

ORANGE COUNTY ASSEMBLY OF GOVERNMENTS

JOINT MEETING AGENDA

Assembly of Governments Virtual Joint Meeting
January 25, 2022
Meeting – 7:00 p.m.

Due to current public health concerns, the Orange County Board of Commissioners is conducting a Virtual Joint Assembly of Governments Meeting with the Hillsborough Board of Commissioners, the Carrboro Town Council, and the Chapel Hill Town Council on January 25, 2022. Members of the Board of Commissioners, the Hillsborough Board of Commissioners, the Carrboro Town Council, and the Chapel Hill Town Council will be participating in the meeting remotely. As in prior meetings, members of the public will be able to view and listen to the meeting via live streaming video at orangecountync.gov/967/Meeting-Videos and on Orange County Gov-TV on channels 1301 or 97.6 (Spectrum Cable).

(Please note that the times listed below are only estimates.)

- | | |
|---------------|--|
| (7:00 – 7:05) | Call To Order and Roll Calls |
| (7:05 – 7:20) | Welcome and Opening Comments (BOCC Chair and Mayors) |
| | Introductions |
| | <ul style="list-style-type: none">• BOCC Chair Renée Price – Orange County Board of Commissioners & County Staff• Carrboro Mayor Damon Seils – Carrboro Town Council & Town Staff• Hillsborough Mayor Jenn Weaver – Hillsborough Board of Commissioners & Town Staff• Chapel Hill Mayor Pam Hemminger – Chapel Hill Town Council & Town Staff |
| (7:20 – 7:55) | 1. Long-Term Recovery Plan Update |
| (7:55 – 8:25) | 2. Transportation and Transit – Infrastructure Planning |
| (8:25 – 8:30) | BREAK |
| (8:30 – 8:55) | 3. Parks and Trails / Connectivity and Collaboration |
| (8:55 – 9:00) | 4. Announcements |
| (9:00) | Adjournment |

Orange County Board of Commissioners' meetings and work sessions are available via live streaming video at orangecountync.gov/967/Meeting-Videos and Orange County Gov-TV on channels 1301 or 97.6 (Spectrum Cable).

**ORANGE COUNTY
ASSEMBLY OF GOVERNMENTS
MEETING**

AGENDA ITEMS ABSTRACT

Meeting Date: January 25, 2022

SUBJECT: Assembly of Governments Meeting Discussion Items

DEPARTMENT: County Manager/Town
Managers/Chapel Hill
Transit/County Transportation
Services/County
Planning/County Environment,
Agriculture, Parks &
Recreation

ATTACHMENT(S):
As noted in "Background" section

INFORMATION CONTACT:
Bonnie Hammersley, 245-2300; Maurice
Jones, 968-2743; Eric Peterson, 732-1270;
Richard White, 918-7315; Travis Myren,
245-2300; Brian Litchfield, 969-4908; Theo
Letman, 245-2008; Craig Benedict, 245-
2575; David Stancil, 245-2510

PURPOSE: To discuss topics of mutual interest between the governing boards of Hillsborough, Carrboro, Chapel Hill and Orange County.

BACKGROUND:

1. Long-Term Recovery Plan Update

In 2020, the County and its municipal partners allocated a total of \$175,000 in CARES Act funding to retain a consultant to support long term recovery planning and to draft a final report with detailed recommendations, implementation approaches, and performance indicators. The planning effort involved several community organizations and representatives to quantify and characterize the impact of the pandemic in their respective focus areas, generate ideas and recommendations, establish recovery priorities using a social justice and racial equity perspective, and review of the final draft documents.

Public engagement efforts during the planning process sought to engage all community members and included deliberate measures to improve representation from communities of color. The County convened focus groups and translated engagement materials into four languages to increase representation from communities most severely impacted by the pandemic. Feedback from these groups was shared with local governments, elevated,

and referenced throughout the planning process to help shape the strategies and initiatives in the plan.

The guiding vision of the Plan is to leverage recovery from the COVID-19 pandemic to strengthen and transform Orange County by improving economic sustainability, providing resources, and advancing social and racial equity. The recommendations in the Plan are organized into seven Recovery Support Functions focused on the local economy, the health system, human services, housing, natural and cultural resources, community planning, and public information. The majority of the Plan provides detailed recommendations in each of those Recovery Support functions in terms of what needs to take place, who should be involved, when these activities would need to occur, and how progress will be measured.

The plan appendices provide additional information to help enact the plan or explain its development and include: a summary of input from key stakeholders throughout the planning process; a map of how community input was integrated in the plan; and information about funding sources available to help implement the plan.

The final draft plan is available at <https://www.orangencforward.org/wp-content/uploads/2021/04/Final-Draft-Long-Term-Recovery-and-Transformation-Plan.pdf> and the full Recovery Plan website <https://www.orangencforward.org/>

In addition to the Plan documents, the staff team created a Frequently Asked Questions document (*Attachment 1*). Each governing board also received a presentation on the final draft plan in the Summer of 2021 (*Attachment 2*). These presentations were followed by a letter to elected officials in the Fall of 2021 that answered questions raised by each governing board (*Attachment 3*).

The Recovery Support Functions are now in the process of identifying how programs and services currently provided by each jurisdiction are working to advance the goals contained in the Plan. The inventory will serve as the basis for a gap analysis to identify strategies that are not currently being addressed or are not being addressed adequately.

A preliminary review of the responses identifies areas where interagency collaboration has been successful, but it also demonstrates the need for flexibility as each jurisdiction executes the initiatives contained in the Plan. As a result, each jurisdiction will be asked to endorse the strategies contained in the Plan rather than the specific initiatives. This approach is consistent with the approval of a framework for the One Orange Racial Equity Plan which provided a framework for advancing racial equity while allowing each jurisdiction to determine next steps.

Staff will provide any other information at the meeting, and the governing boards can discuss issues and provide feedback to staff related to this item as necessary.

Attachment 1 - Long Term Recovery Elected Official FAQ Packet

Attachment 2 - Long Term Recovery Plan Presentation

Attachment 3 - Long Term Recovery Elected Official Response Summary

2. Transportation and Transit – Infrastructure Planning

Orange County Transit Plan Update

The Orange County Transit Plan is in the process of being updated. The updated plan is intended to identify priorities for investments through the year 2040. The planning process is being guided by a Policy Steering Committee composed of elected officials representing each jurisdiction in the County.

The plan is being developed in coordination with Durham County, Go Triangle, Chapel Hill Transit and Orange County Public Transportation; the Durham-Chapel Hill-Carrboro Metropolitan Planning Organization; the Triangle-J Council of Governments; the University of North Carolina-Chapel Hill and its hospitals; and municipalities.

All meeting materials including a recording of the Policy Steering Committee's retreat can be found at <https://octransit2020.com>.

During its retreat, the Policy Steering Committee identified core values to use in evaluating investments recommended in the Plan. Those values were equity, environmental sustainability, economic prosperity, affordability, and transit access for all. Although transit revenues are programmed in the short term with little available funding for new projects, the Steering Committee also requested that some longer term visionary projects be referenced as future opportunities for transit investment.

The consulting team has developed a draft menu of projects and has evaluated each of them against these values. The Policy Steering Committee reviewed and discussed these recommendations on January 14, 2022. During this meeting, the Committee authorized staff to present transit improvement options to the public for community engagement. The results of this engagement will be used to create a final update to the Transit Plan for approval in the Spring of 2022.

A full project schedule and detailed next steps are included in *Attachment 4*.

Orange County and Durham County are also leading an effort to study how the Transit Plans are governed and implemented through interlocal agreements such as the one created in 2012 between Orange County, DCHC MPO and GoTriangle. These agreements operationalize the future Transit Plan as it is executed on an annual basis. The governance study is reviewing authorizing legislation and requirements, corollary agreements, funding system, reporting requirements, implementation committee(s), budget processes, benchmarks, and material change thresholds that affect the financial model.

Chapel Hill Transit (CHT) Update

Over the past two years CHT's focus has been the safety of Team Members and customers during the COVID pandemic. During this time, CHT has worked closely with Public Health and Emergency Management officials and continue to follow cleaning/sanitizing and safety protocols consistent with industry best practices, OSHA/CDC requirements and from practices recommended by the European Commission. CHT was one of the first systems in the State to implement shields for Operators and UV and air purification systems on all public vehicles. The COVID

pandemic has created a new context for Chapel Hill Transit and the response will continue to evolve. Staffing shortages and absenteeism challenges related to COVID protocols and illness continue to have impacts on CHT's ability to deliver services.

- *The Chapel Hill Transit Short Range Plan* (<https://www.townofchapelhill.org/home/showpublisheddocument?id=45520>) was adopted in early 2020 and despite challenges from COVID, implementation was started in August of 2020, including providing Sunday service, funded through the Orange County Transit Plan, for the first time in over 40 years. CHT has taken delivery of three (3) electric buses and secured funding for an additional seven (7) electric buses.
- *North-South Bus Rapid Transit (BRT)*
The North-South BRT project (<https://nsbrt.org/>) has completed 30% design and continues to move forward through the Federal environmental review process (NEPA). CHT anticipates the NEPA process being completed in calendar year 2022. A firm is also being selected to complete final design. Unfortunately, changes to the State's funding cycle has required an adjustment to the project's schedule and budget.
- *Bus Stop Improvements*
Despite supply chain and other challenges, CHT continues to make progress on Bus Stop Improvement Projects (<https://www.townofchapelhill.org/government/departments-services/transit/bus-stop-upgrades>), some of which are funded through the Orange County Transit Plan.

