and am a former domestic violence shelter manager.

Question applies to Planning Commission

Do you have special interest, experience, or education/training in city planning, design field, environment, housing, transportation or related fields? If yes, please explain.

I am an advocate for climate action and improving our transit infrastructure as well as connectivity for cyclists and pedestrians. My education and professional training have taught me that where people live has a significant impact upon their health status and access to opportunity.

[Hunter_5-12-20.docx](#)

You may upload a supporting document (e.g., CV or resume). **Please be advised that any information submitted becomes a public record and may be searchable online.**

Demographics

The Town Council seeks to attract persons from diverse backgrounds and believes that childcare and transportation is a potential barrier for qualified and interested applicants. See the [Childcare and Transportation Assistance pilot](#) for further details. In order to consider this application and provide some balance to the various boards, this personal information is required:

Ethnicity *

☒ Caucasian/Non-Hispanic

Gender *

☒ Female

If other, please describe:

Please select your age from the following list. *

☒ 35-54

clinical research

Occupation

Are you a caregiver for or identify with a disability?

☐ Yes ☒ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

Applications will be kept on file from July 1st to June 30th of the same fiscal year. Please reapply each fiscal year if you are still interested in serving on an Advisory Board, Commission, Committee or Task Force and have not yet been appointed.

Susan E. Hunter, MPH

607 Rock Creek Road • Chapel Hill, NC 27514 • (919) 824-6603 • huntress919@gmail.com

PROFESSIONAL EXPERIENCE:

Research Practice Manager

Duke University School of Nursing

March 2017 to Present

Manage operations of the Clinical Research Unit (CRU) related to study conduct, ensuring that research activities are performed in accordance with good clinical practice, CRU standards, institutional policy and regulatory requirements. Monitor the status of timelines and key milestones for clinical research studies, including contract execution, IRB approval, and enrollment. Participate in audits of CRU studies by internal and external authorities. Review and respond to audit reports, and develop and implement corrective action in a timely manner. Manage hiring, training and supervision of all clinical research staff as well as research education and compliance for graduate students.

Assistant Research Practice Manager, Department of Psychiatry

Duke University School of Medicine, Department of Medicine

June 2014 to March 2017

Serve as an expert resource to Principal Investigators, study coordinators and research staff on institutional policy and good clinical practice (GCP) regulatory standards. Conduct CRU quality assurance audits to ensure compliance with Duke research policies, documentation in Maestro and GCP regulatory requirements. Develop corrective actions for identified issues. Compile and report data annually for the Quality Assurance Committee. Assist research teams in preparing for FDA and internal Compliance audits. Ensure compliance with required results reporting in clinicaltrials.gov; complete outstanding records with missing data. Advise and assist study staff on eIRB entry and responding to reviewer modifications. Monitor timely submission of annual renewals. Serve as back up to the Research Practice Manager for IRB assignments and reviews. Ensure staff and faculty compliance with DHRT training requirements and meet target metrics set by DOCR. Develop metrics for departmental IRB review of new protocols. Manage departmental research staff meetings. Ensure staff is notified of relevant CRU, departmental and institutional policies and procedures. Experienced in using Maestro, REDCap and Box.

Regulatory Compliance, Division of Cellular Therapy

Duke University School of Medicine, Department of Medicine

February 2007 to June 2014

Develop practices and procedures to ensure regulatory compliance for division research studies. Manage and document training of research key personnel. Responsible for creation and submission of Institutional Review Board documents for clinical trials. Maintain regulatory documents and respond to sponsor queries for assigned trials. Review and edit investigator-initiated protocols. Manage research specimen repository and research sample requests. Experience working on clinical research network trials, NIH studies and management of PI-initiated multicenter studies. Responsible for all aspects of clinicaltrials.gov records for PI-initiated studies. Management of IND and IDE submissions to the FDA. Experience with ONCORE and eResearch EDC systems.

Associate Reviewer, Clinical Trials Quality Assurance Section

Duke University School of Medicine Compliance Office, Durham, NC

February 2004 to February 2007

Monitored clinical trials research throughout the Duke University Health System. Developed clinical research contact database and managed the CTQA web site content. Established a monthly educational series and intensive 2-day training for clinical research professionals to promote good clinical practice. Created PI-specific trainings to address compliance deficiencies. Managed scheduling, resource allocation, needs assessment, registration, catering, evaluation and continuing education credit for all educational events. Attended conferences and prepared poster presentations.

Senior Associate, Social Marketing/Quality Improvement

Medical Review of North Carolina, Cary, NC

April 2000 to February 2004

Managed team to implement Medicare rights education and outreach projects. Served as social marketing consultant on Hospital, Physician and Consumer focused projects to promote best practices and achieve quality improvement measurement goals. Developed educational materials for identified target populations. Coordinated clinical quality of care medical record review; developed and implemented internal quality

management measures. Recruited participants for qualitative research studies, created data collection instruments, collected and analyzed qualitative data. Initiated a geo-demographic population-coding project to target behavior change. Managed outreach website and content. Represented organization and presented at regional and national conferences.

Community Intervention Specialist

Medical College of Georgia, Augusta, GA

June 1999 to September 1999

Identified the technical and programmatic needs of Community Partnerships. Reviewed initiatives targeting substance abuse, violence, juvenile crime and delinquency, and adolescent pregnancy. Fostered relationships between Community Partnerships and regional office. Conducted site visits of Community Partnerships. Researched best practices and matched funding sources to Partnerships' plans and needs.

