



**REGIONAL HOUSING PARTNERSHIP
Executive Committee
Agenda**

Wednesday, September 25, 2019 at 2:00 pm

- | | | |
|--|-------|-------------|
| 1. Call to Order | Chair | 2:00 |
| 2. Comments from the Public | Chair | 2:00 – 2:05 |
| 3. *Consent Agenda | Chair | 2:05 |
| a. *July 2019, 2019 Draft Minutes – <i>handout</i> | | |

New Business

- | | | |
|---|-------|-------------|
| 5. Strategic Planning | Chair | 2:05 – 3:15 |
| a. Strategic Planning Retreat Report – <i>handout</i> | | |
| b. Goals and Priorities Action Plan – <i>handout</i> | | |
| c. Detailed Action Plan Template – <i>handout</i> | | |
| 6. Round Table Discussion | Chair | 3:15 – 3:30 |
| 7. Adjourn | Chair | 3:30 |

**Proposed Action Item for Motion*



Regional Housing Partnership

June 10, 2019

3:00 PM

TJPDC Offices

Committee

Keith Smith
Greg Powe
George Krieger
Alice Raucher
Chris Henry
Anthony Haro
Collette Sheehy
Ned Gallaway – *called in remotely*

Staff/Other

Chip Boyles
Gretchen Thomas
Christine Jacobs
Stacy Pethia

Call to Order

Keith Smith called the meeting to order at 3:02.

Comments from the Public

None.

Consent Agenda

Mr. Smith asked for a motion on the minutes from the July 2 meeting, and Mr. Krieger noted that on page 6 where it says, "There are only 12 rental units available." It needs to be clarified that NCCDF only has 12 units available.

Mr. Krieger made a motion to approve the minutes with the noted change and Anthony Haro seconded the motion. The minutes were approved unanimously.

New Business

Election of Officers

Mr. Smith noted that Ned Gallaway could not be at the meeting physically, but requested to call in to the meeting. That action requires a motion. Mr. Powe made a motion to approve the call in, and Ms. Sheehy seconded and the motion passed unanimously.

Mr. Boyles noted that according to Virginia FOIA regulations, a person can call in twice a calendar year. They just have to make the request, state the reason, state where they are calling from and the board has to approve the call.

Ned Gallaway joined via conference call.

Mr. Smith noted that it is required by the bylaws to elect officers. He requested to stay on as Chair and asked Mr. Gallaway if he would like to stay on as Vice chair.

Mr. Gallaway said he would like to continue to serve in that capacity only if he can come to the meetings. He suggested either changing the date so he could be there physically or having Diantha McKeel, his alternate, take the position. He suggested the 4th Wednesday of the month in the afternoon, perhaps starting at 1:00 or 2:00 p.m.

Mr. Powe noted that it is important to have someone from the Albemarle Board of Supervisors on the Executive Committee.

Mr. Smith asked for a motion to move forward with the meeting date change and to have Mr. Smith as the Chair and Mr. Gallaway as Vice Chair. Mr. Haro made a motion and Mr. Krieger seconded and the motion was passed unanimously.

Old Business

Strategic Planning

Mr. Smith said there has been discussion with Ms. Jacobs, Mr. Boyles and others from the board on how to move forward on the strategic plan.

Mr. Powe asked that someone define “strategic plan for housing” for him.

Mr. Boyles said the board is working on a strategic plan for housing as a region, but that plan is much more involved and will not be until at least next June until it is completed. The strategic plan to discuss today is for the organization itself.

He went on to say that the Regional Transit Partnership just had a session with a consultant to help them develop the same thing, and it was very successful. Mr. Boyles said he is proposing the same thing for the RHP. There are three options from which to choose to get this accomplished.

The first would be to have the TJPDC facilitate a strategic planning initiative for the RHP.

The second would be to have an external facilitator conduct a strategic planning initiative to include conducting pre-retreat meetings, facilitating the retreat, and presenting a summary of the key takeaways and next steps at a cost of approximately \$5,000.