Additional information is also available in the CHT Business Plan (<https://www.townofchapelhill.org/home/showpublisheddocument/50396/63773347107960000>).

Orange County Public Transportation (OCPT) Update

Orange County Public Transportation continues to meet the needs of its community while also expanding service and improving access with customer-focused technology. In addition to launching the Mobility on Demand pilot program, which created a new travel option on Fridays from 5 p.m. to 9 p.m. and Saturdays from 9 a.m. to 5 p.m., OCPT also rolled out mobile ticketing with Umo/TouchPass, providing riders a touchless, cashless option to pay bus fare. OCPT is also proud to have collaborated with the Orange County Health Department to provide rides to vaccination sites throughout the county, using the MOD vans to provide an accessible, distanced and safe transportation option. Orange County launched its mobility on demand service in March 2021 and in FY2023 will be replacing up to 10 of its existing buses.

- *Bus Infrastructure*
Completed design and obtained N.C. Department of Transportation approval for four Orange County Public Transit bus stops with three in Hillsborough and one in Chapel Hill. Continued to advance the Hillsborough Park-and-Ride lot through the approval process including coordination with Orange County, NCDOT, utilities and surrounding property owners. OCPT also procured seven buses, including two electric buses.

- *Transit Service*
These two projects are expected to allow OCPT to increase its service hours by 7,020 during FY2022: Continue the “Mobility on Demand” micro transit service and add a second Hillsborough Circulator route that decreases headways significantly.
- *Planning Projects*
OCPT will continue to participate on updating the Orange County Transit Plan, will start work on the Regional Fleet and Facilities Study, and will initiate design of priority transit safety and access improvements.

Durham-Chapel Hill-Carrboro Metropolitan Planning Organization (DCHC MPO) 2050 Metropolitan Transportation Plan (MTP)

The federal government requires the DCHC MPO to update its MTP at least every four-years. The 2050 MTP will identify the highway, public transportation, bicycle, pedestrian and other transportation projects that the region plans to implement over the next thirty years to meet the MPO’s goals. The MTP has to be based on the future land use plans and policies of the jurisdictions and counties in the MPO’s planning area, and must be fiscally-constrained, which means that the project costs have to be covered by the expected available revenues. As a practical matter, the MTP is important because the MPO requires that projects that are submitted to the NCDOT prioritization process for possible state or federal funding must come from the MTP, and regulations require that all federally-funded projects must be in the MTP. In addition, local governments may use the MTP to reserve or dedicate right-of-way for future highway and rail transit projects.

The DCHC MPO released the 2050 MTP final report on January 12, 2022 for a 21-day public comment period, i.e., January 12 through February 1. The final report contains the roadway and transit projects, financial plan, and policies that the MPO intends to adopt at the MPO Board’s February 9, 2022 meeting. The report also contains performance measures and analysis on the extent to which the plan and process meet other standards such as environmental justice, federal planning criteria, and air quality conformity. Following is a link to additional information, including the report: www.bit.ly/2050MTP-AltsAn.

Staff will provide any other information at the meeting, and the governing boards can discuss issues and provide feedback to staff related to this item as necessary.

Attachment 4 - Transit Plan Schedule and Next Steps

3. Parks and Trails / Connectivity and Collaboration

The pandemic of the previous two years has witnessed a number of challenges for all of the jurisdictions in managing parks, public open spaces and trails. Providing public spaces for recreation and enjoyment of nature has been widely-acknowledged as critically important to the physical and mental well-being of the populace.

During the meeting, the staffs of the towns and County have prepared a brief summary presentation - to serve as an overview/reminder of existing parks and trails, address the

current state of parks and open space planning, offer examples of current priority projects and activities, and review the ways that the jurisdictions are working together to coordinate on efforts of mutual interest.

One product of past collaboration is the Interactive Parks Locator Map, which enables the public to find where parks of all the jurisdictions are located, and search by feature for different types of amenities. This map will be part of staff's presentation of the above update and may be found at the following link: <https://gis.orangecountync.gov/parklocator/>.

The information provided at this link will also be informative in preparation for the meeting – <https://gis.orangecountync.gov/TrailsAndParks/default.html>.

Staff will provide any other information at the meeting, and the governing boards can discuss issues and provide feedback to staff related to this item as necessary.

No Attachments

4. **Announcements**

This item provides the opportunity for meeting participants to share any announcements or comments that would be beneficial for all the jurisdictions.

No Attachments

FINANCIAL IMPACT: There is no direct financial impact associated with the discussion of these topics. There are no action items requiring formal decisions.

SOCIAL JUSTICE IMPACT: There is no direct Orange County Social Justice Goal impact associated with the discussion of these topics.

ENVIRONMENTAL IMPACT: There is no direct Orange County Environmental Responsibility Goal impact associated with discussion of these topics.

RECOMMENDATION(S): The Managers recommend the governing boards discuss the topics noted above and provide appropriate direction to the respective staffs.

Attachment 1

Orange County Long Term Recovery Plan

Elected Officials Presentations

Frequently Asked Questions

How do we use this plan for future decision-making?

This plan may serve as a roadmap for future decision-making as it relates to prioritizing efforts and funding sources to address our community's greatest needs while creating a stronger and more equitable community for all.

What is the anticipated timeline for the project?

Whole community recovery following a disaster is a lengthy process. While some aspects of recovery have firm timelines (such as the Federal Emergency Management Agency's Public Assistance program), other aspects of recovery (economic recovery, for example) can take years and even then may not ever fully be attained. The intent of the Long Term Recovery Group is to provide a plan, framework, and process for recovery coordination for as long as needed.

How do we measure success?

Each initiative in the plan includes desired targets for specific key performance indicators that serve as a method of measuring the success of the overall strategy. The Long Term Recovery Group leadership will be responsible for tracking each of these indicators. Periodic re-evaluation of the overall success and progress of the plan will be instrumental. This plan is also a living document, so as the Recovery continues to evolve, we anticipate that new performance indicators might be included.

Community feedback is also a critical measure of success. Continued community engagement and feedback will serve as an additional measure of the LTRG's progress.

How will implementation and decisions be coordinated across the different jurisdictions?

The Long Term Recovery Group leadership is made up of two different cross-jurisdictional groups. The first of these groups is the Project Management Team, which supports overall project implementation. The second of these groups is the Recovery Support Function Leads, who coordinate each specific Recovery Support Function and are made up of representatives from each jurisdiction.

What are the funding sources for the plan's initiatives?

The Plan outlines specific potential sources of private, local, state, and federal funds for each initiative in Appendix D. Additionally, as local governments decide how to allocate the American Rescue Plan resources, and examine other existing and new funding sources, this plan can serve as a guide to identify needs and solutions where the impact will be significant.

As future unmet needs or additional concerns arise, additional funding requests may be submitted through the normal jurisdictional budgeting processes.

Who is involved in the planning process?

A comprehensive list of local agencies, organizations, and non-profits that are members of the recovery support functions is included in Appendix F of the Long Term Recovery Plan. Additionally, this list continues to grow. Organizations interested in participating in the long-term recovery effort can email [OCNC Interim Recovery@orangecountync.gov](mailto:OCNC_Interim_Recovery@orangecountync.gov) to reach a member of the Long Term Recovery Project Management Team who can connect interested parties with the appropriate Recovery Support Function.

What was the public engagement process for this plan and how was diversity and racial equity incorporated into this strategy? Can you please provide the specific numbers and results from the various methods of outreach?

An outline of the overall public engagement process can be found in Appendix B of the Recovery Plan. The public engagement strategy included virtual surveys, focus groups, workshops, town halls, and online public comment forms. For community surveys, paper forms were also developed and made available at community families for individuals whom internet access/computer literacy may be a challenge. Surveys and focus group meetings were translated into Spanish, Mandarin, Karen, and Burmese.

We learned early on in the planning process, following the initial Community Values Survey, that our methods of outreach needed improvement. The Community Values Survey received 1,535 responses. However, the demographics of the survey responses were not an accurate or complete reflection of our community's diversity.

Following this, significant efforts were made to increase both the quality and the depth in our outreach and collaboration with our communities of color. The Orange County Department of Human Rights and Relations was instrumental in helping to establish focus group meetings and town halls with Black, Chinese, Latinx, and refugee community leaders. Input from these meetings was used to revise the preliminary list of strategies and initiatives to better reflect and elevate input and concerns from communities of color.

Additionally, the Long Term Recovery Group is working to connect and incorporate individual community leaders and other members of the community into the Recovery Support Function teams themselves to be able to provide feedback and elevate concerns from both the top-down as well as the bottom-up of the recovery structure.

