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Draft



Long-Term Recovery & Transformation Plan

Orange County, North Carolina



EXECUTIVE SUMMARY

The Coronavirus Disease 2019 (COVID-19) pandemic impacted public health, economic stability, and social support networks across the county, requiring unprecedented action to ensure residents' safety countywide. As the county transitions from response to recovery operations, the Orange County Long-Term Recovery and Transformation Plan describes how local governments can direct recovery from the pandemic to equitably address the needs of the whole community.

Activities in this plan are intended to achieve the county's Guiding Vision of a successful recovery: "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." To achieve this end, the plan outlines steps to address the long-term effects of the pandemic and increase Orange County's resilience to future disasters.

The plan was developed for and by three key groups in Orange County: residents, elected officials, and members of its Long-Term Recovery Group (i.e., nonprofit, public, and private sector stakeholders helping to implement the plan). Residents and elected officials helped identify the community's recovery priorities, while the Long-Term Recovery Group provided guidance on how best to address those priorities with existing resources.

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: communities of color and immigrant and refugee populations. 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 plan's introduction (pages 1-10) provides more information about how and why the plan was developed, how it is organized, and provides an overview of the goals, strategies, and initiatives contained in the document. The bulk of the plan, the Recovery and Transformation Action Plan (pages 11-106), contains detailed information about long-term recovery: what needs to take place, who should be involved, and when key activities need to occur. The plan's appendices (pages 121-146) 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.

Moving forward, the Long-Term Recovery Group will begin implementing and measuring recovery progress to maintain this plan as a living document that can evolve to meet the county's needs over time while creating a stronger, more equitable community for all.

TABLE OF CONTENTS

Executive Summary	<i>i</i>
Record of Attachments	<i>ii</i>
Table of Contents	<i>iii</i>
Introduction	1
What is The Purpose of This Plan?	1
Why Was This Plan Developed?	1
To Whom Does This Plan Apply?	3
How Will This Plan Lead to Transformation?	3
Planning Process	4
How is The Plan Organized?	4
How Will The Plan Be Implemented?	7
Equitable Community Engagement	8
Integration with the Government Alliance for Racial Equity	8
Plan Overview	10
Recovery & Transformation Action Plan	11
Economic	12
Housing	31
Health	47
Human Services	68
Natural & Cultural Resources	86
Community Planning & Capacity Building	99
Public Information & Intergovernmental Affairs	106

Appendices	121
Appendix A: Impact Assessment Key Findings	123
Appendix B: Stakeholder Engagement Summary	126
Appendix C: Community Priorities Matrix	136
Appendix D: Funding Sources Matrix	139
Appendix E: Strategy Prioritization Results	145
Appendix F: Coordinating & Partnering Organizations	146

INTRODUCTION

What is the Purpose of This Plan?

The purpose of the Orange County Long-Term Recovery and Transformation Plan is to help the county navigate the challenges of recovering from the Coronavirus Disease 2019 (COVID-19) pandemic. The plan describes the actions necessary to address the needs of *all*¹ Orange County residents while transforming the county to become more resilient and equitable. Because the plan is focused on long-term recovery, it does not address the actions necessary to end the pandemic.

To help guide recovery, the county formed a Long-Term Recovery Group and mobilized smaller working groups² composed of local government entities, non-profit organizations, and other critical stakeholders for the county's recovery. The culmination of this planning effort is captured in this document. Racial equity and inclusion considerations are woven throughout the entirety of its contents, informing public engagement, development of recovery initiatives, and ultimately the plan's implementation.

Why Was This Plan Developed?

In January 2020, the United States had its first confirmed case of COVID-19. The State of North Carolina reported its first confirmed case on March 3, 2020. A little over a month later, on April 10, 2020, the first case in Orange County, North Carolina, was reported in a long-term care facility. By late July 2020, Orange County had over 1,200 confirmed cases.

COVID-19 spread rapidly and presented medical and logistical challenges unparalleled by earlier viruses, catching municipalities, states, and the federal government by surprise. The virus proved deadly, especially for those with pre-existing health conditions and older adults. To reduce the deadly impacts of COVID-19, the State of North Carolina, along with most other states, restricted non-essential businesses and activities. Orange County experienced a number of social, economic, and health impacts from COVID-19, as identified through various engagement efforts in the planning process, including the initial Impact Assessment.

¹ The Long-Term Recovery Group promotes the fair treatment and meaningful involvement of all people regardless of race or color; religious or philosophical beliefs; sex, gender identity or expression, or sexual orientation; national origin or ethnic background; age; military service; disability; and familial, residential, or economic status.

² The recovery working groups are called Recovery Support Functions. More information on the Recovery Support Functions can be found at [orangecforward.org](https://www.orangecforward.org).

The following key insights identified by the Impact Assessment³ describe the impacts of COVID-19 in Orange County and demonstrate the importance of creating an equity-focused plan for long-term recovery.

- According to available data, African American/Black and Latinx communities were disproportionately impacted by COVID-19 in Orange County.^{4,5} The Impact Assessment identified the following racial disparities in COVID-19 transmission:
 - African American/Black communities contracted COVID-19 at disproportionate rates in Orange County, mirroring a similar trend across the United States. While white residents make up 78% of the population in Orange County, they represent 37% of COVID-19 cases; African American/Black communities make up 11% of the population and account for 17% of the county’s COVID-19 cases.
 - Latinx communities were the most disproportionately impacted by COVID-19 of all races and ethnicities in Orange County, making up only 8.6% of the population but accounting for 35% of COVID-19 cases.
 - Pre-existing health conditions can create compounding risk for individuals exposed to the virus. Significant portions (more than 40%) of the county’s African American/Black and white populations have underlying health conditions that can lead to worse outcomes if they are infected with COVID-19; but these underlying health issues are more prevalent among Black residents, so they faced higher risk of contracting the disease and developing serious complications as a result.
- Most individuals who contracted COVID-19 in Orange County were under the age of 49 and a large population of positive cases were under the age of 30.
- Unemployment was lower in Orange County than the national average, potentially due to its large educational and medical sectors.
- University of North Carolina Chapel Hill is a large economic driver in Orange County and COVID-19 threatened the viability of student and visitor spending as economic stimulus.
- Orange County has higher than average cost of living and limited affordable housing, which was exacerbated by unemployment and economic turbulence resulting from COVID-19.

³ To learn more about the impact of COVID-19 on Orange County, please refer to the [Impact Assessment Key Findings Appendix](#) attached to this plan or visit orangecforward.org to view the full Impact Assessment. To learn more about Orange County’s current COVID-19 status, visit the [COVID-19 dashboard](#).

⁴ Given the disproportionate impacts of COVID-19 on communities of color, the Recovery and Transformation Plan is intended to prioritize and give special attention to those communities.

⁵ Note the following demographic data considerations: any demographic groups with very small numbers have been suppressed to protect patient confidentiality; we are missing race and ethnicity data for between 15 – 25 % of confirmed cases, and there are likely many unreported cases of COVID-19 in Orange County that could impact these findings if reported.

To Whom Does This Plan Apply?

This plan is intended for three key audiences countywide: residents, elected officials, and members of the Long-Term Recovery Group. [Table 1](#) summarizes the role each group has in using, implementing, and updating the plan.

Table 1: Plan Audience and Roles

Group	Role
Residents	<ul style="list-style-type: none"> • Review the plan. • Provide input on plan updates during community engagement sessions. • Work with volunteer organizations to support plan implementations.
Elected Officials	<ul style="list-style-type: none"> • Review the plan. • Provide input on and endorse the plan. • Support organizations implementing the plan. • Continue to represent community needs and elevate the concerns of the most impacted populations.
Long-Term Recovery Group	<ul style="list-style-type: none"> • Maintain the plan, updating its content as needed. • Coordinate plan implementation. • Measure and track recovery progress.

How Will This Plan Lead to Transformation?

Disasters often expose opportunities for change in the communities they impact. COVID-19 has revealed several opportunities for transformative change within Orange County. Many of these opportunities were identified through the Impact Assessment and verified by the recovery planning engagement efforts outlined in the next section. The follow provides some examples of opportunities for transformative, post-pandemic change in Orange County:

- Establish and support affordable housing accessible to all Orange County residents to make the county more economically resilient to future disasters.
- Address issues of racial and socioeconomic inequity that exist throughout the economic, academic, and social structures within the county.
- Support small businesses and the local economy as they recover from COVID-19 and provide direction for a more sustainable and resilient path forward.
- Combat social isolation and other impacts of COVID-19 while establishing strong community networks and connections that last well beyond recovery.

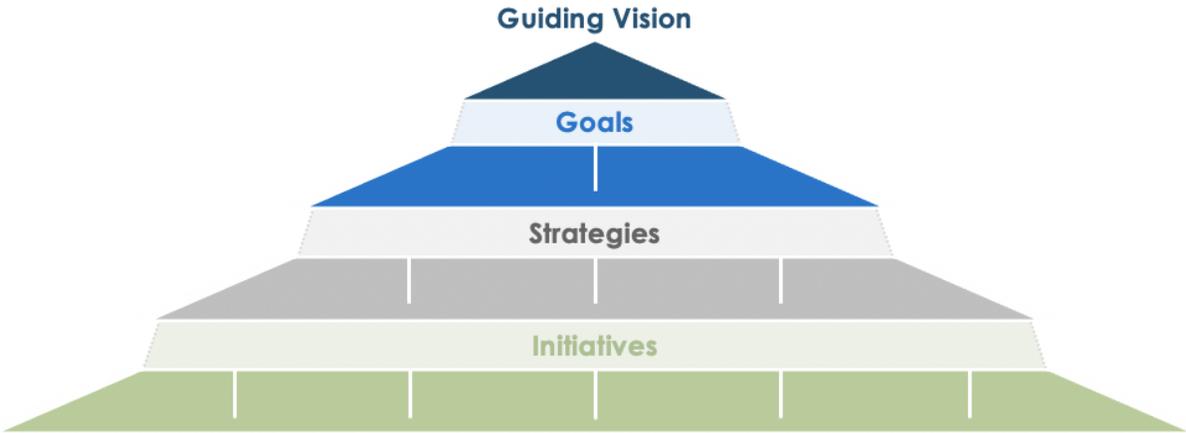
As Orange County moves forward into recovery from COVID-19, these transformative opportunities can continue to guide community development efforts and bolster the community's preparedness for future disasters.

PLANNING PROCESS

How Is the Plan Organized?

The Long-Term Recovery and Transformation Plan is composed of goals, strategies, and initiatives to assist Orange County in their recovery from the COVID-19 pandemic (**Figure 1**).

Figure 1: Recovery and Transformation Plan Structure



What Is the Plan’s Guiding Vision?

The overall intent of the county’s Long-Term Recovery and Transformation Plan, or its **Guiding Vision**, is:

“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?

Goals are mid- to long-term outcomes that will be delivered by the Long-Term Recovery and Transformation Plan in support of the Guiding Vision. Goals were identified through conversations both with the public and members of the Long-Term Recovery Group.



Address the fundamental needs of all residents.