The third would be that TJPDC would contract with an external consultant to perform an in-depth strategic planning process to develop a 3-year organizational strategic plan for the RHP. TJPDC would seek bids from Virginia Housing Development Authority (VHDA)-approved consultants. This allows for the potential to have consistency if utilizing their pre-approved consultants during later phases of planning and implementation, which VHDA has grant funding for. The total estimated cost for this is \$20,000.

Mr. Boyles said he recommends the second model.

Ms. Jacobs said the VHDA has grant funding, but RHP would not be eligible for it until the full strategic plan is complete.

Mr. Powe noted that he thought it would be useful to have a facilitator.

Mr. Gallaway said that other board members are asking what the RHP is recommending so that they can pick the best policies for the County. He agreed that a facilitator would be most helpful to get this group to the place they need to be strategically.

Mr. Haro said it may seem as though the group has not “accomplished” anything, but the original goal was to do research and present findings and we have done that and feels like that is a big accomplishment. He agreed that a facilitator will be most helpful. He also expressed that he thought option two would be best for now, but option three should be kept on the table for the future.

Mr. Krieger asked if the consultants would have experience with housing, not just helping with strategic planning in general.

Ms. Jacobs said that not only do they have experience with housing, but the consultants would come from a VHDA-approved list.

Mr. Henry asked if the City and the County are currently working on their housing plans, has the RHP “missed the boat” in helping them coordinate regionally.

Mr. Boyles said RHP is working with the County by providing them the data previously collected by the consultant. The City is working on its own. He went on to say that this strategic planning is for the RHP only, not for the broader scope of “regional housing.”

He went on to say that the Board has shared the data collected by the consultant to all of the areas, except for the City because they had theirs done already. The Board will work with each one of the counties to help them do public engagement and stakeholder meetings. Each county gets to drive their own process. The Board will take back the feedback from the public and the staff, and make recommendations. The recommendations will be put into a format that they can adopt or amend in their comp plan. Then, when each county has their own individual strategies, then they will go into a regional strategic plan.

Mr. Powe said there are 21 competent members on the board and feels they should be engaged in the real issues more.

Mr. Boyles said that one of the counties specifically said they do not want to be told what to do.

Mr. Powe said that with the brain trust that is the Board, he feels it would be advisable for the counties to tap into the knowledge and experience that is available to them.

Mr. Powe also noted that the Enterprise Green/Enterprise Home may be helpful. The foundation has national experts and part of their job is outreach.

Mr. Smith said it was important to keep in the pool of approved consultant because there is a hope of future funding by doing so.

Mr. Smith proposed to move forward with option two.

Mr. Haro made a motion to move forward with option two for the full board. Mr. Powe seconded the motion and it passed unanimously.

Mr. Smith noted that the facilitator will be funded with the surplus money from the spring housing summit.

Mr. Kreiger made a motion to use no more than \$5,000 from the surplus funds from the Housing Summit to pay for a facilitator. Ms. Sheehy seconded the motion and it passed unanimously.

Round Table Discussion

Mr. Gallaway reported that Albemarle County has approved a Southwood agreement, which is a big public housing project and a big public/private partnership they have been working on. The County has been looking at a variety of public/private partnerships for the future as well. Lastly, he noted that the County is underway with the housing policy updates.

Mr. Boyles said another thing the County is doing well is exploring transit services to reach housing needs, particularly in Crozet and Hollymead area.

Mr. Powe said he is curious about what is going on at the City. They are still putting out an RFP for a facilitator and are still looking for a Housing Coordinator/Director.

Mr. Haro said there are no updates about the Coordinator except that they are trying to hire one.

Mr. Henry wondered why there is no one from the City on the Executive Committee.

Mr. Powe said it was deemed that there be one elected official on the Executive Committee and it was decided that it should be Albemarle County. There is one elected official on the Board, Heather Hill, but nowhere else.

Mr. Jacobs said there is no one from the City on the events committee or the strategies and analysis committee.

Mr. Smith said he would reach out the Heather Hill to join the Executive Committee.

Mr. Powe said once they get a Housing Director, it will be important to get that person engaged like Stacy Pethia is for the County.