How are the strategies and initiatives prioritized to be manageable in execution? How is racial equity incorporated into this prioritization?

Appendix C of the Recovery Plan shows the Community Priorities Matrix, in which every initiative is evaluated for how it relates back to and supports the key needs or priorities identified from community feedback received through the planning process.

This information was then used, in combination with the below criteria, to weigh each strategy and assign each a ranking of priority (see Appendix E). The results from the Community Priorities Matrix and a summary of all input from Communities of Color were provided a heavier weighing using a multiplier that corresponds to the disproportionate rates of infection, death, and hospitalization from COVID-19 among historically marginalized communities.

The initiatives and strategies were evaluated based on:

- *The number of community recovery needs the initiative addresses;*
- *The popularity of the initiative based on a survey of the community's preferences*
- *The ability of the initiative to address needs of communities of color;*
- *The ability of the initiative to promote long-term resilience.*

How are the disproportionate impacts and widening of existing disparities as a result of COVID addressed in the plan? Are there specific initiatives for this?

The feedback gathered in the impact assessment, planning process, and community outreach was used to develop the strategies and initiatives in the plan. These strategies were then assigned a rank based on the feedback received, with emphasis on prioritizing what we heard from our communities of color and weighing that feedback accordingly.

What is the racial equity lens used in this plan's development?

This planning process heavily drew from the Government Alliance on Race and Equity's (GARE) racial equity tool methodology to inform the process used to create the plan, to the greatest extent possible, draws directly from, and prioritizes the input of those residents most impacted by the pandemic.

Specific Initiative Feedback/Questions

Feedback regarding specific initiatives will be shared with the Recovery Support Functional leads for consideration and inclusion into the Long Term Recovery Plan.

FAQ Attachment:

Strategy Prioritization Methodology

Appendix E: *Strategy Prioritization Results* (p. 145) describes how recommended initiatives and strategies within the Plan were evaluated based on the following criteria:

- The number of community recovery needs the initiative addresses;
- The popularity of the initiative based on a survey of the community's preferences;
- The ability of the initiative to address needs of communities of color;
- The ability of the initiative to promote long-term resilience.

The detailed prioritization spreadsheet supporting Appendix E was weighted so that input from communities of color matched the disproportionate impacts found in the community-wide Impact Assessment. In other words, what was said to be important by the groups most affected by Covid is proportionately reflected in which strategies and initiatives have priority within the plan. The technical formula used for prioritization is explained in more detail by the consultant, below:

(1) Each strategy is evaluated five different ways (based on the five key structural elements of the Prioritization Schema):

- **Recovery Needs.**
Each *initiative* receives a score of 1 for each recovery need that it addresses. *Initiative* scores are averaged together to determine the score for the corresponding *strategy*. The list of Recovery Needs was identified through research (Impact Assessment), stakeholder engagement (focus groups with communities of color, recovery support functions, and public surveys).
 - Connection to Racial Equity: The list of recovery needs was developed in part based on feedback received directly from communities of color, and should reflect thematic needs/challenges we heard from those groups (e.g., need for support for small businesses).
- **Prioritization Survey**
Each *strategy* is assigned a "[net promoter score](#)" that reflects the aggregate of positive, public responses from the strategy prioritization score released in November 2020 to determine the relative importance of each strategy to the public. Note: we could not assess initiatives for this element of the framework because of the structure of the survey data we collected (I.e., we did not gather input on specific strategies this early in the planning process).
 - Connection to Racial Equity: The survey itself was made available in multiple languages and publicized across stakeholder groups to encourage participation from communities of color and/or historically marginalized communities.

- **Prioritization Survey (REI)**

Each *strategy* is assigned a "net promoter score" specifically among survey respondents of color or historically marginalized communities. Note: we could not assess initiatives for this element of the framework because of the structure of the survey data we collected (I.e., we did not gather input on specific strategies this early in the planning process).

- Connection to Racial Equity: This part of the assessment pulls out data from communities of color to further elevate and weight the responses we received from those populations within the survey results to ensure their opinions (though a minority of the responses) were given more weight.

- **REI Combined Input**

Each *initiative* receives a score of 1 for each priority it addresses. *Initiative* scores are averaged together to determine the score for the corresponding *strategy*. Priorities in this list were informed exclusively from conversations with communities of color - these needs reflect trends we heard from engagement with those groups during town hall meetings and focus groups.

- Connection to Racial Equity: Scoring in this part of the assessment is informed solely by input from communities of color that we engaged with during the planning process to elevate the concerns and needs of those communities by awarding additional points to each strategy based on its ability to address these needs.

- **Transformative Change**

This piece of the prioritization framework is based on a popular resilience framework that is intended to assess each initiative based on its ability to contribute to enhanced resilience. Each initiative receives a score of 1 for each consideration that it addresses.

- Connection to Racial Equity: The framework references elements of social resilience that touch on racial equity and inclusion (e.g., community cohesion).

(2) Strategy scores specific to feedback from communities of color were weighted again, using a multiplier that corresponds to the disproportionate rates of infection, death, and hospitalization from COVID-19 among historically marginalized communities. There are 9 metrics the team considered here, and the multiplier is the average of all 9 factors). (See the weighting in the image below).

Rate ratios compared to White, Non-Hispanic persons	American Indian or Alaska Native, Non-Hispanic persons	Asian, Non-Hispanic persons	Black or African American, Non-Hispanic persons	Hispanic or Latino persons
Cases ¹	1.7x	0.7x	1.1x	1.3x
Hospitalization ²	3.7x	1.0x	2.9x	3.1x
Death ³	2.4x	1.0x	1.9x	2.3x
Average of all multipliers: 1.8x				

(3) Strategy scores from each of the five categories are averaged together to determine the overall score of each strategy in a plan.

		STRATEGY LEVEL					AGGREGATE SCORE
		CRITERIA					
		Recovery Needs	Participation Survey (PS)	Preferential Survey (PCS)	Communities of Color (COC) Input	Transformative Impact	
Points across all tabs represent a score of 1 out of total score possible.		WEIGHTING (%)					
Strategy 1.1	1.1.1 Provide direct financial support to local businesses	0.33%	0.33%	0%	0%	0.33%	
Strategy 1.3	1.3.1 Provide support for small businesses						
Strategy 1.2	1.2.1 Identify and address regulatory barriers to economic recovery						
Strategy 1.3	1.3.1 Drive local economic growth and encourage local spending						
Strategy 1.4	1.4.1 Strengthen and expand the local workforce						

(4) High / Medium / Low scores are assigned to the top, middle, and low ranges of overall scores.



Overall Strategy Level Ranking							
		CRITERIA					AGGREGATE SCORE
		Recovery Needs	Prioritization Survey (All)	Prioritization Survey (COC)	Communities of Color (All Input)	Transformative Impact	
Points across all tabs represent a score of 1 out of total score possible.		WEIGHTING (%)					
Strategy	Associated Initiatives	9.33%	9.33%	36%	36%	9.33%	
Strategy 1.1: Provide support for small businesses.	1.1.1 Provide direct financial support to local businesses when funding is available.	0.1	0.64	0.54	0.07	0.36	0.32
	1.1.2 Create a joint fund between all Orange County municipalities to support future disaster response and recovery efforts.						
	1.1.3 Strengthen coordination between local businesses and government to help businesses access needed resources after disasters.						
	1.1.4 Provide technical support and business mentorship to small business owners including e-commerce and other emerging industries.						
Strategy 1.2: Identify and address regulatory barriers to economic recovery.	1.2.1 Identify and address policies that present barriers to starting and expanding home-based businesses.	0.14	0.72	0.68	0.06	0.12	0.36
	1.2.2 Examine barriers to innovation and market access						

	and provide resources or amend policy to help businesses overcome these barriers.						
	1.2.3 Engage practitioners to determine which temporary policy changes should be made permanent.						
Strategy 1.3: Drive local economic growth and encourage local spending.	1.3.1 Develop collaborative marketing strategies to bring new business and growth to the County.	0.1	0.62	0.63	0.07	0.12	0.33
	1.3.2 Increase the resilience of the county's key industries: medical, education, tourism, and hospitality.						
	1.3.3 Educate the community about economic recovery efforts, communicate the value of economic development, and communicate why certain projects and efforts will benefit the public.						
Strategy 1.4: Strengthen and expand the local workforce.	1.4.1 Identify and develop targeted training programs for strong or emerging industries and market opportunities for existing and prospective residents.	0.08	0.59	0.58	0.06	0.18	0.31
Strategy 2.1: Incentivize the development of affordable and accessible housing.	2.1.1 Investigate housing stock, density, and development regulations to enhance policy changes that promote housing development, increased affordable housing, and other	0.1	0.57	0.61	0.07	0.12	0.32