Research Assistant

Zap Asthma Consortium, Atlanta, GA

October 1998 to June 1999

Screened and recruited families to participate in childhood asthma/community health study. Conducted medical record abstraction for subject identification and case follow-up. Assisted in interviewer trainings and home visits/data collection.

Shelter Manager

Partnership Against Domestic Violence, Atlanta, GA

June 1998 to June 1999

Conducted screening, intake and exit interviews with victims of domestic violence. Implemented behavioral management strategies. Responded to crisis calls as needed. Collected and compiled data for grant reporting. Managed shelter operations, residents and volunteer staff. Developed standard operating procedures.

Health Educator

Planned Parenthood, Atlanta, GA

October 1997 to June 1998

Conducted health education sessions in school settings and community organizations. Assisted in the development and promotion of educational strategies targeting sexually active teens. Conducted evaluation of male involvement/teen pregnancy prevention program and produced final report. Collected and compiled data for grant reporting. Attended and represented agency at regional conferences.

Researcher

Hematology Division, Centers for Disease Control, Atlanta, GA

August 1997 to April 1998

Coordinated and managed all aspects of multiple thrombosis studies. Collaborated on survey design, collected data, reviewed medical records to prescreen subjects and conducted subject interviews. Performed data entry and data validation.

Shelter Manager

Family Violence and Rape Crisis, Pittsboro, NC

June 1992 – July 1996

Conducted screening, intake and exit interviews with victims of domestic violence. Implemented behavioral management strategies. Responded to crisis calls as needed. Collected and compiled data for grant reporting. Managed shelter operations, residents and volunteer staff. Developed standard operating procedures. Attended and represented agency at regional conferences.

VOLUNTEER WORK

Orange County Planning Board
Orange County Climate Action Coalition
NAACP Housing Committee
Orange County Transit Advocates
Refugee Reproductive Health Project
Orange Durham Coalition for Battered Women
Orange County Rape Crisis Center
Atlanta Harm Reduction Coalition – Outreach Volunteer and Grant Committee Member

EDUCATION**Emory University, Rollins School of Public Health, 1998**

*Master of Public Health,
International Health; focus in Behavioral Science & Health Education*

University of North Carolina, Chapel Hill, 1990

*Bachelor of Arts
Major: French/Comparative Literature Minor: Psychology*

Profile

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☒ I Agree

dustin@taftmillsgroup.com

Email Address

Dustin

First Name

T

Middle Initial

Mills

Last Name

631 Dickinson Avenue

Street Address

Suite or Apt

Greenville

City

NC

State

27834

Postal Code

Mobile: (252) 916-2691

Primary Phone

Home:

Alternate Phone

Question applies to multiple boards

Residency within the Town limits is required for membership on most Council advisory bodies. Memberships of some committees and task forces may be composed of up to forty percent of non-Town residents.

What district do you live in? *

☒ Other

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

None Selected

Question applies to multiple boards

The Council encourages you to visit a meeting of the group that you are interested in serving on. Please choose no more than three groups from the list below to which you would like to apply.

Which Boards would you like to apply for?

Housing Advisory Board: Eligible

Question applies to Housing Advisory Board

Select a Seat Category for the Housing Advisory Board *

☒ For-Profit Developer

Question applies to multiple boards

Which Board is your First Choice? *

☒ Housing Advisory Board

How did you find out about this opportunity? (select all that apply)

☒ Other (provide additional information below)

If you chose "Other" from the advertising opportunity listed above, please specify specify:

Recommended by Kimberly Sanchez with Community Home Trust

Interests & Experiences

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

I am a 23-year veteran of the multi-family (for-profit) industry with the majority of that experience being in affordable housing, tax credits and historic adaptive reuse. I currently serve as President (and co-founder) of Taft-Mills Group, a Greenville, NC-based developer of affordable housing. Our firm is recognized as one of the Top 50 affordable housing developers in the country.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

Professional Experience: • Proven expert in Real Estate Planning, Development, Construction & Management • Overseen development in a multi-state region (NC, SC, VA, GA, TN, MD) • Transaction / Deal Analysis & Due Diligence • Contract Negotiations (Land / Syndication / Capital Sourcing) • Partnership / Investor Identification & Negotiation • Market Analysis & Capture Rate Forecasting • Financial Feasibility & Investment Viability • Planning, Entitlements & Municipal Approvals • Construction & Project Management through Equity Closing & Asset Management Honors & Activities: • Honoree, “40 Under 40” Business Leadership Award, TRIANGLE BUSINESS JOURNAL • Past Vice Chairman, City of Greenville, NC Planning & Zoning Commission • Board Member, Boys and Girls Club of the Coastal Plain • Board Member Pitt-Greenville Convention & Visitors Bureau • North Carolina Licensed Real Estate Broker-In-Charge

[Dustin T. Mills Professional Overview August 2020 v.1.pdf](#)

You may upload a supporting document (e.g., CV or resume). Please be advised that any information submitted becomes a public record and may be searchable online.

Demographics

The Town Council seeks to attract persons from diverse backgrounds and believes that childcare and transportation is a potential barrier for qualified and interested applicants. See the [Childcare and Transportation Assistance pilot](#) for further details. In order to consider this application and provide some balance to the various boards, this personal information is required:

Ethnicity *

☒ Caucasian/Non-Hispanic

Gender *

☒ Male

If other, please describe:

Please select your age from the following list. *

☒ 35-54

Real Estate Developer

Occupation

Are you a caregiver for or identify with a disability?