Mr. Smith said Mozell Booker of the Fluvanna County Board of Supervisors noted that Charlottesville is only 1/5 of the population. She noted that while it important to focus on the 1/5th, she is going to focus on the other 4/5ths, and if the 1/5th wants to come along, great. If not, she is going to move forward regardless.

Mr. Henry noted that some of the rezoning that has happened on some of his properties included a proffer to include affordable housing on site, which his company has done. The last four of those units will be available at the end of the month. He has had communication with the County but no one seems to know what to do next. Their best advice was to call Piedmont Housing Authority. He feels there needs to be a more efficient way to handle this kind of thing. He asked for any advice.

Mr. Smith said Mozell Booker had the same issue with Fluvanna County. Perhaps this body could be a central point for information for issues such as these.

Mr. Boyles said that in other communities he knows of, there are clearinghouses, with no ties to any particular housing or area, that offer training on how to navigate the system and make recommendations.

Mr. Gallaway asked Mr. Henry to forward the email from the Housing Coordinator regarding his interaction. He said perhaps it would be better handled in a different department and would be happy to facilitate a solution.

Mr. Haro reported on Advancing Resiliency in Community Health (ARCH). TJACH is partnering with a non-profit finance fund and for the next two years they are offering technical assistance for how to best prepare for billing for Medicaid. This move will be significant to help increase capacity to do supportive services with a new funding source. He asked the members if they knew of any organizations who may benefit from that process. He also reported that TJACH was not selected for funding for the Housing Navigation Hub, but are still trying to find funding for that resource for the community.

Mr. Powe recommended VHDA, and Mr. Boyles said they have the most flexibility. Ms. Jacobs said VHDA has very recently revamped their funding and homeless services are now included. She recommended that he contact them particularly because it is a regional program.

Mr. Haro went on to say that they just finished their fiscal year and were reallocated \$34,000 from other communities in Virginia that couldn't spend it. They were able to help 17 people with that money. He mentioned that the Haven is working with private funding and they have helped 60 people in various ways with that money.

Ms. Sheehy said the University is in conversation about how they fit into the solution for this regional problem. She did note that this definitely has the focus of the University's president and he will want to make something happen.

Mr. Kreiger spoke to Chris Henry's problem with getting information about how to offer completed affordable housing units. He said each program has its own set of rules which are often in conflict with one another. He noted there is a systematic problem with the very limited vouchers.

Mr. Smith asked that each of the committee members read the email he handed out from Mozell Booker re: her frustration with the affordable housing system.

Mr. Smith adjourned the meeting at 4:20 p.m.

CENTRAL VIRGINIA REGIONAL HOUSING PARTNERSHIP

Strategic Planning Retreat Report

August 30, 2019

EXPECTATIONS

- Survival
- Short, medium, long-term goals
- Three to six action items
- Alignment/consensus across the region
- What does success look like?
- Sustainability of the partnership
- Partnerships outside of “the partnership”

MAP OF OUR LANDSCAPE

Positive Trends

- Consistency (people showing up)
- Us being here now
- Action-oriented meetings
- Other collaboratives engaging
- Bringing young families back
- Jurisdiction hiring to support the vision
- \$ from City and Albemarle
- Population increase
- Growing # of jobs
- Low unemployment
- Strong RE market
- Awareness of need
- Interconnectivity
- Momentum (post 8/17) – policy, zoning, comp. plan, housing plan



- Community priority
- Data-driven
- CVRHP
- Bias for action
- Motivated players
- Involvement of UVA

Negative Trends

- Costs (process gets in the way)
- Political misalignment
- NIMBY!
- Challenges of reality of young families returning
- Balance of density and growth
- Population increase
- Growing #of jobs
- Lack of housing supply
- Construction costs
- Low employment
- Fewer skilled workers
- Less Federal commitment
- Economic uncertainty
- Wage growth

- Competition in a negative way for resources
- Political tone
- Housing prices increasing

- Zoning – time, process, cost
- Need is now – time to plan
- Construction labor supply