	established regional long-term development goals.						
	2.1.2 Continue to increase the number of subsidized housing units available locally including site-based and vouchers/rental assistance and promote broader landlord acceptance of vouchers.						
	2.1.3 Continue efforts to end homelessness in Orange County by addressing evolving gaps in the Homeless System as identified by the Partnership to End Homelessness through new projects and programs, increased funding for existing programs, or policy and regulatory changes.						
	2.1.4 Track tax foreclosures and evaluate opportunities to purchase property and develop into affordable housing.						
Strategy 2.2: Rehabilitate, improve safety, and ensure the affordability of existing housing.	2.2.1 Investigate opportunities to change the process through which land use designations are reconsidered and adapted.	0.07	0.67	0.68	0.05	0.09	0.34
	2.2.2 Using flexible funding, enforce and support accountability measures for timely repairs, weatherization, and rehabilitation of affordable housing units for landlords						

	willing to adopt an affordability guarantee.						
	2.2.3 Increase access to flexible funding that can be used to relocate or replace homeowner-owned mobile homes on rented property.						
	2.2.4 Provide funding for and promote the availability of Americans with Disabilities Act compliant affordable housing through modification, rehabilitation, and redevelopment efforts.						
Strategy 2.3: Ensure continuation of and streamlined access to housing support programs, including emergency housing assistance.	2.3.1 Perform gap analysis of available housing programs and resources, expand offerings as needed, and publicize available resources.	0.13	0.71	0.69	0.05	0.13	0.36
	2.3.2 Continue and streamline the provision of emergency housing assistance and eviction diversion programs.						
	2.3.3 Partner with health entities to direct funding toward housing as a social determinant of health.						
Strategy 3.1: Continue monitoring, testing, and eradicating COVID-19.	3.1.1 Continue efforts to provide equitable and easily accessible testing and vaccination for COVID-19 for free or minimal cost.	0.10	0.78	0.67	0.08	0.13	0.36

	<p>3.1.2 Provide low- or no-cost transportation to testing and vaccination sites from various locations throughout the County.</p>						
<p>Strategy 3.2: Promote economic recovery and bolster existing healthcare systems.</p>	<p>3.2.1 Encourage local employers to partner with Carolina PROSPER to receive assistance with implementing health and safety considerations in the workplace and at work sites.</p> <p>3.2.2 Partner with academic institutions to conduct a gap analysis of public and private healthcare, mental health, and substance-abuse service providers across the County.</p> <p>3.2.3 Support growth of the County’s healthcare systems through healthcare focused workforce development programs, expansion of telehealth, and appropriate liability protections.</p> <p>3.2.4 Work with non-profit and public entities to help COVID-19-</p>	<p>0.08</p>	<p>0.65</p>	<p>0.61</p>	<p>0.05</p>	<p>0.1</p>	<p>0.32</p>

	positive individuals, including those with co-existing conditions, avoid lifelong debt.						
Strategy 3.3: Promote better access to mental and behavioral health services.	3.3.1 Continue efforts to improve access to and destigmatize mental and behavioral health support services.	0.09	0.68	0.62	0.05	0.19	0.33
	3.3.2 Continue efforts to improve access to and destigmatize substance-abuse support services.						
	3.3.3 Strive to mitigate the effects of social isolation on harder-to-reach populations.						
	3.3.4 Improve mental care and support for first responders and medical care providers.						
Strategy 3.4: Address historic or systemic health disparities.	3.4.1 Improve access to equitably distributed and quality healthcare.	0.06	0.71	0.61	0.06	0.06	0.32
	3.4.2 Appoint an advisory committee to address unique needs of the disabled, homeless, non-white, and other historically underserved communities with representation from affected communities.						
Strategy 4.1: Promote availability of job opportunities that provide thriving wages or	4.1.1 Develop systems to connect people to job opportunities in the County.	0.13	0.76	0.68	0.06	0.39	0.39

promote increased quality of life.							
Strategy 4.2: Streamline public access to government resources or information across jurisdictions.	4.2.1. Streamline and expand food access to reduce hunger.	0.19	0.64	0.74	0.1	0.32	0.41
	4.2.2 Establish and advertise an online clearinghouse of non-governmental organizations to improve equitable access to community resources.						
	4.2.3 Seek and secure additional funding to continue essential emergency support services.						
	4.2.4 Support coordination between regional, county, and municipal transportation systems to increase access to services.						
	4.2.5 Develop continuity of operations plans that are connected to municipal plans to provide critical services consistently.						
	4.2.6 Increase equitable access to high-quality cellular service and broadband, especially in rural areas.						
Strategy 4.3: Prevent widening of the achievement gap, combat the origins of the achievement gap, and bridge the digital divide.	4.3.1 Establish Public-Private-Partnerships to provide low or no-cost after-school, weekend, and summer childcare.	0.18	0.65	0.55	0.12	0.13	0.33
	4.3.2 Partner with local schools to provide additional resources and outreach aimed at alleviating instability and						

	improving at-home learning environments.						
	4.3.3 Partner with schools to provide extra support for students with disabilities, and their families.						
	4.3.4 Establish scalable technology support program to provide free or low-cost computer and peripheral rentals through the expansion of the existing Chapel Hill Laptop Lending Program.						
	4.3.5 Provide technology training on relevant platforms (e.g., Zoom) to ensure people are prepared to participate in remote work, school, doctors' visits, etc.						
Strategy 5.1: Prevent the deterioration of natural resources.	5.1.1 Coordinate local planning efforts to gather key insights about how the community utilizes public spaces and whether the expansion of public spaces is necessary.	0.06	0.52	0.41	0.05	0.13	0.23
	5.1.2 Monitor and address indirect impacts from COVID-19 on the natural environment.						
	5.1.3 Expand programs educating residents about their role as stewards of natural resources and the natural environment.						

Strategy 5.2: Provide virtual or safe/socially distanced cultural events and recreational opportunities for all residents.	5.2.1 Utilize oral histories to tell the story of the pandemic.	0.04	0.52	0.45	0.06	0.16	0.25
	5.2.2 Pursue opportunities to expand and pool resources across organizations and jurisdictions to coordinate and cross-promote free safe/socially distanced and virtual activity offerings.						
	5.2.3 Support and promote new community-driven multi-cultural arts projects that enable community healing, recovery, and resilience.						
Strategy 5.3: Support sustainable local agriculture systems.	5.3.1 Provide technology training for agricultural producers to promote the utilization of e-commerce and alternative distribution models.	0.08	0.67	0.62	0.04	0.16	0.32
	5.3.2 Strengthen economic independence for agricultural producers and reduce reliance on grants and subsidies.						
	5.3.3 Work with stakeholder groups representing producers, processors, restaurants, supply chains, food pantries, and grocery stores to encourage and incentivize expansion of sustainable (and when possible, local) food systems, including support for families experiencing food insecurity.						

Strategy 6.1: Promote climate change mitigation efforts.	6.1.1 Leverage findings from the long-term recovery planning process to update climate action plans across the county.	0.06	0.45	0.45	0.03	0.1	0.23
Strategy 6.2: Build collaborative programs between government and the community.	6.2.1 Establish an active volunteer network by creating a countywide Voluntary Organizations Active in Disaster group.	0.08	0.43	0.48	0.03	0.16	0.25
	6.2.2 Work with academic institutions to develop a comprehensive approach to supporting students in accessing resources necessary for success.						
Strategy 7.1: Support open lines of communication between the public and government.	7.1.1 Develop a 24-hour chat portal or hotline for community members to share concerns or inquiries.	0.06	0.6	0.69	0.03	0.19	0.34
	7.1.2 Align information and resources for residents impacted by the COVID-19 pandemic or other disasters across County and municipal websites.						
	7.1.3 Standardize and improve the process for providing language translation services to households with limited English proficiency for government-sponsored events or communications.						
	7.1.4 Leverage virtual participation platforms and assess new means of recording and enabling participation in						

	public meetings, recognizing not all solutions will work for all communities.						
Strategy 7.2: Promote equitable public engagement in planning processes.	7.2.1 Continue to engage the community, especially historically marginalized populations, to ensure this plan is adapted to meet the evolving needs of all residents.	0.04	0.48	0.46	0	0.16	0.23
	7.2.2 Leverage the Government Alliance on Race and Equity planning process to establish a system for and culture of sharing resources, data, and lessons learned regionally.						
	7.2.3 Create campaigns aimed at educating people about why it is important to participate in government planning processes.						
Strategy 7.3: Consistently deliver essential government services.	7.3.1 Develop continuity of operations plans that are connected to municipal plans to provide critical services consistently.	0.54	0.8	0.71	0.06	0.13	0.41
	7.3.2 Seek and secure additional funding to continue essential emergency support services.						

Score/Priority Assignment

LOW						AVERAGE						HIGH						
0.23	0.24	0.25	0.26	0.27	0.28	0.29	0.30	0.31	0.32	0.33	0.34	0.35	0.36	0.37	0.38	0.39	0.4	0.41



Orange County

Recovery and Transformation Planning Project

May 2021



Agenda

Project Overview

Stakeholder Engagement

Plan Overview

Next Steps

What Was the Purpose of the Project?



Analyze

Impact Assessment

- Understand the impacts of COVID-19 on economy, community health, housing, and social services.



Train

Cost Recovery Training

- Train county, municipal, and non-profit stakeholders on best practices for reimbursement under common federal programs.