Identify and help residents overcome barriers preventing equitable and sustained access to food, housing, health care, education, transportation, broadband, and other fundamental needs. Focus specifically on breaking down these barriers for historically marginalized communities and populations.



Create safe, stable, accessible, and affordable housing solutions.

Provide safe, stable, accessible, and affordable housing options that align with the needs of all residents and empower them to reside in resource-rich communities near employment opportunities. This must include addressing systemic challenges among those experiencing or at risk of experiencing homelessness. Accessible housing solutions are those that are both available to all residents of the county and thoughtfully designed for individuals with access and functional needs.



Promote a dynamic, equitable, and sustainable economy.

Implement programs and policies that address systemic economic disparities while promoting workforce development, job creation, and sustainable employment in response to the economic consequences of the COVID-19 pandemic.



Streamline access to community-based resources.

Empower residents to quickly and easily access services and resources necessary for recovery by creating “no wrong door” access to public and private sector resources. This requires consistent and universally accessible messaging about and access to available resources regardless of the individual’s English proficiency, citizenship status, familiarity with government, or jurisdictional location.



Combat the effects of social isolation to promote community healing.

Mitigate the unintended negative consequences of social distancing and isolation by expanding safe access to recreational facilities and multicultural activities. These efforts must concentrate on reducing barriers to entry, such as geographic proximity and cost, to foster healing and build community in historically underserved areas and neighborhoods.

What Are Strategies?

Strategies describe specific, measurable objectives pertaining to the Long-Term Recovery Group’s smaller working groups (e.g., Economic, Housing). Strategies within the plan are aligned with goals and supported by key performance indicators to help the county measure recovery progress over time.⁶ Strategies will be achieved by enacting initiatives.

What Are Initiatives?

In alignment with the Guiding Vision, goals, strategies, and initiatives are the projects and activities that the county will implement to achieve its recovery and transformation aspirations. Each initiative in the plan includes the following components:

- **Coordinating Organizations:** Agencies, organizations, non-profits, and other stakeholders responsible for coordinating the implementation of the initiative and its outlined activities.
- **Potential Partnering Organizations:** Agencies, organizations, non-profits, and other stakeholders that may support the implementation of the initiative and its outlined activities.
- **Implementation Approach:** Specific steps and process recommendations to implement and evaluate initiatives.
- **Purpose and Value:** Summary of how the initiative supports community recovery and transformation and the benefits that the initiative is intended to provide to the community.
- **Community Applicability:** Unless noted otherwise, the initiatives in this plan apply to all areas of the county, often reflected by the involvement of multiple local government units as coordinating organizations and potential partnering organizations.

Supplementary information to support the implementation of initiatives is provided in the plan appendices. These appendices include a list of funding sources to support initiatives ([Appendix D](#)), a description of the priority level of each strategy ([Appendix E](#)), and a list of coordinating organizations and potential partnering organizations ([Appendix F](#)).

⁶ Key performance indicators should have two elements: a reference to latest available data relevant to each strategy and a “target” indicating how the data should evolve over time if the strategy (and associated initiatives) is implemented successfully. Data is not currently available for every identified target. Targets without supporting data have been marked with asterisks throughout the plan.

How Will the Plan Be Implemented?

The plan is structured to align with the skills and capabilities of seven smaller working groups that will collaboratively implement the activities in each chapter of the plan: Economic; Health; Human Services; Housing; Natural & Cultural Resources; Community Planning & Capacity Building; and Public Information & Intergovernmental Affairs. Together with designated coordinating organizations and partnering organizations, these groups will implement and monitor recovery outcomes, periodically updating this document so that it can adapt to the evolving long-term needs of Orange County residents.

Implementation of the plan goals, strategies, and initiatives will be a whole community effort, and may look different across the county's municipalities and other communities. Certain plan initiatives may be a continuation of existing programs and therefore may have extensive resources and networks, while other initiatives may need to be kickstarted and built from the ground up. For example, the initiative "Expand capacity to support the implementation of solutions that address identified gaps in housing programs and resources" will involve a large number of community organizations and local governments working together in a collaborative environment to align and advance existing programs and resources. Representatives from each municipality will need to coordinate the countywide approach with local capabilities, as well as advocate for local needs to successfully implement the initiative. Other initiatives will be spearheaded by a small number of specialized organizations operating more independently within the coordinating structure of the working groups to achieve implementation of initiatives.

Municipalities across Orange County will need to evaluate the plan's strategies and initiatives to determine how they can most effectively be operationalized to meet the needs of their community members. In addition to the local-level implementation processes that will take place, the plan provides an overall structure for implementation to ensure clear understanding of overall responsibilities for oversight and plan execution.

In addition to lead roles for each strategy and initiative in the plan, a Project Management Team will provide general oversight for the plan as a whole and its implementation in the community. The Project Management Team was established during the plan development process to oversee the project; therefore, this team is already equipped with advanced knowledge of the plan, its contents, and its purpose. This Project Management Team will transition into an oversight role for the plan upon its publication, serving as the liaison for elected officials and residents and taking ownership for the plan's successful implementation in the community. The Project Management Team will also be responsible for monitoring and tracking progress across strategies and initiatives to maintain awareness of the community's status compared to the established recovery goals.

EQUITABLE COMMUNITY ENGAGEMENT

To align with the plan's Guiding Vision and honor Orange County's efforts to achieve social and racial equity, there has been a consistent focus on equitable community engagement, and deliberate attention paid to elevating the concerns and needs of communities of color that have been disproportionately harmed by the pandemic.

The county facilitated 90-minute meetings outside working hours with community leaders in the Latinx, African American/Black, Mandarin-Chinese speaking, Burmese speaking, and Karen speaking communities within Orange County to gather their input on challenges faced by their communities during COVID-19. This input was used to develop recovery initiatives that could help address those challenges. Latinx, Chinese, and African American/Black communities were engaged specifically as the largest non-white communities within Orange County. The Burmese speaking and Karen speaking communities were engaged as the largest refugee populations in Orange County.

The county also encouraged diverse participation in the public surveys through translation into Spanish, Mandarin-Chinese, Burmese, and Karen, and targeted outreach to communities of color. Survey responses were disproportionately from white individuals; the county responded by engaging organizations in the county with pre-existing relationships and engagement with communities of color in Orange County to perform additional targeted outreach.

The plan is intended to represent the needs of all residents in the county, not just the loudest voices, so activities focused on racial equity and inclusion have been elevated throughout the planning process. For more information about how feedback from communities of color informed the plan, see [Appendix B](#) and [Appendix C](#).

Integration with the Government Alliance on Race and Equity

Concurrent to the development of this plan, local governments across the county have been working to develop a comprehensive strategy to achieve racial equity. The county partnered closely with representatives from this planning process to inform public engagement efforts and to bring an equity lens to the development of initiatives in this plan.

During the planning process, some ideas were raised by stakeholders that more closely aligned with the intent and focus of the Government Alliance on Race and Equity planning group, such as:

- Developing a systematic approach to countywide community engagement, focusing on creating meaningful opportunities for engagement with communities of color so that their needs are better represented by units of local government.

- Partnering with schools to establish mandatory bias and racial sensitivity training for educators to prevent further widening of the achievement gap by making schools welcoming to students of all races and ethnicities.
- Promoting equitable capitalization of businesses owned by people of color to enable greater participation in the economy and to improve equitable access to financial resources.

These topics have been shared with key stakeholders from the county's Government Alliance on Race and Equity planning group, to be integrated into the racial equity planning document slated for release later this year.

PLAN OVERVIEW

The following overview provides a list of the recovery working groups (e.g., Economic, Housing) and associated strategies. Initiatives under each strategy will be presented in the following pages of the Plan Overview.

1) Economic

- Provide support for small businesses.
- Identify and address regulatory barriers to economic recovery.
- Drive local economic growth and encourage local spending.
- Strengthen and expand the local workforce.

2) Housing

- Incentivize the development of affordable and accessible housing.
- Rehabilitate, improve safety, and preserve the affordability of existing housing.
- Ensure continuation of and streamlined access to housing support programs, including emergency housing assistance.

3) Health

- Continue monitoring, testing, and eradicating COVID-19.
- Promote economic recovery and bolster existing healthcare systems.
- Promote better access to mental and behavioral health services.
- Address historic or systemic health disparities.

4) Human Services

- Promote job opportunities that provide thriving wages or increase quality of life.
- Streamline access to community resources.
- Prevent widening of the achievement gap.

5) Natural & Cultural Resources

- Prevent the deterioration of natural resources.
- Provide cultural and recreational opportunities for all residents.
- Support sustainable local agriculture systems.

6) Community Planning & Capacity Building

- Promote climate change mitigation and adaptation efforts.
- Build collaborative programs between government and the community.

7) Public Information & Intergovernmental Affairs

- Support open lines of communication between the public and local governments.
- Promote equitable public engagement in planning processes.
- Consistently deliver essential government services.

Recovery & Transformation Action Plan





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.



Strategy 1.1: Provide support for small businesses.

This strategy supports economic recovery efforts by enhancing access to resources for small businesses (as defined by the U.S. Small Business Administration). Initiatives in this strategy focus on identifying financial and technical assistance for impacted businesses and strengthening connections within the business community.

Priority Level Medium

Key Performance Indicators

Latest Data:

- Small business opening rate decreased by 17% in North Carolina (Carolina Tracker)
- In August 2020, an average of 12.2 businesses per 1,000 received Paycheck Protection Program loans in North Carolina (Carolina Tracker)
- Small business revenue decreased by 17.4% in Orange County (Carolina Tracker)

Targets:

- Maintain or increase the number of small businesses in Orange County
- Maintain or exceed the delivery of financial support to businesses in future disasters
- Increase small business revenue
- Increase availability and utilization of small business services*
- Increase number of new small businesses owned by people of color*

Goals



INITIATIVE 1.1.1

Provide direct financial support to local businesses when funding is available.

Purpose and Value

Shelter-in-place orders at the start of the pandemic unintentionally caused many businesses and organizations to close nationwide. Costs of doing business also increased in areas where personal protective equipment (such as masks) were required in public spaces. Many businesses need financial assistance to remain open, and as the county continues to vaccinate residents, former business owners may be interested in starting new businesses. Supporting existing businesses and helping new ones open is essential for the county's economic recovery and long-term growth.

Coordinating Organizations

- Local Government Economic Development Departments

Potential Partnering Organizations

- Local Chambers of Commerce

Implementation Approach

Identification and Planning (0-1 year)

- Determine whether financial aid amounts will be distributed based on need or in equal amounts depending on the available funding.
- Develop a financial aid application process for local businesses.
- Develop need and application requirements for small businesses to receive financial aid.
- Identify funding sources for providing direct financial support to small and local businesses.

Implementation and Evaluation (1+ years)

- Collect applications and distribute financial aid to businesses that qualify for assistance based on the availability of funding sources.
- Track the impact of the financial aid given to small businesses and quantify the value of the financial aid program.

INITIATIVE 1.1.2

Create the ability to quickly convert existing local funding programs to support future disaster response and recovery efforts.