Political/Economic Climate

- \$ from City and Albemarle affecting influencing other jurisdictions
- Political will growing
- \$
- Varying definitions of AFH
- Funding \$
- Dillon's Rule
- City vs county "rules"
- Regulations (+/-)
- Urbanization
- Desire to preserve the "rural culture"
- National issue
- Policy- nascent
- Radiating levels of political commitment
- Economic uncertainty
- Heat and light for good and bad
- Political transition – local, state, & national
- Moving toward cross jurisdictional cooperation
- Local tax balance
- Potential for private capital & public investment
- Low interest rates

Resident Needs

- Citizen activists voices growing
- Access to: safe, quality housing; transportation; jobs
- Wages
- Internet
- 12,000
- Value chain
- Housing ladder
- Agency
- Transit
- Deficit of units
- Wages- livable
- Investment to maintain/repair
- Existing units

Community Needs

- Varying definitions of AFH (needs, priorities)
- Balance density & growth
- Housing
- Transportation/transit
- Infrastructure
- Effective public engagement
- Broadband
- Greater regional coordination
- Need for comprehensive services- housing, transportation, health, jobs
- Quality of life- walkability, access
- Infrastructure- ex. Broadband
- Housing – address segregation
- Income diversity
- Housing for young professionals
- High need for low-income senior solutions

Uncertainties

- \$ is there enough
- Balance density & growth
- Will of unheard voices
- Varying definitions of AFH
- National economy
- UVA Growth
- Future zoning
- Automation of jobs
- Conservation easement/land use
- Climate change
- Economic
- Political
- The will to continue the momentum
- Policy, zoning, comp plans, housing plan
- Recession concerns
- Changing electeds

SIX WORDS

CVRHP exists to collaborate to ensure/influence/inspire access to healthy housing for all

- Develop regional solutions for affordable housing
- To facilitate cooperation within the region
- Ensure healthy housing access for all
- Implement solutions to meet regional needs
- Collaboratively create housing opportunities for all
- Identify solutions to regional housing challenges
- Promote healthy housing options for all
- Grow cooperation between housing stakeholders
- Improve the quality of life
- Promote a vision that ensures awareness and access to healthy housing
- Facilitate regional strategies to address affordability
- Ensure lasting awareness and housing access
- Create safe, affordable, and sustainable housing
- Holistically evaluate and address needs/opportunities
- Close the regional housing gap comprehensively
- Build regional visioning & systemic action
- Align communities reduce barriers to promote housing
- Bring all together
- Resolve regional affordable housing shortage
- Discover high impact affordable housing solutions

IMPACTS

1. There is a more dynamic housing system at all income levels to improve housing situations
 2. All identified zoning & regulatory barriers to healthy housing ecosystem are resolved.
 3. Organic/natural collaboration across jurisdictional lines to create comprehensive solutions
- Reduction of the HNA gap by 50% (6)
 - Qualitatively assessed satisfaction with housing opportunities in their community (2)
 - All identified zoning & regulatory barriers to health housing ecosystem are resolved (14)
 - There are policies in place that support preserving and creating diverse housing options for all (1)
 - Organic/natural collaboration across jurisdictional lines to create comprehensive solutions (6)
 - There is a more dynamic housing system with opportunities at all income levels to improve housing situation (8)
 - A discernable housing ladder of opportunity across the region (9)
 - Alignment between supply and demand for housing (2)
 - Leave a foundation of tools for the future (2)

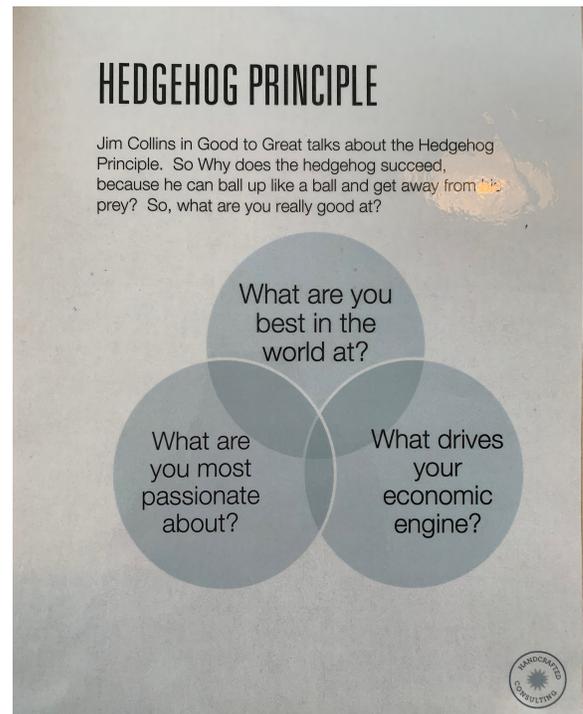
HEDGEHOG

What are you best in the world at?