☐ Yes ☒ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

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Dustin T. Mills, MBA, MSc.

PROFESSIONAL PORTFOLIO



Mobile 252.916.2691



dustin@taftmillsgroup.com

Dustin T. Mills, MBA, MSc.

PERSONAL / PROFESSIONAL OVERVIEW

CAREER HIGHLIGHTS

DUSTIN T. MILLS, a 23-year veteran of the multi-family real estate development industry, has served in various senior-level capacities for several regional and national firms. Presently, Dustin serves as President of Taft-Mills Group, a Greenville, NC-based real estate development firm that focuses on affordable housing development throughout North Carolina, Virginia and Maryland.

During his career, Dustin has overseen the development of more than \$400 million dollars in completed projects and possesses a vast knowledge of apartment, retail, and office property types. Dustin has been quoted in **BUILDER MAGAZINE** and **MULTI-HOUSING NEWS** and was featured in **FORBES MAGAZINE** for his creative use of layered financing in saving a historically significant hospital in Lynchburg, VA.

PROFESSIONAL EXPERTISE

- Proven expert in Real Estate Planning, Development, Construction & Management
- Overseen development in a multi-state region (NC, SC, VA, GA, TN, MD)
- Transaction / Deal Analysis & Due Diligence
- Contract Negotiations (Land / Syndication / Capital Sourcing)
- Partnership / Investor Identification & Negotiation
- Market Analysis & Capture Rate Forecasting
- Financial Feasibility & Investment Viability
- Planning, Entitlements & Municipal Approvals
- Construction & Project Management through Equity Closing & Asset Management

HONORS & ACTIVITIES

- Honoree, "40 Under 40" Business Leadership Award, TRIANGLE BUSINESS JOURNAL
- Past Vice Chairman, City of Greenville, NC Planning & Zoning Commission
- Board Member, Boys and Girls Club of the Coastal Plain
- Board Member Pitt-Greenville Convention & Visitors Bureau
- North Carolina Licensed Real Estate Broker-In-Charge

ADVANCED EDUCATION

- Masters of Business Administration, 2011
Kenan Flagler Business School
The University of North Carolina, Chapel Hill, NC
- Masters of Science, Real Estate Development, 2003
School of Architecture, Planning & Preservation
Columbia University, New York, NY
- Post Baccalaureate Graduate Certificate, Urban Land Development, 2002
Virginia Commonwealth University, Richmond, VA
- Bachelor of Science, Communications, 1996
Wingate University, Wingate, NC



Historic / Adaptive Reuse



New Construction Multi-Family



Historic Office Conversion



Urban Residential Conversion

Dustin T. Mills

631 Dickinson Avenue
Greenville, NC 27834

Dustin T. Mills

RECENT AFFORDABLE & CONVENTIONAL PROJECT LIST

Project Name	Location	Cost	Units	Type
Sterling Trace	Salisbury, NC	+/- \$8.5mm	80	LIHTC-Family (PIRHL)
Sardis Trace	Charlotte, NC	+/ \$8.16mm	78	LIHTC-Senior (PRIHL)
Calvary Trace	Raleigh, NC	+/- \$10mm	92	LIHTC-Family (PIRHL)
Parkside Commons	Greenville, NC	+/- \$10.6mm	98	LIHTC-Senior Taft-Mills Group
Proximity	Matthews, NC	+/- \$39.8mm	250	Market Rate - Taft
Residences at CP	Greer, SC	+/- \$36mm	298	Market Rate - Taft
Wakefield Commons	Raleigh, NC	+/- \$10.8mm	80	LIHTC-Family Taft-Mills Group
Walnut Trace	Raleigh, NC	+/- \$29mm	180	LIHTC-Family Taft-Mills Group
Quarry Trace	Raleigh, NC	+/- \$11.8mm	96	LIHTC-Family Taft-Mills Group
Farrington Trace	Greenville, NC	+/- \$12.7mm	80	LIHTC-Family Taft-Mills Group
Amberly Trace	Burlington, NC	+/- \$10.04	80	LIHTC-Family Taft-Mills Group
Legacy Trace	Benson, NC	+/- \$8mm	64	LIHTC-Family Taft-Mills Group
TOTAL		\$195mm	1,476	

Profile

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☒ I Agree

mmolina@bellavistallc.com

Email Address

Mariana

First Name

Molina

Middle Initial

Last Name

723 Davidson Street

Street Address

Suite or Apt

Raleigh

City

NC

State

27609

Postal Code

Mobile: (919) 332-4132

Primary Phone

Home:

Alternate Phone

Question applies to multiple boards

Residency within the Town limits is required for membership on most Council advisory bodies. Memberships of some committees and task forces may be composed of up to forty percent of non-Town residents.

What district do you live in? *

☒ Other

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

None Selected

Question applies to multiple boards

The Council encourages you to visit a meeting of the group that you are interested in serving on. Please choose no more than three groups from the list below to which you would like to apply.

Which Boards would you like to apply for?