Purpose and Value

Establishing a joint fund would make it easier for local governments in Orange County to receive the funding they need to respond and recover from disasters and reduce the redundancy of services and efforts. Additionally, a joint fund would help local governments ensure residents and businesses receive the support services they need mid- and post-disaster.

Coordinating Organizations

- Local Government Economic Development Departments
- Local Government Emergency Management Offices

Potential Partnering Organizations

- Voluntary Organizations Active in Disaster (established through initiative 6.2.1)

Implementation Approach

Identification and Planning (0-1 year)

- Review and modify existing financial program guidelines to allow available funding to shift to address disaster response and recovery efforts as future needs arise.
- Establish disaster requirements or severity parameters for use of the joint fund.
- Identify funding sources and responsible departments for establishing a joint fund within all Orange County municipalities.
- Identify how a joint fund can be established fiscally, and what budgeting constraints or allowances exist for this allocation.
- Use case studies from other regions, counties, or states, to inform the fund's structure, rules, and/or requirements.

Implementation and Evaluation (1+ years)

- Provide funding for disaster response and recovery as the need arises.
- Track inputs and outputs to ensure the joint fund is adequately funded.
- Track the efficacy and impact of the joint fund.

INITIATIVE 1.1.3

Establish communication channels between economic development practitioners as well as to and from businesses in Orange County.

Purpose and Value

This initiative seeks to enhance communication within and across businesses and economic development experts in Orange County. A formalized approach to communications will help businesses and economic development experts share information about grants, loans, training events, policy recommendations, and best practices, helping to strengthen the economy at the individual level. Communication channels established as part of this initiative will be inclusive, to promote equitable access to information and resources.

Coordinating Organizations

- Local Chambers of Commerce
- Local Government Economic Development Departments

Potential Partnering Organizations

- Carrboro Business Alliance
- Chapel Hill-Carrboro National Association for the Advancement of Colored People (NAACP)
- Northern Orange National Association for the Advancement of Colored People (NAACP)
- Chapel Hill Downtown Partnership
- EmPOWERment, Inc.
- Government Alliance on Race and Equity Local Members
- Local Government Emergency Management Offices
- Orange County Arts Commission
- Orange County Department of Human Rights and Relations

Implementation Approach

Identification and Planning (0-1 year)

- Ensure that county resources and information are available and accessible to businesses through specified channels, such as the economic development departments, connected with the emergency operations center and/or health department.
- Build a registry of small businesses, including demographic data and industries, to help establish or strengthen connections to businesses most impacted by the pandemic. Leverage existing efforts to avoid duplicating work that has already been completed. For example:
- Leverage the Orange County Arts Commission's existing database of artist and arts-related organizations.

- Work with EmPOWERment Inc., to identify business owners of color who are sharing information and best practices.
- Launch a grassroots campaign with community-based organizations to identify businesses in the county, their locations, owners, and any needed support.

Implementation and Evaluation (1+ years)

- Perform a gap analysis of the county’s small business registries or distribution lists to identify continued challenges communicating with specific demographic groups or sectors of the economy.
- Solicit input from business community members to help identify gaps they perceive.

INITIATIVE 1.1.4

Provide technical support and business mentorship to small business owners, including e-commerce and other emerging industries.

Purpose and Value

Technical support and mentorship are key to ensuring the survival of small businesses during economic downturns. By offering services like mentorship programs, small business owners can network with other business owners, building cohesion in the business community. Providing targeted support to rapidly expanding industries such as e-commerce also helps diversify the economy and increase economic adaptability long-term.

Coordinating Organizations

- Local Chambers of Commerce
- UNC Kenan-Flagler Business School

Potential Partnering Organizations

- Carrboro Business Alliance
- Chapel Hill-Carrboro National Association for the Advancement of Colored People (NAACP)
- Chapel Hill Downtown Partnership
- Durham Technical Community College Small Business Center
- EmPOWERment, Inc.
- Government Alliance on Race and Equity Local Members
- Local Government Economic Development Departments
- Northern Orange National Association for the Advancement of Colored People (NAACP)
- Orange County Arts Commission
- Orange County Department of Human Rights and Relations
- Orange County Department of Social Services Skills Development Center

- Service Corps of Retired Executives (SCORE)
- UNC Small Business and Technology Development Center (SBTDC)

Implementation Approach

Identification and Planning (0-1 year)

- Determine which resources are most useful to emerging or rapidly changing industries, using the county's preexisting economic strategies as a guide. Highlight and advertise those resources with the business community to promote diversification and growth.
- Develop a comprehensive and public list of economic recovery resources and low- or no-cost trainings or classes, using findings from the county's economic impact survey (completed in late 2020) to determine which resources are of the greatest interest to impacted businesses.
- Evaluate the need for a second economic impact survey to inform revisions to the county's resource list, striving to identify additional resources if local businesses identify gaps in support.
- Partner with community-based organizations to communicate with businesses about available technical assistance, especially those that are low- or no-cost. Ensure that information and resources are being shared with business owners of color, who have been particularly hard-hit by the pandemic.

Implementation and Evaluation (1+ years)

- Collect feedback from business owners about the effectivity of technical assistance received, and if there are any outstanding concerns or needs.
- Continue to conduct outreach to identify the evolution of needs and build a larger network of non-governmental or governmental organizations that can support this initiative consistently.
- Evaluate the need for a centralized web resource or communication channel that would empower business owners to quickly locate information about financial support, training opportunities, or community-based organizations.



Strategy 1.2: Identify and address regulatory barriers to economic recovery.

This strategy identifies and remediates regulatory barriers to economic recovery. The initiatives expand access to the economy for all residents and make it easier to conduct business during or after disasters.

Priority Level High

Key Performance Indicators

Latest Data:

- Chapel Hill/Orange County Visitors Bureau’s 2019-2020 expenditures on Sales & Marketing totaled \$934,838 (Chapel Hill/Orange County Visitors Bureau)
- 1,095 new jobs, \$112.4 million in new investment, and new construction totaling 1.45 million square feet between June 2019 and January 2020 (FY 2020-21 Commissioner Approved Annual Budget)
- 5.3% of Orange County has no broadband coverage (Broadband Now)

Targets:

- Increase marketing of Orange County’s hospitality and tourism industry
- Increase number of small businesses expanding to mid-size businesses
- Increase broadband coverage
- Increase number of visitors inquiring about Orange County hospitality and tourism industry*

Goals



INITIATIVE 1.2.1

Examine and address barriers to starting and expanding small business and provide resources or amend policy to help businesses overcome these barriers.

Value to the Community

To foster a resilient, diverse local economy, Orange County can identify the barriers that exist to economic innovation and market access. Once barriers are identified, business owners and prospective business owners can be connected with existing resources and support and government organizations can work to amend policy or regulation to promote commercial activity. This can also help identify what new resources, programs, or networks can be developed to further reduce and remove barriers that inhibit economic growth.

Coordinating Organizations

- Chapel Hill-Orange County Visitors Bureau
- Local Chambers of Commerce
- Local Government Economic Development Departments
- Orange County Arts Commission
- Orange County Deputy County Manager
- UNC Small Business and Technology Development Center (SBTDC)

Potential Partnering Organizations

- Carrboro Business Alliance
- Chapel Hill Downtown Partnership
- Durham Technical Community College Small Business Center
- EmPOWERment, Inc.
- Local Government Planning Departments
- North Carolina Small Business Center Network
- North Carolina Small Business and Technology Development Center

Implementation Approach

Identification and Planning (0-1 year)

- Develop a plan of action to address inhibitive policies, through elimination or revision where possible.
- Engage members of the business community in a discussion about which regulations are most inhibitive to their businesses.
- Identify and review regulations or other policies that may inhibit economic activity, such as policies prohibiting the use of public spaces for small businesses and vendors.

- Proactively identify which regulations must stay in place to protect the safety of consumers and the natural environment and justify those policies through this initiative.

Implementation and Evaluation (1+ years)

- Connect individuals to available resources or information to promote economic activity.
- Continue to update resources and aid as it is made available or unavailable.
- Track the impact of newly established changes on the local economy, small business atmosphere, and tourism.

INITIATIVE 1.2.2

Identify and address policy and infrastructure barriers to remote work and operations, including broadband access.

Purpose and Value

Social distancing requirements require many employees to work from home. Even before the pandemic, many small businesses had home-based operations. Policy and infrastructure improvements for home-based businesses can empower residents to start new businesses or help grow existing ones. By providing opportunities for people to operate businesses out of their homes, Orange County can create a more resilient economic environment and improve economic access for all businesses of all sizes. This initiative ties closely to Initiative 4.2.4; implementation of these efforts should occur in parallel.

Coordinating Organizations

- Local Chambers of Commerce
- Local Government Economic Development Departments
- UNC Small Business and Technology Development Center (SBTDC)

Potential Partnering Organizations

- Local Government Planning Departments

Implementation Approach

Identification and Planning (0-1 year)

- Engage home business owners and gather information about typical policy barriers they have faced when starting and expanding their business.
- Identify and review policies that may inhibit starting and expanding home-based businesses.
- Review State of Emergency Declaration to provide regulatory support for home-based operations.

Implementation and Evaluation (1+ years)

- Develop a plan of action to address inhibitive policies, through elimination or revision where possible.
- Track the impact of changes made to inhibitive policies and the changes that occur to the local economy.

INITIATIVE 1.2.3

Engage operators and regulators to determine which temporary policy changes should be made permanent.

Purpose and Value

Operators and regulators can provide key insights to help inform economic recovery efforts. By engaging stakeholders, the county can identify policy changes that have had positive effects on the community and gain buy-in from community leaders on additional proposed efforts.

Coordinating Organizations

- Local Government Economic Development Departments

Implementation Approach

Identification and Planning (0-1 year)

- Identify a group of local economic development practitioners in Orange County to engage upon implementation of this initiative.

Implementation and Evaluation (1+ years)

- Engage identified economic development practitioners in a discussion about changes that occurred in the local economy due to the pandemic. Identify actions that will build resilience to future disasters and allow for evolution that is socially, economically, and environmentally beneficial.
- Message these best-practices and shifts to local employers and provide the resources and technical assistance necessary to help them implement permanent changes.
- Track the impact of shifts on the local economy and workforce after changes begin occurring.
- Utilize noted positives from COVID-19 to shape changes to the local economy as a means to strengthen resilience to future disasters, and evolve in a way that is beneficial socially, economically, and environmentally.



Strategy 1.3: Drive local economic growth and encourage local spending.

This strategy is intended to drive local economic growth and encourage local spending by marketing the county as a place to do business, increasing the resilience of key industries, extending a financial lifeline to the arts and entertainment industry, and building the public’s awareness of economic development and recovery efforts.

Priority Level Medium

Key Performance Indicators

Latest Data:

- Gross sales and use tax increased by 8% in North Carolina 2019-2020 (Carolina Tracker)
- 4.5% unemployment rate (FRED Economic Data)
- \$166,510 in available grant funds for the local arts community (Orange County Arts Commission)

Targets:

- Increase retail tax revenue
- Increase employment rates in key industries
- Increase revenue in the arts and culture sector

Goals



INITIATIVE 1.3.1

Develop collaborative marketing strategies to bring new business and enhanced local spending to the county.