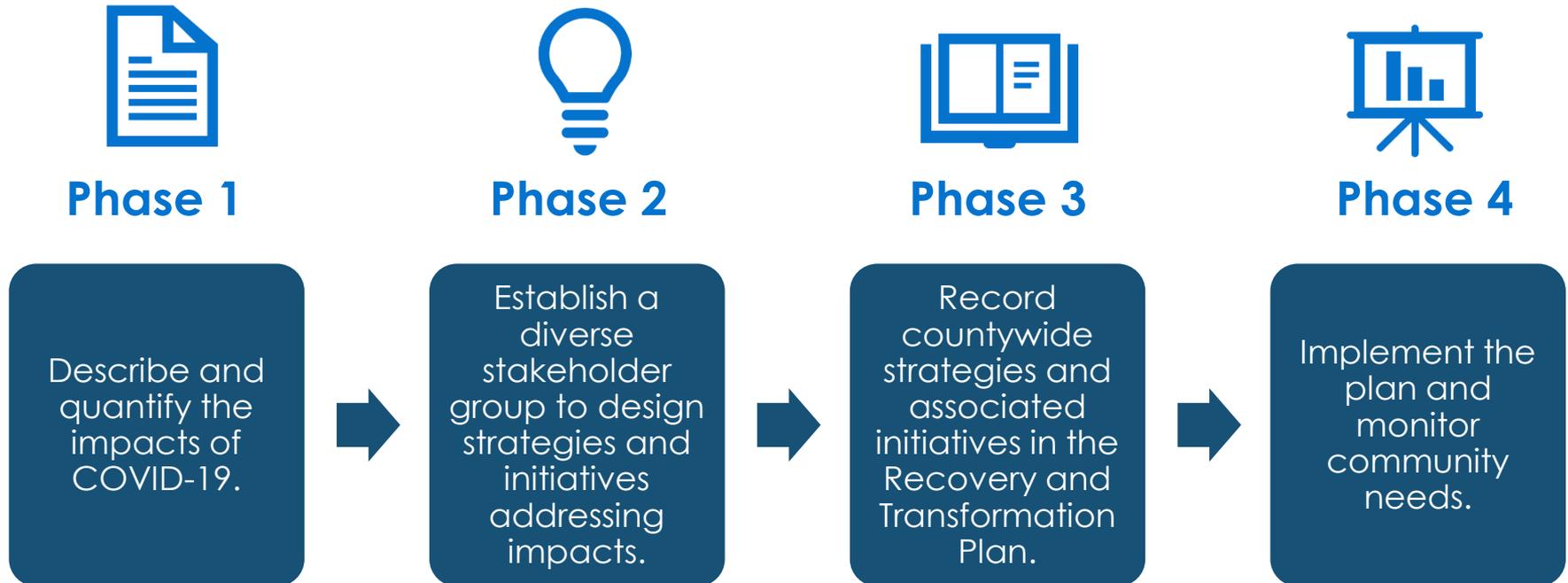


Plan

Long-Term Recovery and Transformation Plan

- Describe goals, strategies and initiatives to drive community-informed recovery.

How Was the Project Organized?



Agenda

Project Overview

Stakeholder Engagement

Plan Overview

Next Steps

Who is Involved in Recovery Planning?

Individuals and organizations participating in the planning effort are experts and professionals across seven sectors, with over 30 different types of public and non-profit organizations in each group.

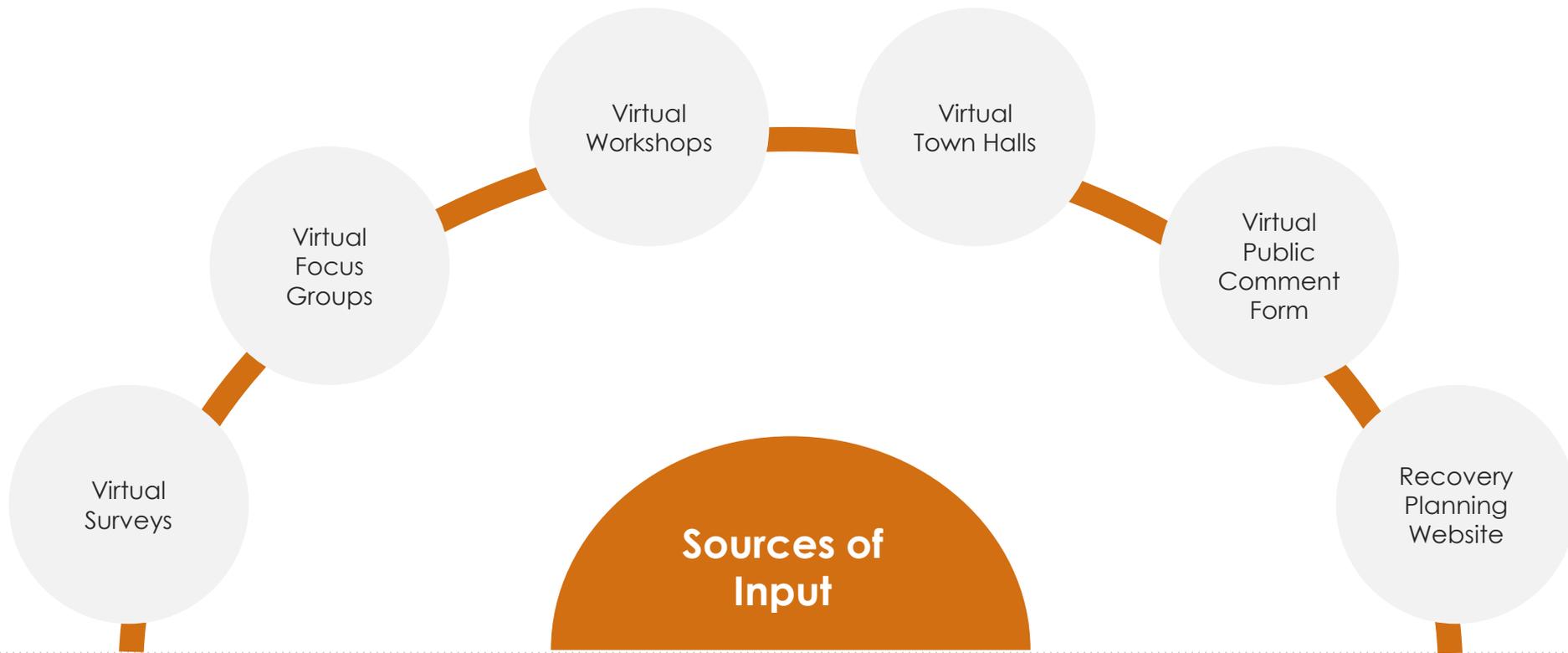
Experts and professionals across these sectors...

...and the public



How Did the Public Inform the Plan?

Comments received from the public were included in the plan (see *Community Input Annex*) and helped guide conversations with Orange County and municipal government to finalize the plan. It is essential to understand the public's priorities, so that recovery stakeholders can fairly distribute available resources to try and meet those priorities.



How Was Racial Equity Integrated into the Plan?

To align with the Guiding Vision and the county's efforts to achieve social and racial equity, the project held a consistent focus on equitable community engagement.



Community Leader Meetings were held to garner input from communities of color.



Public engagement materials were translated into Spanish, Mandarin-Chinese, Burmese, and Karen.



Targeted outreach was conducted to encourage communities of color to participate in plan review surveys and meetings.



Feedback from communities of color was prioritized in proportion to the elevated COVID-19 impacts they faced.



The planning process was coordinated with the efforts of Orange County's Government Alliance on Race and Equity.