Housing Advisory Board: Eligible

Question applies to Housing Advisory Board

Select a Seat Category for the Housing Advisory Board *

☒ For-Profit Developer

Question applies to multiple boards

Which Board is your First Choice? *

☒ Housing Advisory Board

How did you find out about this opportunity? (select all that apply)

☒ Other (provide additional information below)

If you chose "Other" from the advertising opportunity listed above, please specify specify:

Community Home Trust

Interests & Experiences

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

As a for-profit developer, I understand the challenges around financing affordable housing projects. People often do not realize that developers support the idea of affordable housing and would love to build more of it, but if the net operating income that an affordable project will generate does not cover the costs of construction, debt service, etc., why would any developer pursue that project? Items such as the cost of labor and materials cannot be influenced by the developer or the community; but certain obstacles are within our control, such as implementing new zoning regulations intended to spur, not inhibit, the development of affordable housing. The HAB could provide a strong platform to educate members of the community of ways that we can make a difference.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

I am an attorney by background - I used to practice commercial real estate law in Chicago. I am licensed to practice in NC, IL and TX; I am originally from Argentina and speak fluent Spanish; I am currently [attempting] to develop residential condominiums and a Class A office building in Meadowmont Village in Chapel Hill; and I am a former CHHS tiger (Class of 1997)!

You may upload a supporting document (e.g., CV or resume). **Please be advised that any information submitted becomes a public record and may be searchable online.**

Demographics

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Ethnicity *

☒ Hispanic

Gender *

☒ Female

If other, please describe:

Please select your age from the following list. *

☒ 35-54

real estate developer

Occupation

Are you a caregiver for or identify with a disability?

☒ Yes ☐ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

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Profile

Question applies to multiple boards

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☒ I Agree

muraca@sog.unc.edu

Email Address

Frank

First Name

H

Middle Initial

Muraca

Last Name

105 Fidelity St

Street Address

A38

Suite or Apt

Carrboro

City

NY

State

27510

Postal Code

Mobile: (434) 953-8585

Primary Phone

Home:

Alternate Phone

Question applies to multiple boards

Residency within the Town limits is required for membership on most Council advisory bodies. Memberships of some committees and task forces may be composed of up to forty percent of non-Town residents.

What district do you live in? *

☒ Carrboro Town limits (Light Pink)

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

None Selected

Question applies to multiple boards

The Council encourages you to visit a meeting of the group that you are interested in serving on. Please choose no more than three groups from the list below to which you would like to apply.

Which Boards would you like to apply for?

Housing Advisory Board: Eligible

Question applies to Housing Advisory Board

Select a Seat Category for the Housing Advisory Board *

☒ Housing, Planning or Public Policy Expert

Question applies to multiple boards

Which Board is your First Choice? *

☒ Housing Advisory Board

How did you find out about this opportunity? (select all that apply)

☒ Email

If you chose "Other" from the advertising opportunity listed above, please specify specify:

Interests & Experiences

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

I am a Real Estate Development Analyst at UNC School of Government's Development Finance Initiative (DFI) where I work with local governments to better understand how to plan and finance affordable housing projects. I am familiar with a wide range of housing programs including Low-Income Housing Tax Credits (LIHTC), Rental Assistance Demonstration (RAD), and Housing Choice Vouchers. In my role at DFI, I help communities identify needs in local housing markets and strategies for addressing those challenges. I've worked with local councils, housing authorities, and developers to determine the financial feasibility of new affordable housing projects and am comfortable communicating the different requirements of state and federal programs available for community development. Prior to my work with DFI, I graduated from UNC-Chapel Hill with a master's in City & Regional Planning, where I specialized in housing finance and disaster recovery. I hope my experiences will help contribute to the Housing Advisory Board's goal of providing valuable input on Chapel Hill's affordable housing goals.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

I received my master's in city planning from UNC-Chapel Hill in May 2020 and have several skills that could contribute to the Housing Advisory Board's work. I'm comfortable reading and interpreting pro formas for proposed affordable housing developments. I have experience using GIS to identify sites best suited for affordable housing financing. Finally, I have extensive experience using data visualizations to communicating housing challenges and strategies to public bodies through my work with DFI.

[FrankMuraca_Resume.pdf](#)

You may upload a supporting document (e.g., CV or resume). **Please be advised that any information submitted becomes a public record and may be searchable online.**

Demographics

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Ethnicity *

☒ Caucasian/Non-Hispanic

Gender *

☒ Male

If other, please describe:

Please select your age from the following list. *

☒ 25-34

Analyst

Occupation

Are you a caregiver for or identify with a disability?

☐ Yes ☒ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

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FRANK MURACA

105 Fidelity St. A38. Carrboro, North Carolina. 27510.

+1 (434) 953-8585 | muraca@sog.unc.edu

LinkedIn: www.linkedin.com/in/frank-muraca

Education

Master of City & Regional Planning | The University of North Carolina at Chapel Hill