Purpose and Value

This initiative promotes a collaborative approach to marketing to make efficient use of limited resources while attracting new businesses and industries and promoting spending.

Coordinating Organizations

- Local Chambers of Commerce
- Local Government Economic Development Departments

Potential Partnering Organizations

- Chapel Hill-Orange County Visitors Bureau
- Orange County Arts Commission
- Local Government Public Information Officers

Implementation Approach

Identification and Planning (0-1 year)

- Conduct a gap analysis of local businesses to determine which types of businesses are necessary for recovery and long-term growth.
- Research marketing efforts by other high-growth communities nationwide that could be used as inspiration to encourage new growth and businesses.
- Leverage findings from the gap analysis and case studies from other communities to develop marketing materials.

Implementation and Evaluation (1+ years)

- Adjust marketing strategies as economic or industry demand changes.
- Launch a marketing campaign targeted at new businesses and employers, marketing Orange County as an excellent location for a new business.
- Track the result of this initiative, and how it impacted the local economy over several years after implementation.

INITIATIVE 1.3.2

Increase the resilience of the county's key industries.

Purpose and Value

The county's long-term economic success depends in part on the stability of its major industries: medical, education, tourism, life sciences, advanced manufacturing and distribution, and

agriculture. This initiative is intended to make these industries more resilient to the impacts of future disasters and help them through the recovery process.

Coordinating Organizations

- Chapel Hill-Orange County Visitors Bureau
- Local Chambers of Commerce
- Local Government Economic Development Departments

Potential Partnering Organizations

- Innovate Carolina
- NCGrowth
- Orange County Arts Commission

Implementation Approach

Identification and Planning (0-1 year)

- Conduct a thorough impact analysis of COVID-19's impact on the county's major industries.
- Determine the characteristics that make businesses resilient as well as which characteristics make businesses susceptible to disruptions or closures.
- Develop or share existing resources with key industries in the county to help them understand eligibility for federal funding and tap into financial sources of support.
- Work with each impacted sector to share best practices for economic recovery and develop collaborative approaches to marketing tourist attractions, implement lessons learned, and identify opportunities for local investments that could help drive recovery.

Implementation and Evaluation (1+ years)

- Collaborate with local businesses (in all areas that drive tourism) and assist them with the implementation of business practices that increase their resilience to future disasters and economic disturbances.
- Implement the development of new attractions and local investment decisions that can drive tourism and help aid the local economy through governmental, and non-governmental, partnerships and agreements.
- Launch a marketing campaign to attract tourists.

INITIATIVE 1.3.3

Provide support to the arts and entertainment industry of Orange County.

Purpose and Value

In addition to contributing to the quality of life of Orange County residents, the arts and entertainment industry is also an economic driver. The Orange County nonprofit arts industry

alone spends \$93.6M in the local economy and generates an additional \$36.6M in annual audience spending (Americans for the Arts & Economic Prosperity Survey, 2016). Federal employment data classifies 4,499 workers within creative occupations in Orange County (2016 Standard Occupational Classification (SOC) system, U.S. Bureau of Labor Statistics). This sector has experienced significant financial strain because of the pandemic and may not have qualified for federal resources that have been available to other sectors of the economy.

Coordinating Organizations

- Orange County Arts Commission

Potential Partnering Organizations

- Local Government Economic Development Departments
- Town of Chapel Hill Community Arts & Culture
- Town of Hillsborough Public Space Division

Implementation Approach

Identification and Planning (0-1 year)

- Provide direct financial support to arts-related organizations and businesses when funding becomes available. Coordinate efforts with other funders to ensure resources are being equitably dispersed.
- Conduct a survey of the local arts workforce to determine what resources are needed, such as training and professional development.
- Develop marketing strategies to promote the arts industry upon re-opening.
- Educate the community on the economic value of the arts.

Implementation and Evaluation (1+ years)

- Develop and support new programs and events that generate economic impact through the arts upon re-opening.

INITIATIVE 1.3.4

Build a shared understanding that a successful economy equals a successful community.

Purpose and Value

- The initiative seeks to educate the community about economic recovery efforts, communicate the value of economic development, and communicate why certain projects and efforts will benefit the public. Providing clear communications around economic recovery can help the public understand the intent and value of economic recovery projects, promote events and ongoing initiatives, raise awareness around economic issues

in the community, and empower community members to participate in the recovery process.

Coordinating Organizations

- Local Government Economic Development Departments

Potential Partnering Organizations

- Local Government Public Information Officers
- Orange County Arts Commission

Implementation Approach

Identification and Planning (0-1 year)

- Design a public education campaign to inform the public about current recovery measures, how they can help the local economy, and ways they can participate in or contribute to economic recovery.

Implementation and Evaluation (1+ years)

- Implement public education campaigns about economic recovery initiatives, emphasizing the importance of the initiatives as well as the public's buy-in and participation.
- Monitor public perception of economic recovery efforts over time and use these findings to inform future outreach and education efforts.



Strategy 1.4: Strengthen and expand the local workforce.

This strategy is aimed at strengthening and expanding the workforce by developing training programs that help residents meet the needs of local employers.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 2020 average annual unemployment rate increased by 5.2% (FRED Economic Data)
- 95 statewide career centers (NC Works)
- In 2020, 60% of people aged 25 years or older had a graduate degree or higher. (TownCharts)

Targets:

- Reduce unemployment rate
- Increase employment training opportunities in most common jobs and specialized occupations
- Increase number of degree and certificate enrollees*
- Increase number of college and university graduates

GOALS



INITIATIVE 1.4.1

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

Purpose and Value

The pandemic permanently changed the way some companies do business, changing what is required from their employees. This initiative aims to help the county proactively adjust its training programs to align with emerging opportunities to connect residents with jobs. Lessons learned from implementing this initiative can help the county maintain an evolving approach to training that will improve economic resilience long-term.

Coordinating Organizations

- Chapel Hill-Orange County Visitors Bureau
- Local Government Economic Development Departments

Potential Partnering Organizations

- Durham Technical Community College
- Orange County Department of Social Services Skills Development Center
- Phoenix Academy
- The Marian Cheek Jackson Center

Implementation Approach

Identification and Planning (0-1 year)

- Continue to offer, expand, and advertise apprenticeship, on-the-job training, and internship programs with an emphasis on virtual offerings while social distancing is still necessary.
- Coordinate with community-based organizations to understand the need for targeted training programs for immigrant and refugee and other limited English proficiency groups.
- Partner with local academic institutions to develop or expand existing financial literacy training programs for residents of all ages.
- Pursue opportunities to use unused or vacant buildings to provide job-focused trainings throughout the county in socially distant environments.
- Work with the local business community and economic development organizations to identify strong, resilient, and emerging industries in Orange County.

Implementation and Evaluation (1+ years)

- Actively solicit feedback to identify unmet training needs and barriers to entry or access to training programs (e.g., translation services, lack of awareness, technology needs).
- Coordinate across jurisdictions to expand pool of potential trainings and advertise training opportunities through collaborative outreach efforts.

- Facilitate training programs open to the public to increase employment and leverage strong industries in Orange County.
- Market job-focused trainings to the public, including unemployed and employed individuals, current and recently graduated students, the formerly incarcerated community, and older adult populations through a variety of communications channels.
- Revise training offerings and update marketing and support services to improve equitable access and continue to refine and expand training offerings.



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.



Strategy 2.1: Incentivize the development of affordable and accessible housing.

This strategy is intended to increase the availability of affordable and accessible housing by utilizing policy, promoting broader acceptance of housing vouchers, and purchasing foreclosed homes or property for affordable housing development.

Priority Level Medium

Key Performance Indicators

Latest Data:

- Approximately 48% of Orange County families who rent their home are cost burdened, paying over 30% of their income on housing expenses (Community Health Assessment)
- 49 people experiencing homelessness housed (2020 State of the Community Data Book)
- 3 weekly foreclosure filings (Carolina Tracker)
- In the week of June 29, 2020, 313 renters experienced eviction filings in North Carolina

Targets:

- Decrease percentage of residents that are cost burdened by housing
- Decrease number of people experiencing homelessness
- Decrease number of weekly foreclosure filings
- Decrease number of weekly eviction filings

Goals



INITIATIVE 2.1.1

Evaluate housing stock, density, and regulations to reinforce policy changes that promote housing development and increase affordable housing.

Purpose and Value

To provide effective post-pandemic housing to members of the community, the county must understand current available housing options and deficiencies. Policies that support the retention of existing affordable housing and increased flexibility for new developments can improve housing availability and affordability while preserving open-space and undeveloped areas. Relaxing regulations and providing additional flexibility for new affordable development types (e.g., accessory dwelling units) could provide additional housing options to address increases in homelessness due to COVID-19. Continued support for these efforts allows the county to use recovery planning to create tailored housing solutions for residents and align housing policy with recovery goals.

Coordinating Organizations

- Local Government Housing Departments
- Local Government Planning Departments

Potential Partnering Organizations

- Orange County Affordable Housing Coalition
- Orange County Local Government Affordable Housing Collaborative

Implementation Approach

Identification and Planning (0-1 year)

- Evaluate the need for expanding the number of County Housing Coordinators or temporary (or permanent) staff capacity to complete this assessment.
- Continue efforts, following guidance from the Board of County Commissioners memorandum, to break down barriers to equitable housing access.
- Identify gaps in existing information about housing availability, distribution, and regulatory impacts on developments and create timelines for additional research, analysis, or studies.
- Work with local community organizations, housing officials, and developers to evaluate specific policy changes to promote affordable housing development and retention of naturally occurring affordable housing and missing middle housing.

Implementation and Evaluation (1+ years)

- If deemed necessary and appropriate, coordinate amongst local planning bodies and officials to develop, refine, and adopt coordinated updates to development regulations.

- Monitor programmatic and regulatory changes in other comparable communities throughout the state or region to identify new or emerging best practices.
- Pursue policy updates to increase allowances for accessory dwelling units, increasing housing density, and allowing varied sizes of homes.

INITIATIVE 2.1.2

Continue to increase the number of subsidized housing units available locally and promote broader landlord acceptance of vouchers.

Purpose and Value

By providing support for additional subsidized housing, the county increases the availability of affordable housing for residents and helps avoid out-migration of residents due to housing limitations. Subsidized housing programs like Housing Choice Vouchers help provide housing for low-income households and provide incentives for landlords to provide affordable housing. By continuing programs that increase subsidized housing and ensure that housing vouchers are accepted by landlords, the county creates a better housing environment for low-income families.

Coordinating Organizations

- Orange County Department of Housing and Community Development (Housing Access Coordinator)

Potential Partnering Organizations

- El Centro Hispano
- Local Affordable Housing Providers
- Local Government Housing Departments
- Local Chambers of Commerce

Implementation Approach

Identification and Planning (0-1 year)

- Analyze methods of expanding existing Housing Access Coordinator efforts and sustain funding for the Landlord Incentive Program.
- Assess availability of vacant and total housing units accepting vouchers and identify acceptance rates within and across the county.