Agenda

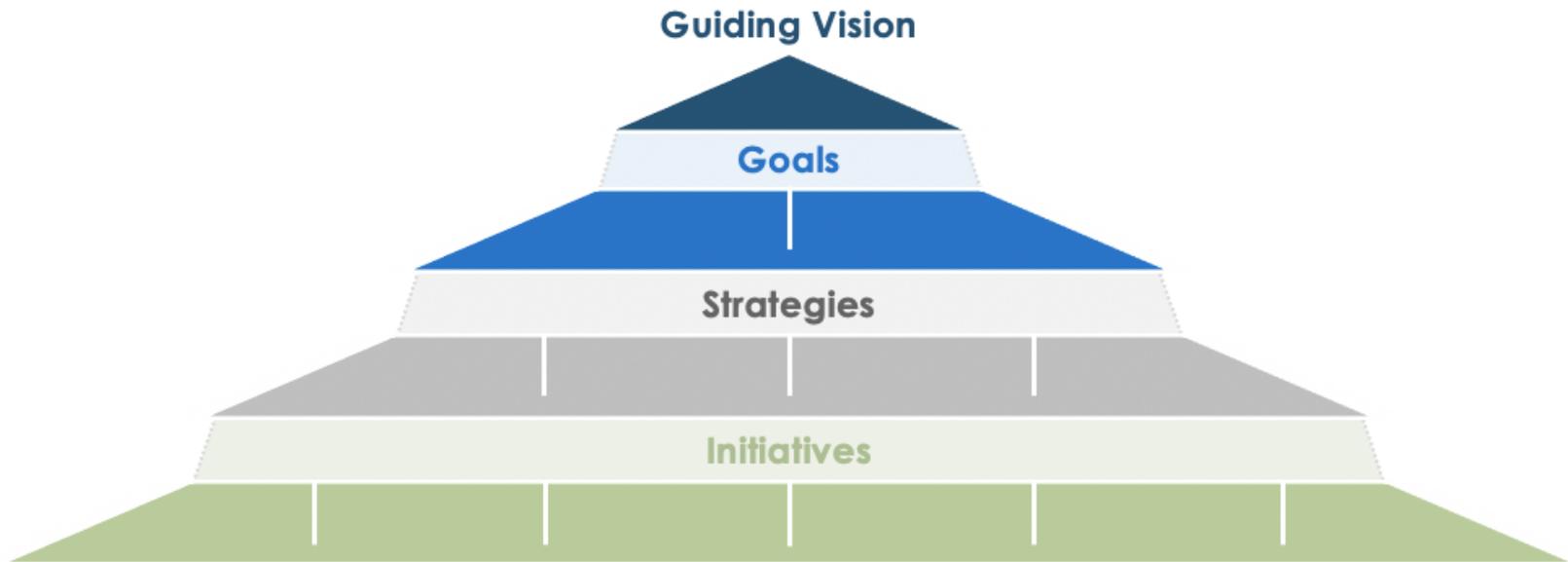
Project Overview

Stakeholder Engagement

Plan Overview

Next Steps

How is the Plan Organized?





What is the Plan's Guiding Vision?

Leverage recovery from the COVID-19 pandemic to strengthen and transform Orange County by improving economic sustainability, providing resources, and achieving social and racial equity.

What are the Goals of the Plan?

The plan is based on five recovery goals, identified through community input and the gaps revealed by the Impact Assessment.

-  Address fundamental needs of all residents;
-  Create safe, stable, and affordable housing solutions;
-  Promote a dynamic, equitable, and sustainable economic recovery;
-  Streamline access to community-based resources; and
-  Combat the negative effects of social distancing to promote community healing.



Strategies & Initiatives: Economic

Provide support for small businesses.

- Provide direct financial support to local businesses when funding is available.
- Create the ability to quickly convert existing local funding programs to support future disaster response and recovery efforts.
- Establish communication channels between economic development practitioners as well as to and from businesses in Orange County.
- Provide technical support and business mentorship to small business owners, including e-commerce and other emerging industries.

Identify and address regulatory barriers to economic recovery.

- Examine and address barriers to starting and expanding small business and provide resources or amend policy to help businesses overcome these barriers.
- Identify and address policy and infrastructure barriers to remote work and operations, including broadband access.
- Engage operators and regulators to determine which temporary policy changes should be made permanent.

Drive local economic growth and encourage local spending.

- Develop collaborative marketing strategies to bring new business and enhanced local spending to the county.
- Increase the resilience of the county's key industries.
- Provide support to the arts and entertainment industry of Orange County.
- Build a shared understanding that a successful economy equals a successful community.

Strengthen and expand the local workforce.

- Identify and develop targeted training programs for residents to meet the needs of local employers.



Strategies & Initiatives: Housing

Incentivize the development of affordable and accessible housing.

- Evaluate housing stock, density, and regulations to reinforce policy changes that promote housing development and increase affordable housing.
- Continue to increase the number of subsidized housing units available locally and promote broader landlord acceptance of vouchers.
- Track tax foreclosures and evaluate opportunities to purchase property and develop into affordable housing.

Rehabilitate, improve safety, and preserve the affordability of existing housing.

- Investigate opportunities to change the process through which land use designations are reconsidered and adapted.
- Use flexible funding to support timely repairs, weatherization, and rehabilitation of affordable housing units.
- Increase flexible funding to continue efforts to reduce mobile home displacement on rented property.
- Use rehabilitation, repair, or modification to increase the availability of affordable housing compliant with the Americans with Disabilities Act.

Ensure continuation of and streamlined access to housing support programs, including emergency housing assistance.

- Expand capacity to support the implementation of solutions that address identified gaps in housing programs and resources.
- Continue and streamline the provision of emergency housing assistance, eviction diversion, and coordinated entry programs.
- Continue efforts to end homelessness in Orange County by addressing evolving gaps in the homeless system.
- Partner with health entities to direct funding toward housing as a social determinant of health.



Strategies & Initiatives: Health

Continue monitoring, testing, and eradicating COVID-19.

- Continue to provide equitable and accessible testing and vaccines for COVID-19 for free or minimal cost.
- Provide transportation to testing and vaccination sites from various locations throughout the county.
- Foster partnerships with educational institutions to develop comprehensive resources on disease prevention, monitoring, and reporting.

Promote economic recovery and bolster existing healthcare systems.

- Encourage local employers to partner with Carolina PROSPER to receive assistance with improving workplace safety.
- Partner with academic institutions to conduct a gap analysis of public and private healthcare, mental health, and substance abuse service providers.
- Support growth of the county's healthcare systems through healthcare-focused workforce development programs, expansion of telehealth, and appropriate liability protections.
- Work with non-profit and public entities to help individuals who are positive with or recovering from COVID-19 avoid lifelong debt.

Promote better access to mental and behavioral health services.

- Continue efforts to improve access to and destigmatize the use of mental and behavioral health support services.
- Continue efforts to improve access to and destigmatize substance-abuse support services.
- Strive to mitigate the effects of social isolation on harder-to-reach populations.
- Improve mental health care and support for first responders and medical care providers.

Address historic or systemic health disparities.

- Improve access to quality healthcare for historically marginalized communities.
- Appoint an advisory committee to address the unique needs of historically underserved communities with representation from affected communities.



Strategies & Initiatives: Human Services

Promote job opportunities that provide thriving wages or increase quality of life.

- Develop systems to connect people to job opportunities in the county.
- Perform a gap analysis to determine necessary policy changes around minimum wages and subsidized employment opportunities.

Streamline access to community resources.

- Streamline and expand food access to reduce hunger.
- Establish and advertise a centralized online database of non-governmental organizations to improve equitable access to community resources.
- Support coordination between regional, county, and municipal transportation systems by securing additional funding.
- Increase equitable access to high-quality cellular service and broadband, especially in rural areas.

Prevent widening of the achievement gap.

- Establish public-private partnerships to provide low- or no-cost after-school, weekend, and summer childcare.
- Partner with local schools to provide additional resources and outreach aimed at alleviating instability and improving at-home learning environments.
- Partner with schools to provide extra support for students with disabilities and their families.
- Establish a scalable technology support program to provide free or low-cost computer and peripheral rentals by expanding the existing Chapel Hill Laptop Lending Program.
- Provide technology training on relevant platforms to the community.

Strategies & Initiatives: Natural & Cultural Resources

Prevent the deterioration of natural resources.

- Coordinate planning efforts to understand how the community utilizes public spaces and whether the expansion of public spaces is necessary.
- Monitor and address indirect impacts from COVID-19 on the natural environment.
- Expand programs educating residents about their role as stewards of natural resources and the natural environment.

Provide cultural and recreational opportunities for all residents.

- Utilize oral histories to tell the story of the pandemic.
- Pursue opportunities to expand and pool resources across organizations and jurisdictions to coordinate and cross-promote free and safe activity offerings.
- Support and promote community-driven multicultural arts projects and programs that enable community healing, recovery, and resilience.

Support sustainable local agriculture systems.

- Provide technology training for agricultural producers to promote the utilization of e-commerce and alternative distribution models.
- Strengthen economic independence for agricultural producers and reduce reliance on grants and subsidies.
- Incentivize expansion of sustainable local food systems to provide support for families experiencing food insecurity.



Strategies & Initiatives: Community Planning & Capacity Building

Promote climate change mitigation and adaptation efforts.

- Leverage findings from the long-term recovery planning process to update climate action plans across the county.

Build collaborative programs between government and the community.

- Establish an active volunteer network by creating a countywide Voluntary Organizations Active in Disaster group.
- Work with academic institutions to support student access to resources necessary for their success.



Strategies & Initiatives: Intergovernmental Affairs & Public Information

Support open lines of communication between the public and local governments.

- Align and streamline information for disaster-impacted residents across local government websites.
- Make it easier for residents that do not speak English very well to engage with local governments.
- Enhance local understanding of how community members interact with government to increase civic engagement.
- Develop a 24-hour chat portal or hotline for community members to share concerns or inquiries.