- Identifying dynamic housing continuum
- Learn, educate, and communication
- Being nimble
- Creating consensus (anti-NIMBYism)
- Convening regional collaboration

What are you most passionate about?

- Regional lens



- Work across political boundaries to solve problems
- Equitable opportunity
- Advocating

- Changing zoning
- Planning policies that hinder affordability

What is your key metric?

- Resolving regulatory measures
- 21-day site plan approvals
- Updated compensation plans and zoning to align supply, demand, and community needs
- Eliminate SUPs for housing
- Each jurisdiction in planning district completes comprehensive update of code, policy, and

- process decrease advantage affordable housing
- Each jurisdiction creates a plan inclusive of all necessary tools such as data collection policy change, funding, etc... to build out ladder
- Establishment of unified and linked vision, policies and funding among the jurisdiction

STAKEHOLDER WHEEL

Stakeholder Wheel 1



Stakeholders	What they expect from you?	What you expect from them?
Citizens	Results	Feedback, Engagement, Flexibility
Elected Officials	Actionable solutions Collaboration	Buy-in
Staff	Support, guidance, coordination	Collaboration, implementation
Private Developers	Eliminate barriers, transparency, consistency	Accountability, efficiency, more productivity
Non-profits	Conversation, inclusion	Accountability, efficiency, more productivity
Employers	Housing to hire more employees, place at the table	Jobs, living wage
Commissions/Boards	Actionable solutions for collaboration	Collaboration Implementation

Stakeholder Wheel 2

Stakeholders	What they expect from you?	What you expect from them?
NPOs	Advocacy solutions, engagement, cohesion, expertise, partners	Engagement, feedback, advance our mission/advocacy
Investors	Viable opportunities Return on investment Recognition	Willingness to take risks Green tape
UVA	Advice of role to place Partnership/collaboration	Acknowledgement of impact Sourcing solutions (land, money, people) Regional lens
Staff	Collaboration Acknowledgement Compliance	Streamlined and consistent Collaboration (internal and external) Carrying load with PCs SMEs Green tape
Appointed Officials	Collaboration Solutions Respect for rules	Carrying "load" with staff Regional lens Green tape
Development Community	Streamlined across region Engagement/part of conversation Recognize profit need	Engagement/participation Patience Realistic expectations
Elected Officials	Collaboration Solutions/direction Respect for boundaries/rules	Flexibility Openness to change Engagement Acknowledgement Regional Lens Investment Green tape
Residents	Solutions Advocacy Health Housing Engagement	Engagement Openness to change Feedback

Stakeholder Wheel 3

Stakeholders	What they expect from you?	What you expect from them?
Residents	Evidence of action Listening and participation Advocacy Product	Participation
UVA	Partnership Inclusion	Research data Land/resources Civic responsibility
Local Gov't	Data and info Convene Partnership Recommendations Comprehensive considerations	Support Action Funding Sustainability
Funders/Banks	Data and info Partnerships	Funding Risk taking Financial Education
Builders - Public	Consensus Partnerships Data and info	Action Demonstrated Impact Creativity Dialogue
Builders - Private	Coordination Partnerships	Action Dialogue Civic Responsibility
Elected Officials	Data and info Guidance	Action Sustainability Prioritize funding

TOP 3 STAKEHOLDERS

Residents
Government Officials (elected, appointed, and staff)
Public/private developers