Implementation and Evaluation (1+ years)

- Implement new programs or local policy changes to increase the availability of site-based voucher programs and acceptance of rental assistance vouchers.
- Secure low barrier long-term sustainable funding to support the distribution of additional vouchers.
- Promote acceptance of rental assistance among landlords.

INITIATIVE 2.1.3

Track tax foreclosures and evaluate opportunities to purchase property and develop into affordable housing.

Purpose and Value

To offer sufficient affordable housing options to the community, Orange County should use all available routes, including the potential use of foreclosed properties as affordable housing units. The county should monitor availability of housing stock and determine whether opportunities exist to convert it into affordable housing units and increase the available affordable housing in the county overall. Purchasing foreclosed properties may be a way to offer a more diverse range of affordable housing options without requiring the cost and time associated with new developments.

Coordinating Organizations

- Local Government Housing Departments
- Local Government Planning Departments

Potential Partnering Organizations

- Community Home Trust
- Northside Neighborhood Initiative
- Orange County Tax Office
- Self-Help Credit Union
- Triangle J Council of Governments

Implementation Approach

Identification and Planning (0-1 year)

- Continue coordination efforts with UNC Land Bank to either extend or replicate the existing foreclosure rehabilitation program (e.g., creation of training program).
- Identify opportunities to share data and information between municipal and county housing and community-based housing affordability entities to improve available affordable housing inventory tracking.
- Study best practices and systems used in other communities to track foreclosures.
- Identify private or corporate foundations and individuals with an interest in affordable housing to provide financial support for this effort. Private investment will be essential to perform this activity.

Implementation and Evaluation (1+ years)

- Implement data sharing mechanisms to increase understanding of affordable housing stock, availability, and gaps.
- Pursue policy changes allowing for easier county and municipal purchases of foreclosed properties for the purpose of expanding affordable housing.



Strategy 2.2: Rehabilitate, improve safety, and preserve the affordability of existing housing.

This strategy is intended to ensure that affordable housing units are not only available, but safe to live in. The initiatives within this strategy provide ways to enhance the safety of affordable and accessible housing options across the county through land use designations, flexible funding, and rehabilitation and repairs.

Priority Level Medium

Key Performance Indicators

Latest Data:

- \$292,500 median property value (Data USA)
- \$100,000 in funding allocated to Orange County Home Repair Programs (North Carolina Housing Finance Agency)
- In 2020, an Orange County renter earning the mean wage (\$14.16) would need to work 115 hours per week to afford the Fair Market Rent for a standard two-bedroom apartment (\$1,088). (Orange County Affordable Housing 101)

Targets:

- Maintain or increase the number of affordable housing units
- Increase the number of Americans with Disabilities Act-compliant homes*
- Increase funding to Orange County Home Repair Programs
- Increase supply of housing below Fair Market Rent in Orange County

Goals



INITIATIVE 2.2.1

Investigate opportunities to change the process through which land use designations are reconsidered and adapted.

Purpose and Value

One method for providing safe affordable housing is using units that are already in alignment with safety codes and converting them into affordable housing. By establishing processes to expedite approval for and zoning of these conversions, the county can provide safe and affordable housing in an efficient manner. Expediency and simplicity in this process will provide long-term support for those seeking affordable housing on short notice.

Coordinating Organizations

- Local Government Housing Departments

Potential Partnering Organizations

- Local Government Planning Departments

Implementation Approach

Identification and Planning (0-1 year)

- Identify barriers to efficiency in revising land use regulations.
- Reference best practices for land use from communities with similar geography and development practices.
- Use existing comprehensive and strategic plans to guide the development of long-term land use goals.

Implementation and Evaluation (1+ years)

- Continually review to identify the need for changes to land use protocols.

INITIATIVE 2.2.2

Use flexible funding to support timely repairs, weatherization, and rehabilitation of affordable housing units.

Purpose and Value

Creating solutions to rehabilitate affordable housing units while keeping them available to residents helps ensure the safety of housing units and maintains the available affordable housing stock. This will in turn allow for continuous updates and repairs, which will create higher quality affordable housing units in the community. In addition, measures such as weatherization will increase the long-term climate resilience of the county's affordable housing.

Coordinating Organizations

- Orange County Home Preservation Coalition

Potential Partnering Organizations

- Local Government Housing Departments
- Local Government Planning Departments

Implementation Approach

Identification and Planning (0-1 year)

- Continue and expand existing rapid repair programs and home repair policies to include requirements for affordability.
- Evaluate the need for a timed affordability guarantee based on the cost of repairs.
- Determine whether climate funds can be used for housing weatherization and rehabilitation.
- Identify and leverage flexible funding streams to support repair, weatherization, and rehabilitation.
- Conduct outreach and education efforts for landlords.

Implementation and Evaluation (1+ years)

- Continue to evaluate whether current measures are effectively holding landlords accountable for maintaining safe living environments.
- Formally implement a permanent rapid repair program for the county.

INITIATIVE 2.2.3

Increase flexible funding to continue efforts to reduce mobile home displacement on rented property.

Purpose and Value

Low-barrier, flexible funds that can be used rapidly for multiple purposes present a key source of support for mobile home park residents. In particular, these funds can be used to protect residents of homeowner-owned mobile homes on rented land. This group is vulnerable to changes in land ownership, and the potential loss of places of residence. By providing flexible funds, the community can continue existing programs to increase stability for these mobile home residents.

Coordinating Organizations

- Local Government Housing Departments
- Local Government Planning Departments
- Orange County Home Preservation Coalition

Potential Partnering Organizations

- EmPOWERment, Inc.
- Orange County Justice United
- ROC USA

Implementation Approach

Identification and Planning (0-1 year)

- Consider implementing the Resident Owned Communities (ROC) model for housing.
- Create an emergency relocation assistance program using flexible funding.
- Create programs to support the replacement of mobile homes that are severely damaged or unsafe.
- Develop programs to avoid the development of rented land used for mobile homes.
- Identify barriers to access for flexible funding to relocate or replace mobile home units.
- Continue funding the county's existing funding program and make guidelines flexible and low barrier. Provide a flexible pot of funds for relocation, replacement, and mobile home rehab.
- Continue working to identify additional and sustained funding necessary to scale up existing efforts.

Implementation and Evaluation (1+ years)

- Conduct assessment to determine how rented land is being used for mobile home units.
- Evaluate the effectiveness of programs that support the relocation or replacement of mobile homes.

INITIATIVE 2.2.4

Use rehabilitation, repair, or modification to increase the availability of affordable housing compliant with the Americans with Disabilities Act.

Purpose and Value

In addition to affordability, the county should consider how it can provide more accessible housing compliant with the Americans with Disabilities Act, including home modification to make homes accessible for older adults. By advertising accessible housing options, the county can help connect those with access needs to accessible housing. In addition, providing additional funding to support home modification would allow older adults in the community to age in their residence of choice. This initiative would use rehabilitation, repair, and modification efforts to create a more equitable affordable housing stock.

Coordinating Organizations

- Local Government Housing Departments

- Local Government Planning Departments

Potential Partnering Organizations

- CASA
- Legal Aid of North Carolina
- Orange County Criminal Justice Resource Department
- Orange County Home Preservation Coalition
- UNC Division of Occupational Science and Occupational Therapy

Implementation Approach

Identification and Planning (0-1 year)

- Identify potential funding for accessible, affordable housing programs.
- Work with Americans with Disabilities Act experts to determine the best path forward in expanding accessible, affordable housing.
- Create public education materials around the availability of Americans with Disabilities Act compliant housing.
- Build or continue programs to modify, rehabilitate, and redevelop housing to be more accessible.

Implementation and Evaluation (1+ years)

- Secure funding to support accessible, affordable housing programs.
- Implement measures to expand and improve accessible, affordable housing across the county.
- Continue to expand programs that support the development and advertisement of Americans with Disabilities Act compliant housing.



Strategy 2.3: Ensure continuation of and streamlined access to housing support programs, including emergency housing assistance.

This strategy is intended to provide eviction and homelessness prevention through the Emergency Housing Assistance program as necessary to combat the housing impacts of the COVID-19 pandemic. The initiatives within this strategy aim to address identified housing by implementing changes to the housing system, promote the continued provision of emergency housing assistance, end homelessness, and leverage support from health entities to support housing as a social determinant of health.

Priority Level High

Key Performance Indicators

Latest Data:

- 49 people experiencing homelessness housed (2020 State of the Community Data Book)
- 3 weekly foreclosure filings (Carolina Tracker)
- Approximately 48% of Orange County families who rent their home are cost burdened, paying over 30% of their income on housing expenses (Community Health Assessment)

Targets:

- Decrease number of people experiencing homelessness
- Decrease number of weekly foreclosure filings
- Reduce percentage of cost burdened households

Goals



INITIATIVE 2.3.1

Expand capacity to support the implementation of solutions that address identified gaps in housing programs and resources.

Purpose and Value

The county can use the results of existing gap analyses to implement large scale improvements in housing programs and resources. This implementation process will include increasing public awareness and education around available services, including the use of multilingual materials. The county can also expand its capacity to help address gaps in the housing system, lessening its reliance on non-profit organizations and creating centralized knowledge and support within county agencies.

Coordinating Organizations

- Local Government Housing Departments

Potential Partnering Organizations

- Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action)
- Centre for Homeownership and Economic Development Corporation
- Community Home Trust
- Community Link
- EmPOWERment, Inc.
- Families Moving Forward
- Family Success Alliance
- The House of Refuge
- Legal Aid of North Carolina
- Orange County Department of Human Rights and Relations
- Orange County Partnership to End Homelessness: Continuum of Care
- The Marian Cheek Jackson Center
- Triangle J Area Agency on Aging

Implementation Approach

Identification and Planning (0-1 year)

- Coordinate across jurisdictions to continue the gap analysis and study varied challenges across Orange County's communities, including the specific challenges faced by immigrant, refugee, and non-citizen residents in accessing resources.
- Develop public education materials to advertise existing housing services and support.
- Identify potential funding to expand and increase the capacity of the Housing Helpline.
- Socialize the project to effectively invite and collect community input and accurate and comprehensive information.

- Identify private or corporate foundations and individuals with an interest in this effort to provide financial support. Private investment will be essential to perform this activity.

Implementation and Evaluation (1+ years)

- Conduct continual community engagement to increase awareness of existing housing support.
- Evaluate the need to further expand housing services.
- Perform gap analysis on a recurring basis to ensure that housing resources and programs accurately reflect the community's needs.
- Secure funding to ensure the long-term viability of the Housing Helpline.
- Secure sustained flexible, local funding for EHA to meet the needs of those not eligible for federal or state funds.
- Continue to provide staff and capacity support for EHA's ongoing operations.
- Use the results of the gap analysis to identify roles and responsibilities, priorities, and action plans to address outstanding gaps.

INITIATIVE 2.3.2

Continue and streamline the provision of emergency housing assistance, eviction diversion, and coordinated entry programs.