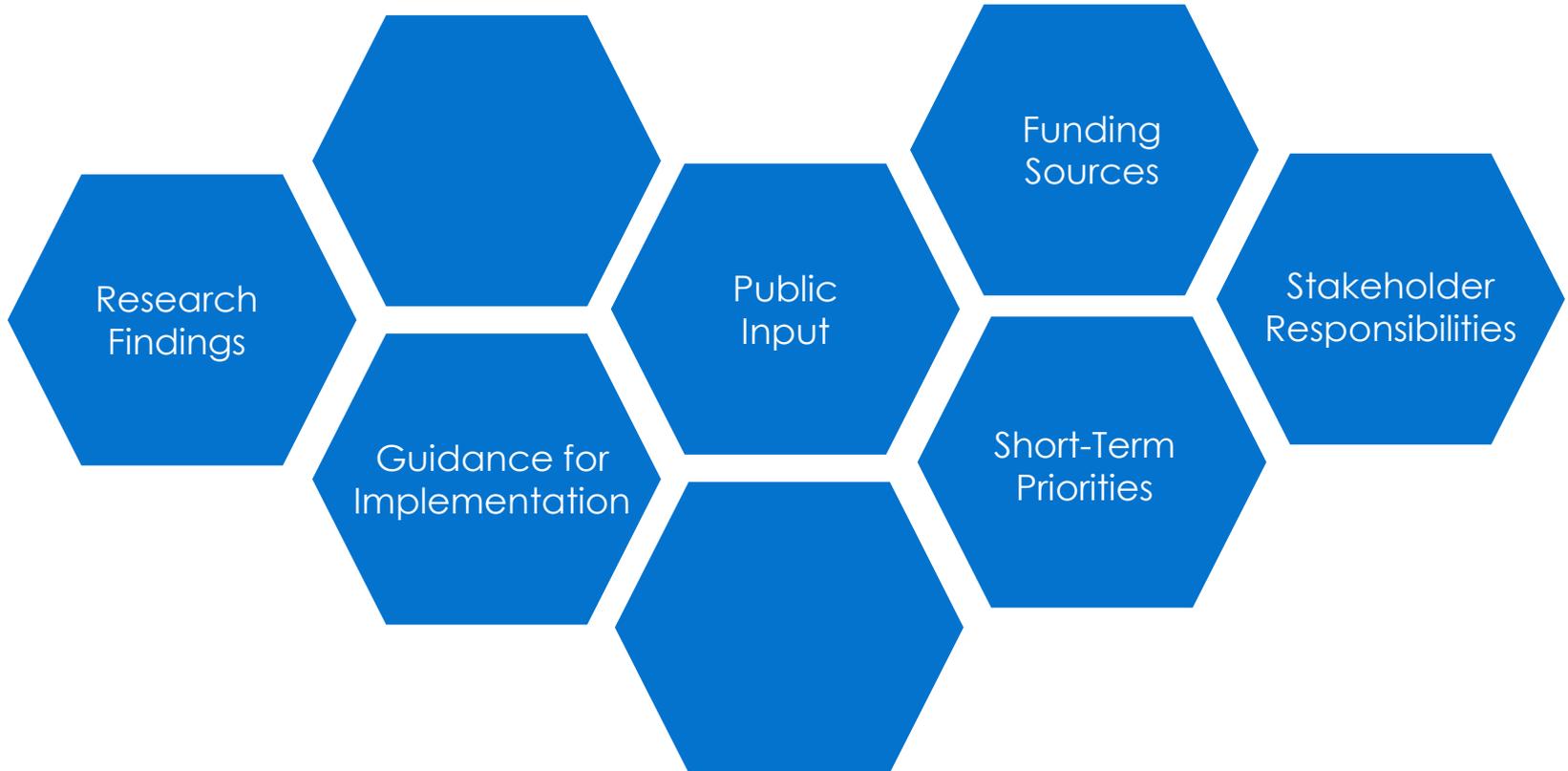
Promote equitable public engagement in planning processes.

- Continue to engage the community, especially historically marginalized populations, to ensure this plan is adapted to meet the evolving needs of all residents.
- Build a culture of information-sharing to help improve racial equity planning and implementation outcomes for the whole county.

Consistently deliver essential government services.

- Develop integrated continuity of operations plans to consistently provide critical services across local governments.
- Seek and secure additional funding to continue essential emergency support services.

What Else is in the Plan?



Agenda

Project Overview

Stakeholder Engagement

Plan Overview

Next Steps

The Role of Elected Officials

Elected officials have an essential role in implementing and socializing the Long-Term Recovery and Transformation Plan, including the following actions:

- Reviewing the plan.
- Providing input on and endorsing the plan.
- Supporting organizations (Recovery Support Functions) implementing the plan.
- Continuing to represent community needs and elevate the concerns of the most impacted populations as the plan is revised and maintained as a living document.



Thank You!

orangeNCforward.org





Board of County
Commissioners
Orange County
300 West Tryon Street
Hillsborough, NC 27278

Town Council
Town of Chapel Hill
405 Martin Luther King Jr
Blvd.
Chapel Hill, NC 27514

Board of Commissioners
Town of Hillsborough
101 E. Orange St.
Hillsborough, NC 27278

Town Council
Town of Carrboro
301 W Main Street
Carrboro, NC 27510

Dear Commissioners and Councilmembers,

The Orange County Long Term Recovery and Transformation Plan began as an idea in August of 2020 to envision the county's recovery from the COVID-19 pandemic. This innovative plan aims to address all sectors of the community and incorporate the voice of all stakeholders. We truly believe that this is a plan inspired by the community, representing their needs and concerns. The past year has consisted of meetings, outreach, and revisions to fine tune a comprehensive plan for the county.

We like to view this plan as a tool; a tool that can be used by various organizations to track their progress on recovery goals and guide their decision-making. Many initiatives in this plan are already well underway, and this plan serves to complement their work while providing a lens of equity.

You, as an elected official, play an important role in this process as well. You have a unique understanding of your community, paired with the ability to serve as a catalyst for monumental change. You have been, and continue to be, an integral resource for this project, providing feedback on plans for your specific jurisdiction. We have listened to those ideas and have discussed them with the community members who continue to build this plan. Attached to this document is the summary of responses to your questions. Our feedback aims to address the main themes in your questions as well as offers various solutions.

Through collaboration with community partners, we have made a few changes to the plan. One of these changes includes repositioning the Cultural Resources into the Economic Recovery Support Function. This change helps to streamline Initiative 5.2.3: Support and promote community-driven multicultural arts projects and programs that enable community healing, recovery, and resilience. By separating arts from natural resources, we are allowing for a stronger focus on both of these individual support functions. We also want to place an emphasis on this plan being built from an equity lens. In the initial development of the plan, we created a strategy prioritization methodology. This planning process heavily drew from the Government Alliance on Race and Equity's (GARE) racial equity tool methodology to inform the process used to create the plan. To the greatest extent possible, the plan itself draws directly from, and prioritizes the input of those residents most impacted by the pandemic, our communities of color.

We greatly value your cooperation in this project, and look forward to working alongside you to support the goal to strengthen the County's critical physical, social, and institutional systems – while creating a brighter future for all residents.

Sincerely,

The Project Management Team

Rebecca Buzzard – Special Projects Manager, *Carrboro*
Margaret Hauth – Planning Director, *Hillsborough*
Annette Moore – Director of Human Rights and
Relations, *Orange County*

Travis Myren – Dep. County Manager, *Orange County*
Sarah Pickhardt – Dep. EM Coordinator, *Orange County*
John Richardson – Community Resilience Officer, *Chapel Hill*
Kirby Saunders – ES Director, *Orange County*



Strategy/Initiative	Question	Response
RSF 1: Economic		
General	Do we have information about timelines and costs?	Timelines and costs will vary depending on the initiative. Some initiatives such as providing emergency resources for small businesses have already been initiated. Others will require time for planning, governing board review, and potential resource allocations.
Strategy 1.1	Can we provide more specifics about capitalization for minority businesses (e.g., Cuyahoga, OH)?	Yes. This strategy is still under development. As it becomes more clearly defined, more details will be available.
Initiative 1.1.1	Include BIPOC and women owned businesses	Yes. The overall Long Term Recovery Plan was created using a racial equity framework. BIPOC and women owned businesses will be prioritized as implementation plans are created.
Initiative 1.1.4	Include BIPOC and women owned businesses	See above.
Strategy 1.2	We need to focus on economic development for people who haven't been prioritized in the past and avoid the "trickle-down theory"	See above.
Strategy 1.3	Include 'buy local' as an initiative; many shifted to online purchasing during the pandemic	A buy local focus will be integrated in small business strategies as well as providing technical assistance to local businesses to compete in a virtual/online marketplace.
Strategy 1.3	What initiatives are there about increasing buying local foods/supporting the local food supply chain? (see food council's work)	Section 5.3 addresses strategies to support sustainable local agricultural systems. Some of the strategies identified in Section 5.3 are clearly related to broad economic recovery and resiliency. The Economic Recovery RSF will work with the Natural and Cultural Resources RSF to create implementation plans for those strategies that overlap.
Initiative 1.3.1	What kind of industries do we hope to attract?	This is a policy question that will need to be addressed by the governing boards. The strategy was not created to target any specific sector.
RSF 2: Housing		
General	Do we have information about timelines and costs?	Timelines and costs are variable. Each initiative has estimated times and costs will be identified. These estimates will be based on historical program performance and estimated community need.
Initiative 2.1.1	Low affordable housing inventory - need to increase units. Missing middle/ progressive size/diversity of housing all need to be considered and zoning changed to allow for this.	A wide range of housing options (types, locations, etc.) are needed to increase affordable housing. Language will be modified to address this.