MOST IMPORTANT

Alignment of Current Comprehensive Plans

- Develop strategic housing plan in both jurisdictions, connected to each other*
- Work on regional level to eliminate comp. plan jurisdiction lines
- Determine regional legal disconnects*
- Build/strengthen relations – regionally and locally
- Determine regional disconnects
- Establish strategy for streamlining comprehensive plans around housing
- Visualize our region without boundaries
- Recommend development of review process/goals to be implemented across jurisdiction
- Set regional goals for housing production (along continuum)
- Revised comprehensive plan, reflective of the vision
- Ensure strategic housing plans mesh and are informed by transformation, food system, etc.. plans
- Develop clear expectations and guidelines for each jurisdiction to play its role*
- Develop 5 year baseline projection of housing study to establish baseline
- Enhance the planning process in rural localities
- Encourage the local government to increase housing development

UVA Collaboration

- Help UVA understand how it can help be part of solutions*
- Work with UVA
- Focus on UVA collaboration
- University planning/action/building more housing units
- Help UVA understand how it can participate in solutions
- Help UVA understand how it can be part of the solution*

Funding

- Facilitate clear funding goals and strategies in both jurisdictions
- Determine funding streams (sustainable) for affordable housing

Solutions

- Research solutions (what have other communities done)
- Research and institute a regional land bank
- Develop a plan for regional housing navigation system

Outreach/Education

- Offer educational events for stakeholders*
- Communicate and educate often with residents

- Create tools to foster internal and external communication of RHCP business
- Determine funding streams (sustainable) for affordable housing
- Offer education opportunities to stakeholders
- Develop a regional housing resource center for residents*
- Implement communication mechanism for public information dissemination
- Educate stakeholders on a systemic analysis of institutional racism (as predicate for the current)
- Develop schedule of community wide housing training/discussion session
- Create a value for community wide engagement a housing affordability issue *
- Educate public to enable truly regional lens

Community Engagement

- Allow end users to chime in regarding their actual needs*
- Reach out to stakeholders
- Get NFPs more noise
- Create buy-in in rural community*
- Host regional meeting in localities on what is work and not working*
- Ensure authentic and robust citizen engagement in planning/visioning process
- Hold regional housing resident information and assistance summit
- Establish trust between partners*
- Engage all regional localities and groups
- Focus on community lens
- Explore opportunities for community financial education*

Regional Planning

- Develop a comprehensive regional housing plan with chapters for each county*
- Facilitate collaboration across jurisdictions to solve housing affordability issues
- Create regionally adopted housing plan*
- Finalize housing plan

Shared Language

- Settle of definition of affordable housing – can be unique to specific regions
- Regional definition of affordable housing – “Healthy housing”

Top 5

1. Education/outreach and community engagement
2. Streamline comprehensive plan (zoning and land use)

3. State Policy/Legislation
4. UVA Collaboration
5. Internal – Developing Key Metrics

GOALS AND PRIORITIES FOR RHP

Education/Outreach and Community Engagement

- Annual summit
- Smaller lunch and learn/discussion groups
- Town halls in localities – to include UVA
- Online information and resources
- Regional housing has to connect needs and providers
- **Website: educational content/regional resources, links to housing stock, how to get involved, link to legislative agenda*******

Address Zoning/Comprehensive Plan Barriers

- Conversation started for regional comp plan *
- **Regional housing chapter to include each comp plan and identify each plan “meshing” with chapter *******
- Strongly encourage/facilitate alignment between each jurisdiction’s zoning and comp plan***
- Comparison/contrasting of comp plan/zoning*
- Identify case studies of effective zoning reform***

Develop Policy Agenda for General Assembly

- RHP legislative priorities (align, overlap, mirror jurisdictional priorities)*****
- Create legislative RHP committee**
- Review state code to identify barriers to affordable housing
- A meeting with out local legislatives ***
- Six jurisdiction elected officials roundtable
- Regional legislators presenting a finalized collaborative agenda for state legislators for next steps

UVA Collaboration

- Mapping of UVA employee residences
- Needs assessment – alignment of UVA needs with housing needs**
- Student advocacy for wage/housing from a working world perspective

- Progress in development AFH/workforce housing on existing UVA land*****
- Best practice research support group*