May 2020

Housing & Community Development Specialization

Department Class President

BSc. Economics | George Mason University

August 2014

Selected Publications

- **"Housing Scholars Series: How groceries, shopping centers, and pharmacies shape the location of North Carolina's affordable housing?"** *NC Housing Coalition*. February 5, 2020. ([Web Link](#))
- **"Is Affordable Housing Moving to the Suburbs?"** *Carolina Angles*. December 10, 2019. ([Web Link](#))
- **"The Community Reinvestment Act & LIHTC: How change in the banking sector could affect affordable housing."** *UNC Community and Economic Development Blog*. October 3, 2019. ([Web Link](#))
- **"Why Planners Should Study Finance"** *Carolina Angles*. June 28, 2019. ([Web Link](#))
- **"Excluding Fast and Slow: Charlottesville's Long Battle Over Public Space"** *Métropolitiques*. January 9, 2018. *Peer reviewed*. ([Web Link](#))
- **"Is Beijing Using Smog Cover as an Excuse to Crack Down on Rural Migrants?"** *CityLab*. February 7, 2017. ([Web Link](#))
- **"How the Geography of Jobs Affects Unemployment: Why job accessibility is limited for some groups and what it means for anti-poverty policies"** *Richmond Federal Reserve EconFocus Magazine*. Spring 2014. ([Web Link](#))

Work Experience

Real Estate Development Analyst, Development Finance Initiative, Chapel Hill, NC

June 2020 - Present

- DFI partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise.
- Specialize in planning, developing, and financing affordable housing using a wide range of government programs including Low-Income Housing Tax Credits (LIHTC) and Rental Assistance Demonstration (RAD).
 - Developed new methodology for identifying most "competitive" sites under NC's Qualified Allocation Plan (QAP) to be awarded 9% tax credits for new development.
 - Identified best practices among NC housing authorities looking to address aging units using the RAD program.
- Contribute to DFI's data management and visualization strategy. Use data from the U.S. Census, BLS, HUD, and other sources to communicate the need for affordable housing in local communities.
 - Developed web application that visualizes housing cost burden in every state in North Carolina.

Graduate Fellow, Development Finance Initiative, Chapel Hill, NC

May 2019 – May 2020

- Conducted pre-development process for affordable housing projects in eastern North Carolina communities affected by Hurricane Matthew.
 - Used CoStar, Esri Business Analyst, Census data, and other sources to conduct market analysis demonstrating need for affordable housing in rural communities.
 - Modeled financial feasibility of affordable developments using Low-Income Housing Tax Credits and Community Development Block Grants for Disaster Recovery.

- Wrote and designed solicitations for two RFQs for development partners and assisted in developer vetting process.
- Researched other models of public-private partnerships for disaster recovery around the nation and submitted findings to state officials to inform policy decisions.
- Worked with Rockingham Housing Authority to identify opportunities for redevelopment under HUD's Rental Assistance Demonstration (RAD) program.
- Conducted neighborhood analysis for Sanford, NC. Analyzed parcel and tax records in R to show neighborhood change through data visualization. Presented findings to city staff to better understand where to allocate local resources.

Research Assistant, UNC Center for Community Capital, Chapel Hill, NC

Oct. 2018 – May 2019

- Worked with Dr. T. William Lester on new research to understand how changes in neighborhood racial composition affect mortgage lending patterns. Used Stata to merge historical large sets of mortgage and census data. Conducted literature review to contextualize research finding.
- Assisted Dr. Lester to create *Carolina Inequality Lab*, a think tank to house interdisciplinary research around metropolitan inequality at UNC.
- Used Tableau to create interactive web maps that visualized data on how distressed North Carolina neighborhoods have changed over time.

Teacher, Hua Luogeng High School, Jiangsu Province, China

Sept. 2016 – June 2018

- Taught English language and literature at a public high school. Built a weekly curriculum to exchange ideas about culture and build connections between youth life in China and in America.
- Used both English and Mandarin in the classroom to explain concepts or instructions.

Languages & Skills

R. Experience manipulating large data sets using tidyverse and creating interactive, animated visualizations using Ggplot and Plotly.

ArcGIS Pro. Experience compiling and organizing U.S. Census data into geospatial formats, and designing clear, communicative maps. Comfortable with the following tools and functions: SQL, spatial joins, merging, intersections, selection and extraction, table management, and geocoding addresses.

Experience with other tools: Tableau, Excel, and Stata.

Mandarin Chinese. Intermediate speaking, reading, and writing ability.

Profile

Question applies to multiple boards

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Public Records Statement

I acknowledge that all information submitted in this application becomes a public record and will be searchable online. The Town is not able to remove information from the public record once it has been posted.

☒ I Agree

mark.shelburne@nc-llp.com

Email Address

Mark

First Name

Shelburne

Middle Initial

Last Name

224 Allister Dr.

Street Address

224 Allister Dr.

Suite or Apt

Raleigh

City

NC

State

27609

Postal Code

Business: (919) 889-2596

Primary Phone

Mobile: (919) 889-2596

Alternate Phone

Question applies to multiple boards

Residency within the Town limits is required for membership on most Council advisory bodies. Memberships of some committees and task forces may be composed of up to forty percent of non-Town residents.

What district do you live in? *

☒ Other

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

None Selected

Question applies to multiple boards

The Council encourages you to visit a meeting of the group that you are interested in serving on. Please choose no more than three groups from the list below to which you would like to apply.

Which Boards would you like to apply for?