Purpose and Value

The county can refine and enhance its current emergency housing assistance, eviction diversion, and coordinated entry programs. By streamlining these programs, the county can build better and more efficient systems, reducing the cost of these programs to the community in the long-term. In addition, refining programs such as coordinated entry will increase the accessibility of the available housing programs. Simplifying the housing system will make emergency housing assistance and eviction diversion programs more efficient and more effective for community members.

Coordinating Organizations

- Local Government Housing Departments

Potential Partnering Organizations

- Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action)
- Centre for Homeownership and Economic Development Corporation
- Community Home Trust
- EmPOWERment, Inc.
- Families Moving Forward

- Family Success Alliance
- The House of Refuge
- Legal Aid of North Carolina
- Orange County Department of Human Rights and Relations
- Orange County Partnership to End Homelessness: Continuum of Care
- The Marian Cheek Jackson Center
- Triangle J Area Agency on Aging

Implementation Approach

Identification and Planning (0-1 year)

- Investigate and secure funding to support and staff the continuation of eviction diversion and emergency housing assistance programs, including coordinated entry.
- Develop goals and targets for the expansion of existing eviction diversion and emergency housing assistance programs.
- Evaluate opportunities to improve coordinated entry processes across departments and jurisdictions.
- Reinforce existing eviction diversion programs to ensure they will remain available to support families long-term.
- Use community input to create a vision for the long-term restructuring of emergency housing assistance suggested by community listening sessions.

Implementation and Evaluation (1+ years)

- Use gap analyses to determine community needs and adapt programs as appropriate to meet those needs.
- Maintain open lines of communication with the public to assess the effectiveness of new emergency housing assistance structures.
- Consider new technologies, platforms, and structures to further streamline services as they become available or new community needs arise.

INITIATIVE 2.3.3

Continue efforts to end homelessness in Orange County by addressing evolving gaps in the homeless system.

Purpose and Value

Orange County can use resources such as gap analyses that identify housing challenges in the county and outline solutions to pursue policy and programmatic funding changes that create more equitable housing options and reduce the incidence of homelessness. In particular, the county can

use the information provided by the Partnership to End Homelessness to ensure that affordable housing options are accessible to all residents.

Coordinating Organizations

- Orange County Partnership to End Homelessness: Continuum of Care

Implementation Approach

Identification and Planning (0-1 year)

- Continue to evaluate the need for affordable and accessible housing by analyzing naturally occurring affordable housing, as well as promote strategies to address preservation of naturally occurring affordable housing, access to existing market-rate units using subsidies/vouchers, and development of new affordable units.
- Continue collaborative efforts to provide support to mobile home park residents to prevent displacement and provide safe, quality housing.
- Review and disseminate findings from annual gap analyses and other local and regional studies assessing factors contributing to incidence of homelessness.

Implementation and Evaluation (1+ years)

- Continue funding and participation in the Orange County Partnership to End Homelessness: Continuum of Care.
- Pursue opportunities to increase sustained funding levels to fill identified funding gaps across interrelated homelessness prevention and service-providing programs.

INITIATIVE 2.3.4

Partner with health entities to direct funding toward housing as a social determinant of health.

Purpose and Value

Housing conditions and availability can have serious impacts on physical and behavioral health, and issues of public housing and public health are often intertwined. The county can support connection between health organizations and housing organizations to create better working relationships as well as allocate funding to create safer, more equitable housing stock. Housing and health entities can garner mutual benefits from working together to create positive outcomes and improve the overall well-being of the community.

Coordinating Organizations

- Orange County Department of Housing and Community Development
- Orange County Health Department

Potential Partnering Organizations

- Carrboro Community Health Center
- Latino Health Coalition
- Lincoln Community Health Center
- Local Chambers of Commerce
- NC Office of Minority Health and Health Disparities
- Piedmont Health
- Refugee Health Coalition
- Reliable Health Services, Inc.
- UNC Center for Excellence in Community Mental Health
- UNC Center for Latino Health
- UNC Gillings School of Global Public Health
- UNC Health
- UNC Partnerships in Aging
- UNC Student Health Action Coalition
- UNC Women's Health Information Center

Implementation Approach

Identification and Planning (0-1 year)

- Conduct research on how other communities have effectively shifted or created new funding for housing as a social determinant of health.
- Identify existing funds or grant programs that may be used to support housing.
- Develop educational materials to expand understanding of the interactions between housing and health.
- Identify private or corporate foundations and individuals with an interest in improving housing quality to improve health outcomes.

Implementation and Evaluation (1+ years)

- Utilize emerging funding sources to support housing.
- Create a vision for how housing and health agencies can work together to address the interconnection between housing and public health.



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.



Strategy 3.1: Continue monitoring, testing, and eradicating COVID-19.

This strategy will eradicate COVID-19 in Orange County through improving the accessibility of testing, vaccinations, and by developing and disseminating public education.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 4,408 vaccinations fully administered (both doses) (Orange County Coronavirus Vaccine)
- 5.2 daily new cases of COVID-19 per 100,000 people (Covid Act Now)
- 1.1% positive test rate (Covid Act Now)

Targets:

- Increase number of fully administered vaccines
- Reduce daily new cases of COVID-19
- Reduce positive test rate

Goals



INITIATIVE 3.1.1

Continue to provide equitable and accessible testing and vaccines for COVID-19 for free or minimal cost.

Purpose and Value

Regular testing of individuals is an important method for controlling the spread of COVID-19. When individuals have better awareness of their COVID-19 status, they can make more informed choices and likely reduce their risk of spreading the virus to others. To contain the spread of COVID-19, it is also important that testing services are offered at low or no cost. This can help reduce the disparities in infection rates among historically marginalized communities and communities of color. Additionally, accessibility of vaccinations is a critical factor in a community's ability to reduce the spread of COVID-19 and to expedite their "return to normal." To ensure equity of access, translation services should also be offered on-site to individuals and households with limited English proficiency. The accessibility of vaccination distribution and testing will continue to remain an important part of long-term recovery until the general population has reached herd immunity.

Coordinating Organizations

- Orange County Emergency Services Division
- Orange County Health Department
- UNC Family Medicine
- UNC Health

Potential Partnering Organizations

- Local School Districts
- Piedmont Health Services
- UNC Center for Latino Health

Implementation Approach

Identification and Planning (0-1 year)

- Coordinate with local school districts to establish programs that provide free mobile testing and vaccinations for students.
- Ensure that the public is made aware that COVID-19 vaccines are free for all through 2021.
- Identify clinics, hospitals, and pharmacies that are administering COVID-19 vaccinations.
- Identify clinics, hospitals, and pharmacies that have the credentials and ability to support a subsidized COVID-19 testing program and ensure that locations are geographically disbursed; consider which locations have the most flexibility of hours and other factors that ease access to testing.
- Identify funding to subsidize COVID-19 testing for low income or unemployed households.
- Identify ways in which free COVID-19 testing and vaccination can be implemented in triage protocol at local hospitals, clinics, or pharmacies upon consent.

- Partner with local organizations that offer translation services to support participating testing and vaccination sites.

Implementation and Evaluation (1+ years)

- Market locations where the public can receive COVID-19 testing for free or low cost, or receive their free vaccination, and ensure that these locations are marketed to communities of color, older adult populations, and in low-income geographic regions (through a variety of channels).
- Advertise information about testing and vaccination locations in various locally spoken languages and target geographic regions with large populations of English second language residents.
- Secure continuous funding to subsidize COVID-19 testing.
- Ensure that information about the location and access of these testing sites are given to non-profits and organizations that regularly interact with low-income individuals, communities of color, and older adult populations in Orange County.

INITIATIVE 3.1.2

Provide transportation to testing and vaccination sites from various locations throughout the county.

Purpose and Value

To address access disparities for those without transportation, or who use public transit, the county can offer transportation options that allow for more testing to take place. This helps to address disparities in infection rates and supports individuals in getting testing when needed, regardless of their transportation options. Offering transportation to and from various locations across the county will also help to address the varying needs across different areas of the county, such as urban areas and rural areas. By offering transportation, the county can increase testing rates and have a better overall picture of infection rates. Additionally, offering transportation services to testing and vaccination sites improves the equity of distribution, and will expedite recovery.

Coordinating Organizations

- Orange County Health Department
- Orange County Transportation Services

Potential Partnering Organizations

- Chapel Hill Transit
- Durham Technical Community College
- EZ Rider
- Inter-Faith Council for Social Service

- Orange County Department on Aging
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Establish extra protections and compensation for the vehicle driver; additionally, ensure accessibility to testing and vaccination for drivers.
- Establish mask requirements and extra safety measures for individuals who utilize the service.
- Identify areas that are underserved by public transportation in each geographic region of the county and establish “pick up drop off” locations in those areas.
- Identify the best hours for operations to ensure that the service is accessible to all households (i.e., after-work hours for working individuals, morning hours for older adults).
- Work with public transportation to provide additional support in transporting individuals to and from testing and vaccination sites.

Implementation and Evaluation (1+ years)

- Sustain the transportation program until COVID-19 has become less of a public health threat.
- Track usage of the transportation program to evaluate its necessity and impact.

INITIATIVE 3.1.3

Foster partnerships with educational institutions to develop comprehensive resources on disease prevention, monitoring, and reporting.

Purpose and Value

A comprehensive, whole community approach will be necessary to provide residents with accurate and effective resources around disease prevention, monitoring, and reporting. By taking advantage of networks to engage the education and healthcare sectors in the development of these resources, the county can gain additional information to pass along to residents as well as learn how to develop the materials to better reach diverse groups in the community. The county can continue to work with school districts, higher education, and public health leadership to create more effective informational materials and improve public awareness and understanding of the virus. This initiative’s relevancy extends beyond COVID-19 and is important for the prevention of future public health threats of similar magnitude; it touches both recovery from COVID-19 and mitigation for future disasters.

Coordinating Organizations

- Orange County Health Department

Potential Partnering Organizations

- Durham Technical Community College
- Local School Districts
- UNC Gillings School of Global Public Health

Implementation Approach

Identification and Planning (0-1 year)

- Compile resources on COVID-19 prevention, monitoring, and reporting on one centralized location or platform.
- Identify which geographic areas in Orange County have experienced the most outbreaks and develop public education campaigns with newly developed resource materials.
- Leverage higher education institutions and school districts to develop additional materials and resources on prevention, monitoring, and reporting best practices.

Implementation and Evaluation (1+ years)

- Launch the public education campaign with materials provided by partners involved in this initiative.



Strategy 3.2: Promote economic recovery and bolster existing healthcare systems.

This strategy is intended to create connections between the county’s economic recovery and its ability to provide excellent health services to the community through improving workplace safety, identifying and addressing service gaps, and by helping COVID-19 patients avoid lifelong debt for medical treatment.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 1,212 professional, scientific, and technical services and healthcare and social assistance enterprises in Orange County (Chapel Hill Chamber Data Book)
- 18,702 residents employed in professional, scientific, and technical services and health care and social assistance (Data USA)

Targets:

- Increase or maintain employment rates within the health and life science sectors
- Increase revenue in the health and life sciences sectors*
- Increase number of people receiving assistance with COVID-19 related financial burden*

Goals



INITIATIVE 3.2.1

Encourage local employers to partner with Carolina PROSPER to receive assistance with improving workplace safety.