Initiative 2.1.3.	Can we change the wording "Track tax foreclosures and evaluate opportunities to purchase property and develop into affordable housing"	Possible rewording: Evaluate existing (town-owned) and new opportunities to develop property into affordable housing, including tracking tax foreclosures.
Initiative 2.1.3.	Potential partnering organizations	Add Habitat and EmPOWERment to list of partnering organizations.
Section 2.2	Officials want to see this section talk more about empowering home ownership and low-interest loans	Reviewers agreed that the inclusion of wealth accumulation is an important component of home ownership support and racial equity. Add language to this effect.
Initiative 2.2.4	Potential partnering organizations	Add Department on Aging and UNC Partnerships in Aging to potential partnering organizations.
Initiative 2.3.1	Potential partnering organizations	Add Justice United to Potential Partnering Organizations.
Initiative 2.3.1	Potential partnering organizations	Include IFC to Potential Partnering Organizations if Community Link is added.
Initiative 2.3.2	I would like to see this decoupled from AMI in some way, which is how some of the County's programs currently are framed. A lot of people, even those making above AMI, live paycheck to paycheck. This should be based on need rather than using means testing.	Area Median Income is the standardized and recognized tool for income qualification. Needs assessments take into account other factors as well. Eligibility for programs that spend public money must include some determination of benefit for "low income persons."
Initiative 2.3.4	Potential partnering organizations	Add NC division of mental health, developmental disabilities, and substance abuse services to Potential Partnering Organizations.
RSF 3: Health		
General	Do we have information about timelines and costs?	Unknown at this time.
Initiative 3.2.3	Does telehealth expansion only apply for during the pandemic or for future uses?	Encourage the incorporation of telehealth beyond just COVID response. UNC Health plans to continue telehealth outside of COVID. Expanding telehealth might prevent ED visits and increases access.
Initiative 3.2.3	Define what support for healthcare community means	Currently, UNC Health (and most healthcare providers) is seeing shortage of respiratory therapists. Meeting this need by cross-training individuals to help support shortage. Broadening/expanding training. Orange County is currently unable to provide workforce training due to budget restraints. Recommend expanding this for staff development.
Initiative 3.4.2	This section begs the question of who is doing the appointing to this committee? Which department would it fall under? Is this completely appointed by the BOCC, or is it in conjunction with the Towns?	Some of this is in process with the Health Equity Council (representation from historically marginalized communities) and is largely coordinated through the Health Department. This has recently been expanded with the Human Services Consulting Group for vaccinations - the groups have recently merged. The Towns have representation on this group. UNC Health also continues to explore engagement with Dr.



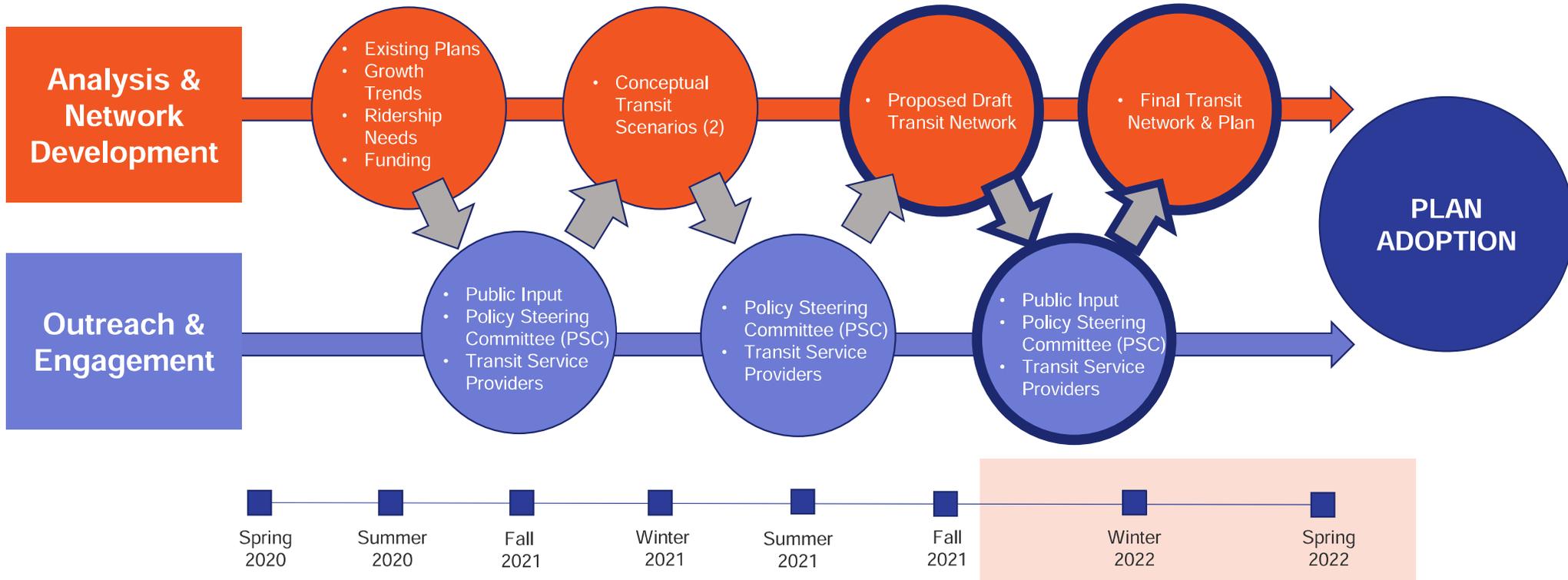
		Wohl's initiative with medical school. UNC Health supports future partnerships. Orange County EMS community paramedics continue to support this as well.
RSF 4: Human Services		
General	Do we have information about timelines and costs?	A gap analysis is necessary to determine what is necessary, a timeline and the costs.
Strategy 4.2	Add Affordable day care to community resources for Strategy 4.2	This list is not inconclusive of everything needed. Need to be thinking of streamlining all possible services.
Strategy 4.3	Increase public participation in Orange County Schools Equity Task Force: Does Chapel Hill have one of these? If not, then this should be a target.	All of Orange County institutions should work together to break down systems of inequity. Both schools systems have equity teams working on diversity, equity and inclusion. The overall goal would be for both schools systems to join with the County and Towns to work on the Countywide Racial Equity Plan. Include UNC and Durham Tech in the Countywide Racial Equity Plan.
Initiative 4.3.4	Who would administer this program? Is the expansion just for Chapel Hill, or the whole county? Are non-Chapel Hill residents eligible presently? If it's to be expanded/taken over by the County then the name also needs to change to something that's easier received.	Expand the program to be a countywide laptop lending program. Convene a task force to determine capacity, needs and the network best to deliver the service.
RSF 5: Natural and Cultural Resources		
General	Do we have information about timelines and costs?	Arts has several projects with timelines. Initiative 5.1.1 is a discrete project but will need to be updated to remain current. Initiative 5.1.2 is a discrete project and will need resources, so may take time to implement. Initiatives 5.1.3, 5.2.2, 5.3.2, and 5.3.3 are on-going.
Strategy 5.3	What initiatives are there about increasing buying local foods/supporting the local food supply chain? (see food council's work)	Examine Carrboro's local practices for additional guidance.
RSF 6: Community Planning and Capacity Building		
General	Do we have information about timelines and costs?	Each jurisdiction is actively planning and/or implementing a climate action plan. As a result, timelines and costs are still being developed for the climate related strategy, below. This RSF group sees impending federal funding opportunities as a key driver to expand on this and other climate action efforts. To support recovery, it will be important that this work both address climate action and advance equity across the county. Several jurisdictions have begun to set aside funding for climate action and plans show that more resources are needed across the county to reach our collective goals.



RSF 7: Public Information & Intergovernmental Affairs

<p>General</p>	<p>How will the initiatives be funded and is there a connection to the Town's budget?</p>	<p>Will include submissions as a packet for all governing bodies to consider during their annual budget considerations - if applicable. Grant opportunities and one-time funding sources will be sought as well.</p>
----------------	---	--

PROJECT SCHEDULE



REMAINING PROJECT SCHEDULE

TASK	DATE
Task 6A: Engagement Wave 2 Materials and Preparation	Jan. 2022
Task 6B: Virtual and In-Person Wave 2 Engagement Strategies	Feb. 2022
Task 6C: Draft summary engagement themes	End of Feb. 2022
Task 6D: Final summary engagement themes	Early Mar. 2022
Task 1I: PSC Work Session 2	Early Mar. 2022
Task 7A: Implementation Plan and Schedule Methodology Memo	Mid Feb. 2022
Task 7B: Draft Implementation Plan and Schedule	End of Feb. 2022
Task 7C: Final Implementation Plan and Schedule	End of Mar. 2022
Task 8A: Annotated outline and design template	End of Dec. 2021
Task 8B: Draft final report	End of Mar. 2022
Task 1I: PSC Work Session 3	Early Apr. 2022
Task 3C: Final final report	End of Apr. 2022