Housing Advisory Board: Eligible

Question applies to Housing Advisory Board

Select a Seat Category for the Housing Advisory Board *

☒ Housing, Planning or Public Policy Expert

Question applies to multiple boards

Which Board is your First Choice? *

☒ Housing Advisory Board

How did you find out about this opportunity? (select all that apply)

☒ Other (provide additional information below)

If you chose "Other" from the advertising opportunity listed above, please specify specify:

referral from Emila Sutton

Interests & Experiences

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

As am affordable housing rental policy consultant, my work is national in scope and focused on implementation. Therefore what I mainly hope to bring is an understanding of how the programs operate and successes in other jurisdictions. However I'm also very connected to Chapel Hill specifically, both from my 16 semesters as a student and being a guest lecturer at the Department of City and Regional Planning.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

I primarily consult with state housing agencies, local governments, equity providers, lenders, and developers on topics including LIHTC allocation, compliance, HOME, revitalization, supportive housing and tax-exempt bonds. Previously I served as director of the Office of Housing Finance and Development at the Georgia Department of Community Affairs and spent 13 years as Counsel and Policy Coordinator at the North Carolina Housing Finance Agency. In these professional capacities I've revised and/or implemented 32 qualified allocation plans in 14 states, testified before Congress, provided resources to create more than 25,000 affordable rental homes, and led work resulting in four national awards. Before that I was the general counsel of a LIHTC equity investor and an attorney in private practice.

[Shelburne_resume.pdf](#)

You may upload a supporting document (e.g., CV or resume). Please be advised that any information submitted becomes a public record and may be searchable online.

Demographics

The Town Council seeks to attract persons from diverse backgrounds and believes that childcare and transportation is a potential barrier for qualified and interested applicants. See the [Childcare and Transportation Assistance pilot](#) for further details. In order to consider this application and provide some balance to the various boards, this personal information is required:

Ethnicity *

☒ Caucasian/Non-Hispanic

Gender *

☒ Male

If other, please describe:

Please select your age from the following list. *

☒ 35-54

Consultant

Occupation

Are you a caregiver for or identify with a disability?

☐ Yes ☒ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

Applications will be kept on file from July 1st to June 30th of the same fiscal year. Please reapply each fiscal year if you are still interested in serving on an Advisory Board, Commission, Committee or Task Force and have not yet been appointed.

Mark H. Shelburne

Current Occupation

Novogradac Consulting LLP

Senior Manager, Public Policy; January 2015 – July 2018, July 2019 – present

- advise state housing agencies (15 as clients) on allocation, compliance, fair housing, innovations, revitalization, supportive housing, and tax-exempt bonds, including:
 - revising qualified allocation plans (12 to date) for clarity and/or substance
 - policy interpretations, process improvements, and technical issues
 - consult with advocacy groups, developers, financial institutions, local governments, public housing authorities, and related professionals, including:
 - working effectively with state housing agencies
 - application strategy and preparation (for developers)
 - analyze proposed legislation and draft provisions (e.g., average income test)
 - speak at local, state, and national conferences (including 20 by state housing agencies)
-

Previous Professional Experience

Georgia Department of Community Affairs

Director, Office of Housing Finance and Development; August 2018 – June 2019

- responsible for allocation policy, application review, construction, financial underwriting, and loan closings for affordable rental housing, which involved:
 - annual production of 60 projects containing more than 5,000 units
 - approximately \$750 million in federal and state LIHTCs, bond volume, and HOME
- managed a staff of 24 and operating budget of \$4.5 million
- contributions included adopting new policies, enhancing real estate analysis, streamlining documents, and internal process improvements

North Carolina Housing Finance Agency

Counsel & Policy Coordinator; November 2001 – December 2014

- responsible for policies governing LIHTCs, tax-exempt bonds, and HOME, including proposing changes, leading hearing/meetings, drafting text, and evaluating outcomes
- reviewed applications (cash flow, sources/uses, developer experience, designs); closed 60 loans; participated in hundreds of site visits and construction inspections
- started and implemented new activities, including a supportive housing partnership, state tax credit, legal/post-award team, tenant data sharing, and loan programs
- directly involved in efforts resulting in four national awards for program excellence
- testified before a U.S. House Subcommittee, presented at the White House EEOB, and advised HUD Headquarters staff (topics included fair housing, RAD, Recovery Act)

Community Affordable Housing Equity Corporation

Vice President and Corporate Counsel; 2000 – 2001

- closed 17 LIHTC transactions totaling \$50 million in equity

Maupin, Taylor & Ellis

Associate Attorney; 1998 – 2000

- closed 10 commercial real estate loans and advised on land use regulations

Education **University of North Carolina at Chapel Hill**

- Juris Doctorate, 1998
 - Masters of Regional Planning, 1998
 - Bachelor of Arts with Honors in Public Policy Analysis, 1993
-

- Publications
- *Beginner's Guide to the Housing Credit*, American Bar Association Forum on Affordable Housing and Community Development Law (2014); Second Edition (2019)
 - Co-editor and section author for Novogradac Handbooks on LIHTCs, New Markets, RAD, Tax-Exempt Bonds, and Year 15 (2015 – 2019)
 - "Options for Preservation," *Year 15 Resource Book*, National Association of Homebuilders Housing Credit Group (Dec. 2006)
-