- Can university land/development/student housing opportunities alleviate expense of housing stock adjacent to UVA**

Internal – Developing Internal Metrics

- Community baseline perception today vs. actual change/improvement in 18 months (XX% of improvement)***
- Develop clear metrics for each sector of housing via strategic housing plans with

measuring progress over time*****

- Set measurable goals for each RHP strategic initiative ***
- Tracking building permits and the types of homes being built *

ACTION PLAN #1:

Education/Outreach and Community Engagement

Team Members: Regional Housing Events Committee: Stacy Pethia, Keith Smith, Jesse Rutherford, Gequetta Murray-Key, Anthony Haro, Ali DiGuardo, Bob Babyok, Christine Jacobs, Chip Boyles

Missing talent: _____

OUR GOAL: Hold an annual Regional Housing Summit.

The three most important things for us to do to move this goal forward within the next 18 months

- 1.
- 2.
- 3.



ACTION PLAN #2:

Education/Outreach and Community Engagement

Team Members: _____

Missing talent: _____

OUR GOAL: Create a regional housing website to provide educational content/regional resources, links to housing stock, how to get involved, and access to a regional housing legislative agenda.

The three most important things for us to do to move this goal forward within the next 18 months

1.

2.

3.

ACTION PLAN #3:

Address Zoning/Comprehensive Plan Barriers

Team Members: Housing Analysis & Strategies Committee: Anthony Haro, Sunshine Mathon, Brandon Collins, Gequetta Murray-Key, Bob Babyok, Stacy Pethia, Dan Rosensweig

Missing talent: _____

OUR GOAL: Develop a Regional Housing Plan to include individual recommended housing chapters for each county in Region 10 and a Regional Housing component that complements and supports the counties' plans.

The three most important things for us to do to move this goal forward within the next 18 months

- 1.
- 2.
- 3.



ACTION PLAN #4:

Develop Policy Agenda for General Assembly

Team Members: Keith Smith, Ned Gallaway, Christine Jacobs, David Blount

Missing talent: _____

OUR GOAL: Develop legislative priorities for the Central Virginia Regional Housing Partnership that align, overlap, or mirror jurisdictional legislative priorities.

The three most important things for us to do to move this goal forward within the next 18 months

- 1.
- 2.
- 3.



ACTION PLAN #5:

UVA Collaboration

Team Members: Keith Smith, Dan Rosensweig, Sunshine Mathon, Chris Henry, Chip Boyles, Christine Jacobs, Colette Sheehy

Missing talent: _____

OUR GOAL: Continue progress with the University of Virginia work group to facilitate development of affordable/workforce housing on existing UVA land.

The three most important things for us to do to move this goal forward within the next 18 months

- 1.
- 2.
- 3.



ACTION PLAN #6:

Internal – Developing Metrics

Team Members: Executive Committee: Keith Smith, Ned Gallaway, Greg Powe, Colette Sheehy, George Krieger, Brandon Collins, Christine Jacobs, Chip Boyles

Missing talent: _____

OUR GOAL: Develop clear metrics for each sector of housing via strategic housing plans with the measurement of progress over time.

The three most important things for us to do to move this goal forward within the next 18 months

- 1.
- 2.
- 3.



Action Plan

Category

Our Goal:

Team Members:

The three most important things for us to do to move this goal forward within the next 18 months:

1. _____

Timeline:	Action Items:	Person Responsible:
6 months	Strategy 1: Strategy 2: Strategy 3:	
12 months	Strategy 1: Strategy 2: Strategy 3:	
18 months	Strategy 1: Strategy 2: Strategy 3:	

2. _____

Timeline:	Action Items:	Person Responsible:
6 months	Strategy 1: Strategy 2: Strategy 3:	
12 months	Strategy 1: Strategy 2: Strategy 3:	
18 months	Strategy 1: Strategy 2: Strategy 3:	

3. _____

Timeline:	Action Items:	Person Responsible:
6 months	Strategy 1: Strategy 2: Strategy 3:	
12 months	Strategy 1: Strategy 2: Strategy 3:	
18 months	Strategy 1: Strategy 2: Strategy 3:	