

city of charlottesville

affordable housing strategic plan

proposed scope: plan development

overview

Introduction

This document describes the steps for developing the City of Charlottesville Affordable Housing Strategy.

The elements of developing this plan, which are detailed below, are:

- **Assessment of the current landscape**
- **Community engagement**
- **Drafting of strategic plan**
- **Adoption of strategic plan**

Deliverable

The **Charlottesville Affordable Housing Strategy** will set forth principles, goals, strategies, action items, and metrics to guide the city's affordable housing policies, as well as ongoing housing programs and funding activities. The strategy, once complete, will replace the current Housing Chapter of the city's Comprehensive Plan.

Project management

Limited staff capacity within NDS to manage an effort of this depth, complexity, and intensity has led HAC to recommend seeking outside resources to ensure a brisk pace and a high-quality, thorough finished product.

Justification for outside consultant

The rationale for hiring an outside consultant is based on several factors:

1. urgency/timeliness: to ensure that the project moves along at a brisk pace and yields a high-quality, thorough finished product;
2. outside perspective: this perspective could help city leaders, city staff, HAC members, and advocates interpret housing needs through a different set of eyes;
3. translation: a consultant with expertise in housing and community engagement will be well-versed in translating arcane topics such as zoning for citizens who aren't familiar and whose unfamiliarity may be a barrier to engaging;
4. honest broker: an outside consultant will be seen as independent and not connected to local special interests who may ultimately benefit from policy directions and funding decisions that may come out of the housing strategy; and
5. sole focus: the consultant's sole focus will keep the project on track.

Justification for local agencies

HAC also feels that as much as it is feasible, we would like local organizations to be the recipients of funds earmarked for part or all of this project. There are community connections and depth of expertise that only local organizations would bring to meaningful community engagement, and we believe that local reinvestment into local organizations is important.

Interns

The project scope includes hiring interns to assist with project management and carrying out of tasks, particularly around community engagement. The consultant and/or consulting agency would be responsible for hiring and managing interns. The project will prioritize hiring local interns who are representative of the low-wealth community. The project estimates seven (7) interns (three and one half FTE (full-time equivalent) positions) for the duration of the project.

Community engagement

In Charlottesville's history, the failure of institutions and city government to be accountable to low-wealth communities, particularly communities of color, has taken many forms: violent suppression, structural oppression, neglect, half-hearted or insincere attempts that serve to manufacture consent, and well-meaning attempts that end up failing due to their assumptions, framework, and processes favoring those in power and resulting in lopsided and inaccurate information, community inaction, or community harm.

Housing is at the root of historical structural inequity and oppression in the United States, and it came to be this way deliberately. As we build a strategy to achieve a local housing landscape that is healthy, ample, high quality, and affordable, we must be equally deliberate in dismantling the dynamics and the structures that perpetuate continued inequity—structures that often go unnoticed by those of us who benefit from them or don't directly experience their harm.

To that end, rather than relying on the existing power structure to set the narrative and define the discussion, the community engagement strategy must leverage community relationships and expertise to genuinely engage our community. This methodology is vital to the project's success and to the quality and legitimacy of the final Affordable Housing Strategy.

Elements of developing the Affordable Housing Strategic Plan

ASSESSMENT OF THE CURRENT LANDSCAPE

TACTICS *[managed by]:*

- **Conduct a Housing Needs Assessment (HNA)** *[PCS] - complete*
- **Collect community housing data** *[HAC] - in process*
Aggregate information from local housing agencies to fill in identified gaps
- **Collect information about current zoning and other policies** *[NDS and/or Consultant]*
Including available legislative and administrative tools, etc.

DELIVERABLES *[responsibility]:*

- **Report: Housing Needs Assessment document (HNA)** *[PCS] - complete*
- **Report: Community housing data supplement to the HNA** *[NDS and/or Consultant]*
 - Quantitative data from housing agencies
 - Qualitative data from residents (collected and/or aggregated as part of the community engagement stage, described below)
- **Report: Code/Zoning historical review and audit** *(NDS)*
- **Report: Survey on current policies, available legislative tools** *(HAC and NDS)*

COMMUNITY ENGAGEMENT

Prioritizing low-wealth communities, this effort will engage residents about their housing needs, wants, don't-wants, fears, aspirations, barriers, neighborhoods, and livability. In addition, this effort will solicit input on what the city's guiding principles for affordable housing strategies should be, what our city-wide goals for affordable housing should be, and how potential approaches would impact residents. This will require an educational component in order to bring residents up to speed on affordable housing definitions, housing best practices and approaches, and technical zoning information.

Some work has been done to date, specifically by Legal Aid Justice Center, to get qualitative input from the community on wants, needs, impact of discrimination, etc. The consultant will work with local stakeholders to determine if more community feedback is necessary and if so, what questions we need answered.