Purpose and Value

The county can help local employers provide a safer working environment by connecting them with relevant organizations like Carolina PROSPER. This will encourage local businesses to implement stronger health and safety protocols, which will likely reduce the spread of the virus and avoid negative outcomes such as having to close a business due to staff contracting or spreading the virus. By encouraging businesses to work with PROSPER, the county can encourage safer and more health-conscious businesses to continue economic growth.

Coordinating Organizations

- Orange County Health Department
- Local Chambers of Commerce

Potential Partnering Organizations

- Local Government Public Information Officers
- UNC Gillings School of Global Public Health

Implementation Approach

Identification and Planning (0-1 year)

- Conduct outreach to local employers and educate them about the process of accessing services from Carolina PROSPER and the importance of implementing health and safety measures in the workplace.

Implementation and Evaluation (1+ years)

- Assist local employers with obtaining assistance through Carolina PROSPER to improve employee and consumer safety, and to decrease the spread of COVID-19.
- Create a public marketing campaign to promote local employers and businesses that commit to working with Carolina PROSPER to improve the safety of their workplace and consumers.

INITIATIVE 3.2.2

Partner with academic institutions to conduct a gap analysis of public and private healthcare, mental health, and substance-abuse service providers.

Purpose and Value

To build a clearer understanding of the county's healthcare capabilities, the county can work with its academic partners (e.g., University of North Carolina) and benefit from their expertise. Academic

institutions can then evaluate both private and public healthcare providers in the county and identify potential gaps and barriers faced by community members in accessing healthcare, mental-health, and substance-abuse support services. As many healthcare providers move to provide more telehealth services, the county can help ensure equitable access by monitoring how these services are being used by different residents and identifying barriers (e.g., technology or internet access) preventing use of available services. This will give the county a more accurate concept of its available healthcare offerings and identify areas for improvement.

Coordinating Organizations

- Orange County Health Department
- Orange County Emergency Medical Services Division

Potential Partnering Organizations

- Alliance Health
- Durham Technical Community College
- UNC Gillings School of Global Public Health

Implementation Approach

Identification and Planning (0-1 year)

- Identify academic partners to help design and administer a gap analysis of the public and private healthcare providers across the county, to determine which geographic regions are underserved by which medical services.
- Analyze current telehealth service platforms for usability and accessibility for all households in Orange County, especially for those with limited English proficiency and limited technological ability. Evaluate cultural, awareness, technological, and other barriers reducing or preventing use of these services.

Implementation and Evaluation (1+ years)

- Create an action plan to address identified gaps in services and access barriers, outlining an approach for expanding service offerings, facilities, transportation assistance, or other forms of support as needed.
- Forecast the impact of addressing known gaps in healthcare services by geographic region and utilize data to gather buy-in for future initiatives and projects.
- Monitor trends in access to healthcare, mental health, and substance-abuse service providers over time and continue efforts to ensure effective service provision for all Orange County residents.

INITIATIVE 3.2.3

Support growth of the county's healthcare systems through healthcare-focused workforce development programs, expansion of telehealth, and appropriate liability protections.

Purpose and Value

The county can enhance its healthcare systems and improve the overall public health of the county by working to grow workforce development offerings in the healthcare sector. By offering programs like talent pipelines and entrepreneurship, the county can enhance the number and qualifications of individuals applying to work in the healthcare system. By adding more staff to healthcare systems, stress on current staff can be reduced and the quality of healthcare provided can be improved. This is particularly pertinent in long-term care and home care agencies, where there are growing staffing needs.

Coordinating Organizations

- Durham Technical Community College
- Orange County Health Department
- UNC Gillings School of Global Public Health

Potential Partnering Organizations

- Orange County Department of Social Services
- Orange County Department on Aging
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Demonstrate support for the local healthcare community by encouraging the establishment of COVID-19-related medical liability protections.
- Identify tactics to expand the use of telehealth in Orange County to improve the accessibility and affordability of healthcare services and to encourage individuals to stay home if experiencing mild to moderate symptoms.
- Support workforce development in healthcare through talent pipelines, spinoffs, and entrepreneurship in Orange County, and identify partners to help facilitate those initiatives.
- Train a healthcare workforce. Utilize and expand existing programs (e.g., Orange County Department of Social Services Apprenticeship Program, Department on Aging Direct Care Workforce) to model new workforce development programs.

Implementation and Evaluation (1+ years)

- Implement workforce development programs and track their impact regarding the increase of workforce availability and physician-to-patient ratio in the county.

- Track the use of telehealth services, and market telehealth services to the public as a commute-free option for individuals with children, disabilities, inflexible work schedules, or for older adults.

INITIATIVE 3.2.4

Work with non-profit and public entities to help individuals who are positive with or recovering from COVID-19 avoid lifelong debt.

Purpose and Value

Due to the financial burden associated with long-term hospital stays and other treatments employed for COVID-19, those who have or have had COVID-19 in the past may require financial assistance. The county can connect these individuals with available resources and programs through non-profit organizations and public-sector offerings. Reducing the financial burden on individuals and avoiding life-long debt will improve the overall health, financial stability, and well-being of the community for years to come.

Coordinating Organizations

- Orange County Department of Social Services

Potential Partnering Organizations

- Carrboro Community Health Center
- Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action)
- Latino Health Coalition
- Lincoln Community Health Center
- Piedmont Health Services
- Refugee Health Coalition
- Triangle Community Foundation
- UNC Health
- United Way of the Greater Triangle

Implementation Approach

Identification and Planning (0-1 year)

- Develop an application system for individuals and households in Orange County to apply for financial assistance, and determine aid requirements (e.g., annual income, situation-based, severity).
- Identify community organizations that assist households with medical debt in Orange County and enlist their help with the implementation of this financial aid program for COVID-19 positive (or previously positive) individuals.

- Identify potential funding sources in government that can be used to provide financial aid to community members with medical debt from COVID-19.

Implementation and Evaluation (1+ years)

- Distribute funds to COVID-19-positive individuals and households upon approval of their application, either through the non-profit or through a governmental organization responsible for this initiative.
- Partner with local hospitals and clinics to ensure COVID-19 survivors are aware of the program upon discharge and understand the application requirements associated with it.
- Solicit donations from the public to supplement funding for this program.
- Track the impact of this program through the total amount of funds distributed, and through qualitative information (e.g., interviewing recipients).



Strategy 3.3: Promote better access to mental and behavioral health services.

This strategy is intended to address and mitigate the negative mental and behavioral health outcomes from the COVID-19 pandemic, including the impacts of reduced services and social isolation through engaging at-risk populations and by improving access to mental health support.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 1,848 mental health emergency visits (North Carolina Institute of Medicine)
- 6.6 per 100,000 rate of unintentional opioid overdose death in Orange County (Community Health Assessment)

Targets:

- Increase the number of individuals receiving mental and behavioral support services
- Reduce the rate of unintentional opioid overdose deaths
- Increase the number of wellness checks performed for socially isolated residents*

Goals



INITIATIVE 3.3.1

Continue efforts to improve access to and destigmatize the use of mental and behavioral health support services.

Purpose and Value

A common barrier to receiving mental and behavioral treatment is a desire to avoid the stigma of mental and behavioral health diagnoses. This surfaces in many communities, across demographic groups, and presents a barrier to treatment for many residents. The county can help combat this stigma through public education efforts. To ensure these efforts are successful, the county will need to establish metrics to track mental health access. Additionally, because mental and behavioral health issues may take a year or more to manifest, the county should strive to enhance screenings that would help determine the scale of the county's mental and behavioral health needs.

Coordinating Organizations

- Orange County Department of Human Rights and Relations
- Orange County Health Department
- Orange County Health Department Public Information Officer

Potential Partnering Organizations

- Alliance Health
- Lincoln Community Health Center
- Local Government Public Information Officers
- Orange County Department of Social Services
- Piedmont Health Services
- UNC Center for Latino Health
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Conduct a gap analysis to determine which information needs to be translated to other languages from currently available mental and behavioral health resources.
- Design public education campaigns in various locally spoken languages to destigmatize mental health for all communities.
- Develop a strategy to track metrics indicating how many residents in the county use mental or behavioral health services, patient demographics, and patient locations, to assess the effectiveness of the outreach campaign on various parts of the county. These will be used to evaluate where gaps in accessing mental or behavioral treatment still exist over time.
- Develop strategies to increase screenings for social isolation, anxiety, post-traumatic stress disorder, and other anticipated side effects of COVID-19 safety practices. These strategies

should be practiced at healthcare system entry points (e.g., social worker screenings, local hospitals, clinics).

- Leverage partnerships with community-based organizations that have strong ties with historically marginalized populations or communities where stigmas persist (e.g., Latinx community).

Implementation and Evaluation (1+ years)

- Launch the campaigns and screening strategies designed in the previous phase, keeping track of the associated metrics to determine success and identify gaps over time.
- Work collaboratively with government organizations and non-profits to address or respond to any serious mental health trends reported in the community.
- Periodically complete a gap analysis to determine how education and outreach efforts should be modified to be more effective.

INITIATIVE 3.3.2

Continue efforts to improve access to and destigmatize substance-abuse support services.

Purpose and Value

Rates of substance abuse have increased over the course of the pandemic, highlighting the necessity of substance abuse programs to combat addiction and other substance abuse-related issues. The county can provide these services to individuals who need it to avoid additional deaths from the pandemic that are not directly caused by the virus itself, as well as other negative physical, mental, and behavioral issues.

Coordinating Organizations

- Freedom House
- Orange County Health Department
- Orange County Department of Social Services
- UNC Gillings School of Global Public Health
- UNC School of Social Work

Potential Partnering Organizations

- Orange County Re-Entry Partnership
- UNC Horizons
- Alcohol/Drug Council of North Carolina
- Duke Family Care Program

Implementation Approach

Identification and Planning (0-1 year)

- Design public education campaigns in various locally spoken languages to destigmatize substance abuse support for all communities.
- Develop a strategy to track metrics indicating how many residents in the county use substance abuse support services, details of drug overdoses and drug offenses, patient demographics, and patient locations to assess the effectiveness of the outreach campaign on various parts of the county. This information will be used to evaluate where gaps in accessing treatment still exist over time.
- Develop strategies to increase screenings for substance use disorders. These strategies should be practiced at healthcare system entry points (e.g., social worker screenings, local hospitals, clinics).
- Leverage partnerships with community-based organizations that have strong ties with communities where stigmas persist.

Implementation and Evaluation (1+ years)

- Launch the campaigns and screening strategies designed in the previous phase, keeping track of the associated metrics to determine success and identify gaps over time.
- Work collaboratively with government organizations and non-profits to address or respond to substance abuse trends reported in the community.
- Periodically complete a gap analysis to determine how education and outreach efforts should be modified to be more effective.
- Continuously update the services to ensure accuracy, availability, and existence.

INITIATIVE 3.3.3

Strive to mitigate the effects of social isolation on harder-to-reach populations.