- Periodical Articles
- "Notes from Novogradac" blog, 40 posts (2015 – 2020)
 - "Interpreting the Average Income Test," co-authored with Grace Robertson, *Novogradac Journal of Tax Credits* (March and April, 2019)
 - "Tax Reform and its Consequences for Affordable Rental Housing," *Journal of Affordable Housing and Community Development Law*, Volume 27-1 (2018)
 - "NCSHA Adopts Recommended Practices for LIHTC Administration," *Novogradac JTC* (Feb. and March, 2018)
 - "Industry Survey: Qualified Contracts Volume," *Tax Credit Advisor* (July 2017)
 - "IRS Provides Guidance on Qualified Allocation Plans," *Novogradac JTC* (March 2017)
 - "HUD Guidance on Criminal Records Requires Attention," *Novogradac JTC* (July 2016)
 - "An Evaluation of Community Revitalization Plan Provisions in Qualified Allocation Plans," *Novogradac JTC* (June 2016)
 - "An Important Survey of Supportive Housing Policies in Qualified Allocation Plans," *Novogradac JTC* (April 2016)
 - "The Right (and Wrong) Ways to Comment on a QAP," *Affordable Housing Finance*, (March 2016)
 - "What the 'Texas Case' Means for the LIHTC Program," *Novogradac JTC* (Sept. and Oct. 2015)
 - "Getting Started with the Trust Fund," *Novogradac JTC* (April and May 2015)
 - "Post-Year 15 Compliance Considerations," *The Credential* (Dec. 2012)
 - "States' Use of Basis Boost," *Novogradac JTC* (Feb. 2011)
 - "One Housing Finance Agency's Response to the Equity Shortage," *Novogradac JTC* (Feb. 2009)
 - "Q&A on the Agency-Designated 130% Boost," *Affordable Housing Finance* (Sept. 2008)
 - "Critiquing the Critique: Analyzing a Report on the Housing Credit Program," *Carolina Planning Journal* Volume 33, Issue 1 (Spring 2008)
 - "An Analysis of QAP Selection Criteria," *Novogradac JTC* (Jan. 2008)
 - "How to Comment on a Qualified Allocation Plan," *Tax Credit Advisor* (Dec. 2007)

NCSHA, Agency, and State Assoc. Speaking Engagements	<ul style="list-style-type: none"> • National Council of State Housing Agencies: Annual Conference, HFA Institute, Housing Credit Connect, and NCSHB Workshop; 55 presentations from 2002 – 2020 • Statewide housing conferences (agencies and/or associations), 2015 – 2019 <ul style="list-style-type: none"> Colorado* Florida* Georgia* Illinois* Indiana* Kentucky* Louisiana* Maryland Minnesota Mississippi* Missouri Montana* New Mexico New York* North Carolina* North Dakota Ohio* South Carolina* South Dakota Tennessee Texas* Utah Virginia* <i>*presented more than once</i> • Southeastern States Allocating Agency Roundtable, 2015 – 2019 • Washington State Housing Finance Commission Board Retreat, 2018 • Kentucky Housing Corporation's Podcast (KHC's first ever), 2018 • Inaugural West Coast Housing Finance Agency Exchange, 2017 • S.C. State Housing Finance and Development Authority Board Retreat, 2015
Selected Other Speaking Engagements	<ul style="list-style-type: none"> • Novogradac conferences and webinars, 30 presentations, 2015 – 2020 • ABA Forum on Affordable Housing and Community Development Law, Annual Meeting and Conference, nine presentations, 2006 – 2019 (co-organized in 2010) • AHF Live, 2015, 2016, 2017, 2019 • National Housing & Rehabilitation Association, 2017 (Annual) and 2019 (Spring) • CAHEC Partners Conference, 2017 and 2019 • National Assoc. of Local Housing Finance Agencies, Legislative Conference, 2019 • UNC-CH School of Government, Community Development Academy, 2003 – 2018 • ABA Forum, "Boot Camp," 2013, 2016, and 2018 (co-organized in 2013 and 2016) • National Assoc. of State and Local Equity Funds, Annual Conference, 2016, 2017, 2018 • Affordable Housing Tax Credit Coalition, Annual Meeting, 2017 and 2018 • Consortium for Housing and Asset Management, Annual Conference, 2017 and 2018 • Council for Affordable and Rural Housing, Midyear Meeting, 2016 • KCRW, "To the Point" Hosted by Warren Olney (National Public Radio), 2015
Professional and Community Activities	<ul style="list-style-type: none"> • National Association of Homebuilders, Affordable Housing Group, 2008 – current • N.C. Housing Coalition, Board of Directors, 2000 – 2009, 2015 – 2018 • Urban Land Institute Advisory Panel (City of Dallas), March 2016 • ABA Forum on Affordable Housing and Community Development Law, Governing Committee, 2009 – 2015 • Charles L. Edson Tax Credit Excellence Awards, Judging Panel, 2015 • RBC Capital Markets Tax Credit Equity Group, Advisory Board, 2009 – 2014 • Indiana Housing and Community Development Authority, LIHTC Innovation Round Panel Member, 2014

Profile

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☒ I Agree

mdw283@gmail.com

Email Address

Michael

First Name

D

Middle Initial

Webb

Last Name

306 Estes Drive Ext #D16

Street Address

Suite or Apt

Carrboro

City

NC

State

27510

Postal Code

Mobile: (419) 234-5207

Primary Phone

Business: (919) 962-0122

Alternate Phone

Question applies to multiple boards

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What district do you live in? *

☒ Carrboro Town limits (Light Pink)

[Please consult the town maps HERE if you are unsure.](#)

If you are a Chapel Hill Resident, How long have you lived here?

None Selected

Question applies to multiple boards

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How did you find out about this opportunity? (select all that apply)

☒ Other (provide additional information below)

If you chose "Other" from the advertising opportunity listed above, please specify specify:

Was encouraged to apply by Emila Sutton

Interests & Experiences

Question applies to multiple boards

What perspective(s) do you bring to the board(s), commission(s), committee(s) or task force(s) to which you are applying?