TACTICS *[managed by]:*

- **Work with local stakeholders to determine if more community feedback is necessary around housing wants and needs, and if so, what questions need to be answered** *[Consultant]*
- **Work with local resources and peers to survey residents on guiding principles for housing planning, goals for housing strategy, and how potential approaches would impact residents. This will include an educational component** *[Consultant]*
- **Hold a set of facilitated, public work sessions (City Councilors, Planning Commissioners, City staff, HAC members, etc.), to solicit input on guiding principles for affordable housing strategy and on goals for affordable housing strategy** *[NDS and/or Consultant]*
- **Provide other opportunities for public input, such as community survey instruments** *[NDS and/or Consultant]*

DELIVERABLES *[responsibility]:*

- **Community Engagement Plan** *[Consultant]*
 - Must include outreach plan and communications plan for follow-up information delivery to participants and all city residents
- **Community engagement materials** *[Consultant]*
 - Materials/questionnaire for door-to-door outreach and peer-to-peer engagement
 - "Discussion in a box" (with meeting facilitation guide) to enable any citizens to meet on their own and provide input
 - Affordable housing best practices primer (to facilitate education and exploration of various housing approaches)
 - Zoning translation primer (to facilitate bridging this work with Comprehensive Plan outreach)
- **Report: Summary and analysis of all community outreach efforts** *[Consultant]*
- **Report: Summary and analysis of guiding principles and goals input and discussion during all public work sessions** *[Consultant]*
- **Draft list of housing strategy guiding principles** for adoption by HAC, Planning Commission, and City Council *[HAC]*
- **Draft list of affordable housing goals** for adoption by HAC, Planning Commission, and City Council *[HAC]*

DRAFTING OF THE AFFORDABLE HOUSING STRATEGIC PLAN

TACTICS *[managed by]:*

- **Compile all assessment data, feedback data, work session feedback, adopted principles, adopted goals, and Comp Plan information** *[Consultant]*
- **Map and follow an iterative process of feedback from and to stakeholders as per community engagement/communications plan** *[Consultant/NDS/City Communications office]*
- **Present to Planning Commission and HAC for review and approval** *[Consultant/NDS]*

DELIVERABLES *[responsibility]:*

- **First draft of Charlottesville Affordable Housing Strategic Plan** *[Consultant]*
- **Iterative drafts of Charlottesville Affordable Housing Strategic Plan** *[Consultant]*
- **Final draft of Charlottesville Affordable Housing Strategic Plan** *[Consultant/NDS]*

ADOPTION OF THE AFFORDABLE HOUSING STRATEGIC PLAN

TACTICS *[managed by]:*

- **Present final plan to City Council** *[NDS]*

DELIVERABLES *[responsibility]:*

- **Final Charlottesville Affordable Housing Strategic Plan, adopted by City Council** *[City Council]*

Timeline

Amongst the HAC, there is absolute alignment around the urgency to move forward quickly. However, there are mixed opinions about realistically achieving a balance between urgency and thoroughness with an overly aggressive timeline. These two alternative proposed timelines reflect this tension.

Aggressive-Optimistic attempts to honor the timeline proposed by CLIHC.

Aggressive-Skeptical reflects what many on the HAC believe to be more realistic.

	Aggressive-Optimistic	Aggressive-Skeptical
Funding for consultant approved by Council	Sept. 16	Sept. 16
RFP for consultant issued	Sept. 17 (1 day)	Sept. 17 (1 day)
RFP responses due	Oct. 9 (3 wks)	Oct. 16 (4 wks)
Consultant chosen + contract signed	Oct. 22 (2 wks)	Nov. 6 (3 wks)
Consultant ramp up and beginning to work	Nov. 5 (2 wks)	Nov. 19 (2 wks)
Community engagement + outreach completion	Jan. 7 (9 wks)	Feb. 11 (12 wks)
Analysis of engagement outcomes + written first draft of Strategic Housing Plan	Feb. 11 (5 wks)	Apr. 8 (8 wks)
Public outreach on first draft of Strategic Housing Plan	Mar. 4 (3 wks)	May 6 (4 wks)
Final Strategic Housing Plan	Mar. 18 (2 wks)	May 27 (3 wks)

Housing Strategy Budget - Proposed

Expense Item	Rate/Hour	Hours/Person/Week	# Weeks	Cost/Item	# Needed	Total Amount
Consultant						\$120,000.00
Interns						
Community Outreach (6)	\$14.40	20	32		4	\$36,864.00
Data/Research Support (1)	\$14.40	20	36		1	\$10,368.00
Expenses						
Cell Phone Allowance			32	\$25.00	5	\$1,000.00
Travel Allowance			32	\$0.55	6	\$1,046.40
Community Meetings						
<i>6 Pre-Strategy</i>						
Meals				\$12.00	180	\$2,160.00
Childcare	\$20.00				18 hours	\$360.00
<i>4 Post-Strategy</i>						
Meals				\$12.00	120	\$1,440.00
Childcare	\$20.00				12 hours	\$240.00
Materials/Supplies						
Flipcharts				\$65.00	4	\$260.00
Markers				\$4.00	4	\$16.00
Pens				\$7.00	2	\$14.00
Name Tags				\$4.00	2	\$8.00
Clipboards				\$7.00	2	\$14.00
Outreach Stations						
Promotional Items						
Chip clips				\$0.69	250	\$172.50
Pens				\$0.25	250	\$62.50
Bags				\$4.20	250	\$1,050.00
Snack Food						\$369.00
t-shirts for interns				\$25.00	12	\$300.00
Outreach Materials						
Postcards				\$400.00	10	\$4,000.00
Discussion in a Box				\$0.25	500	\$125.00
Posters				\$23.00	50	\$1,150.00
Educational Booklets						\$2,000.00
Project Contingency						\$17,000.00
TOTAL						\$200,019.40