I bring experience from the research and implementation side of affordable housing policy I currently serve as Research Director at the Center for Urban and Regional Studies at UNC-Chapel Hill. In that role, I lead our in-house research team, which provides research, evaluation, and technical assistance on projects related to affordable housing and community/economic development. Much of our work occurs in North Carolina, and as a result I have become familiar with the affordable housing challenges and opportunities in Chapel Hill. Especially relevant to the work of this board, I recently led the completion of the 'Housing Needs Assessment' and 'Market Analysis' portions of the 2020-2025 Orange County HOME Consolidated Plan, in addition to the recent Analysis of Impediments to Fair Housing Choice in Orange County. Our team also led the development of the 'Housing Opportunity Finder,' a webapp to help low-income families in Orange and Durham Counties find affordable housing. In developing the webapp, we partnered with the Community Empowerment Fund, the Orange County and Durham Housing Authorities, and other non-profits to identify 'opportunity neighborhoods' in the two counties. We then worked with SocialServ and the NC Housing Finance Agency to develop a customized site on NCHousingSearch.org for the two counties.

Please provide a brief summary of any other relevant qualifications (skills, abilities, interests and/or experience) you bring.

I have previously worked for a community development non-profit when I lived in Columbus, Ohio. This organization worked in a neighborhood that bordered Ohio State's campus but which had faced disinvestment for several decades. During the period I was working for this organization, the neighborhood was beginning to show signs of investment and gentrification. Our organization worked collaboratively with residents, the university, real estate interests, and non-profits to seek win-win solutions that (i) benefited existing residents and (ii) allowed the housing market to function in the neighborhood. I am extremely proud of the work we accomplished there, as it persists to this day (nearly 7 years later!). I feel like many of the lessons-learned from that experience could be applied in Chapel Hill.

[webb-resume-202004.pdf](#)

You may upload a supporting document (e.g., CV or resume). Please be advised that any information submitted becomes a public record and may be searchable online.

Demographics

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Ethnicity *

☒ Caucasian/Non-Hispanic

Gender *

☒ Male

If other, please describe:

Please select your age from the following list. *

☒ 25-34

Research Director

Occupation

Are you a caregiver for or identify with a disability?

☐ Yes ☒ No

Have you participated in the Peoples Academy?

☐ Yes ☒ No

Are you a Town of Chapel Hill employee?

☐ Yes ☒ No

Ethics Statement

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MICHAEL D. WEBB

mdw283@gmail.com :: 419-234-5207 :: [LinkedIn](#) :: [Vita](#)

RELEVANT PROFESSIONAL AND VOLUNTEER EXPERIENCE

Research Director

12/2013-present

Center for Urban and Regional Studies, UNC-Chapel Hill

Ensure quality of research output and manage on-time & on-budget completion for research projects related to affordable housing and community/economic development. Responsible for identifying funding opportunities, directing the collection and conducting analysis of quantitative & qualitative data, coordinating site visits, verifying grant reporting compliance, and supervising research team members. Promoted from Research Associate 6/2016 and from Senior Research Associate 7/2019.

Project Coordinator and Research Associate

1/2010–10/2010

Schoenbaum Family Center, The Ohio State University

Managed 450-resident neighborhood survey, supervised 8 employees, developed survey instrument, held 5 focus groups with residents to test survey, used GIS & quantitative tools to convey results to stakeholders.

Research Associate

9/2008–6/2009

Center for Farmland Policy Innovation, The Ohio State University

(Academic year position) Researched farmland policy, worked with Director to coordinate & evaluate three policy experiments, collaborated to produce economic development plan for a rural county.

Fiscal Officer and Program Manager

9/2005–present

University Area Enrichment Association and Yay Bikes!

Part-time/volunteer position at community development/bike advocacy non-profit. Maintained budget, identified & applied for funding, wrote evaluation reports for funders, and coordinated projects.

RELEVANT PROJECTS

- **Evaluation of the Moving Forward Program:** Funder: Charlotte Housing Authority. Multi-year evaluation of innovative programming implemented by the Charlotte Housing Authority through their participation in the Moving to Work demonstration. Work has included interviews with key stakeholders like residents, elected officials, and landlords in Charlotte.
- **Developing a webapp to assist low-income families in finding housing:** (funder: UNC's Harvey Award). Conducted focus groups with low-income residents of Orange and Durham Counties to identify 'opportunity' neighborhoods, and worked with technology vendor to develop a site that maps affordable listings and prioritizes those that are located in opportunity neighborhoods in those two counties.
- **2020–2020 Orange County HOME Consolidated Plan:** produced 'Housing Needs Assessment,' 'Market Analysis,' and 'Analysis of Impediments to Fair Housing Choice' in support of the planning process.

Selected Publications (hyperlinks):

- [The MTW Guide: Strategies for Successful Participation](#)
- [Changing Communities, Transforming Lives: Boulevard Homes Final Report](#)
- [Evaluating the NCCDI's Hurricane Recovery Efforts: Evaluation Design and Logic Model](#)

EDUCATION

The Ohio State University

Ph.D., Geography 2013

Masters of City and Regional Planning (MCRP) and M.A., Geography 2009

B.A. with Honors, Geography and Linguistics, with Research Distinction in Geography 2007