Purpose and Value

Due to social distancing requirements, limited travel, and other restrictions posed by the public health guidelines around COVID-19, many are experiencing traumatic responses and social isolation. Social isolation is having more pronounced effects on both young and older adults (e.g., 55+ years of age), requiring specialized attention. To support young and older adults, the county can help expand social networks and support services provided to each age group.

Coordinating Organizations

- Orange County Behavioral Health
- Orange County Department on Aging
- Orange County Health Department
- UNC Health

Potential Partnering Organizations

- Carrboro-Chapel Hill Meals on Wheels, Inc.
- Durham Technical Community College
- Local School Districts
- UNC Partnerships in Aging
- Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action)
- Orange Congregations in Mission Meals on Wheels
- Orange County Department of Social Services

Implementation Approach

Identification and Planning (0-1 year)

- Maintain and expand networks of community volunteers that provide support to members of the older adult community.
- Develop a public campaign to gather and mobilize volunteers to assist older adult communities in Orange County through programs like Volunteer Connect 55+ and Project EngAGE, or through the establishment of a new program.
- Engage the older adult population in Orange County to determine what needs currently exist and which should be prioritized.
- Engage teenagers and young adults through the provision of mental health resources and programs to improve mental health.
- Develop an appointment or help portal where teenagers and young adults can request assistance; establish a system to respond to requests and pair requestees with a mental health professional or responder.
- Establish a cadre of qualified mental health professionals, either paid or volunteer, that can service Orange County's teens and young adults.
- Partner with school districts and higher education institutions to develop or advertise programs that provide mental health services to older residents or can help increase social interactions between young and aging adults.

Implementation and Evaluation (1+ years)

- Track the impact of programs through the collection of relevant metrics and data (e.g., number of participants, services provided, number of volunteers).
- Continue to recruit and promote volunteers and/or participants in programs for young and older residents.
- Collect feedback from volunteers or participants to identify gaps and opportunities for expansion or improvements to increase reach and impact to the target populations.

INITIATIVE 3.3.4

Improve mental health care and support for first responders and medical care providers.

Purpose and Value

As the long timeframe of the COVID-19 pandemic continues, strain on first responders and medical care providers has compounded, putting many at risk of illness or burnout. The county can provide mental health services and other support for these front-line workers to avoid a reduction in the amount of healthcare workers, promote the health and well-being of healthcare workers, and increase the standard of care provided. Additional support and mental health resources can be offered to both those receiving healthcare services and those providing healthcare services.

Coordinating Organizations

- Orange County Emergency Services Division
- Orange County Health Department
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Establish a volunteer or paid cadre of qualified mental health professionals in Orange County to serve first responders through Orange County Health Department and UNC Health.
- Partner with Orange County Emergency Services Division to form a system among first response organizations in Orange County where first responders can request help or appointments with their designated cadre.
- Develop a referral system where leadership in first response organizations can submit tips to the mental health cadre if they are worried about an individual's mental health or a recent traumatic experience.

Implementation and Evaluation (1+ years)

- Ensure that the program is marketed through all first response organizations in Orange County.
- Track the use of the program and any metrics that may indicate the effectiveness of the program (e.g., reduced suicide, reduced absenteeism, and other metrics).



Strategy 3.4: Address historic or systemic health disparities.

This strategy is intended to combat the health disparities present in the healthcare system by addressing system inequities.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 28% of community health assessment respondents felt that access to care was an issue (Community Health Assessment)
- 9% of respondents reported problems accessing health care because of insurance (Community Health Assessment)
- 10.5% of Orange County residents, between 0-65 years of age are uninsured (Small Area Health Insurance Estimates)

Targets:

- Reduce the percentage of individuals that feel accessing care is an issue
- Increase insurance support services
- Increase percentage of the population with insurance

Goals



INITIATIVE 3.4.1

Improve access to quality healthcare for historically marginalized communities.

Purpose and Value

Disparities in the availability and quality of healthcare may be at the root of the inequities seen in COVID-19 infection and death rates. Improving access to healthcare helps address this root cause and reduce unequal outcomes among different demographic groups in Orange County. More equitable health systems will benefit both historically marginalized groups and the community as a whole as the quality of healthcare is improved.

Coordinating Organizations

- Orange County Health Department
- Orange County Department of Human Rights and Relations

Potential Partnering Organizations

- UNC Center for Latino Health
- UNC Gillings School of Global Public Health
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Engage the public and communities of color to determine what barriers exist in healthcare access.
- Conduct a comparison between experiences for communities of color and other underserved populations and historically well-served communities to determine if inequities exist. Engage communities of color and other underserved communities in dialogue about their experiences with medical providers and inequities they may have experienced; engage historically well-served communities in Orange County and ask them similar questions about their experiences with local medical providers.
- Investigate for-profit medical providers within Orange County to determine whether inequities of care exist in the private sector.

Implementation and Evaluation (1+ years)

- Create a plan of action to address identified barriers through creative solutions (e.g., drive-through clinics, mobile clinics for school-aged children).
- Engage the public after at least one year of implementation to measure their satisfaction with the changes enacted.
- Track metrics to ensure that solutions implemented are achieving greater accessibility and equity.

INITIATIVE 3.4.2

Appoint an advisory committee to address the unique needs of historically underserved communities with representation from affected communities.

Purpose and Value

To address the complex challenges and needs in providing healthcare services to diverse populations and those historically underserved by the healthcare system, a representative committee can offer oversight and advisory services to direct change. This committee can focus on root causes of disparity in healthcare and craft recommendations for the county to implement. This committee will help advocate for historically marginalized communities and the specific challenges they face in receiving quality healthcare. Ensuring equitable healthcare access is key to treating and addressing the outcomes of COVID-19.

Coordinating Organizations

- Orange County Health Department
- Orange County Department of Human Rights and Relations

Potential Partnering Organizations

- Orange County Emergency Medical Services Division
- UNC Gillings School of Global Public Health
- UNC Health

Implementation Approach

Identification and Planning (0-1 year)

- Compile an advisory committee with representation from members of disabled, homeless, non-white, and other historically underserved communities; include government and non-profit professionals who provide services to underserved communities.
- Establish a committee chair, or individual responsible for the coordination of the advisory committee and the assurance of adequate representation from underserved communities.

Implementation and Evaluation (1+ years)

- Collect feedback from representatives of underserved communities and brainstorm collectively the ways their needs can be met in the county.
- Form and solidify a committee schedule and ensure representatives from underserved communities can attend through the establish meeting channel (e.g., in-person meetings, Zoom, phone call); note potential barriers to their participation, like internet access and technology use.
- Track committee initiatives and measure their success in meeting the needs of underserved communities over time.



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.



Strategy 4.1: Promote job opportunities that provide thriving wages or increase quality of life.

This strategy is intended to address several factors that are critical to quality of life and financial prosperity for Orange County residents through the provision of job skills training, increased job availability, and establishment of living wages throughout the county.

Priority Level High

Key Performance Indicators

Latest Data:

- 115 weekly minimum wage hours required to afford a Fair Market Rate (FMR) two-bedroom apartment (Orange County Affordable Housing 101)
- 6.6% annual unemployment rate (Community Health Assessment)

Targets:

- Reduce number of weekly minimum wage hours required to afford FMR housing
- Reduce annual unemployment rate

Goals



INITIATIVE 4.1.1

Develop systems to connect people to job opportunities in the county.

Purpose and Value

During the COVID-19 pandemic, unemployment and job loss soared nationally and in Orange County. Like communities throughout the country, these impacts disproportionately impacted communities of color, exacerbating pre-existing inequities. As places of work return to normal operations and people return to the workforce, it will be important to create programs to support job seekers, with a specific emphasis on helping historically disadvantaged groups. By linking job seekers to businesses seeking to return to their pre-pandemic staffing level, Orange County can also aid businesses in rebuilding and support overall economic development.

Coordinating Organizations

- Durham Technical Community College
- Orange County Local Reentry Council
- Orange County Department of Social Services Skills Development Center
- Orange County Department of Social Services
- UNC Office of Undergraduate Admissions

Potential Partnering Organizations

- Carrboro Business Alliance
- Chapel Hill-Carrboro National Association for the Advancement of Colored People (NAACP)
- CommunityWorx
- Northern Orange National Association for the Advancement of Colored People (NAACP)
- Launch Chapel Hill
- Local Chambers of Commerce
- Local Government Economic Development Departments
- Regional Partnership Workforce Development Board

Implementation Approach

Identification and Planning (0-1 year)

- Create an intuitive and centralized database where employers in Orange County can add available jobs and a simple fillable form for job seekers in Orange County to complete and submit to request assistance with finding desirable employment aligned with their experience and career goals.
- Develop creative methods for connecting job seekers to employers in a virtual or distanced format (e.g., drive-thru job fairs, social media hashtags for opportunities in different geographic areas or sectors).

- Convene meetings with community leaders and community-based organizations to garner input on specific needs for effectively connecting members of historically underserved communities to job opportunities.

Implementation and Evaluation (1+ years)

- Design a program that assists communities of color and members of marginalized communities with career planning starting at an early age, whether they choose to pursue a degree or attend technical skills training institutions. Utilize models like College Bound to develop a talent pipeline from young adulthood through entry into the workforce.
- Coordinate with local high schools, technical skills training programs, higher education institutions, and employers to establish systems connecting graduating students to training and degree programs and eventually job opportunities.
- Assign volunteer or paid case managers to connect job seekers to employment opportunities in Orange County and advertise available resources (e.g., by staffing in-person booths at grocery stores and other public gathering locations).
- Track the impact of the program through relevant metrics (e.g., number of job seekers paired to work opportunities, impact to local unemployment percentage).

INITIATIVE 4.1.2

Perform a gap analysis to determine necessary policy changes around minimum wages and subsidized employment opportunities.

Purpose and Value

In a report created by the National Low Income Housing Coalition in 2019, it was discovered that an Orange County resident making minimum wage would have to work 115 hours per week to afford a standard two-bedroom apartment in Orange County. Minimum wage in Orange County does not mirror the cost of living and makes the community less prosperous and more class conscious. COVID-19 has exacerbated unemployment across the United States, and although Orange County fared well overall compared to neighboring counties, there have been significant impacts to employment opportunities within the county. This initiative proposes a gap analysis to determine regulatory or policy changes necessary to ensure all residents can obtain jobs paying enough to enjoy high-quality lives while living and working within the community.

Coordinating Organizations

- Local Chambers of Commerce
- Orange County Living Wage

Potential Partnering Organizations

- UNC Kenan-Flagler Business School
- UNC School of Government

Implementation Approach

Identification and Planning (0-1 year)

- Work with higher education institutions to complete a gap analysis on the current minimum wage in Orange County compared to the cost of living and determine whether a change is required to ensure livability for residents.

Implementation and Evaluation (1+ years)

- Conduct outreach to local elected officials and present the evidence in order to secure support for the policy changes.
- Leverage research previously conducted by the Housing and Community Development Department and other departments to support necessary policy changes.
- Utilize the results from the gap analysis to determine what policy change needs to occur to ensure all residents are paid a living wage in Orange County.
- If policy changes occur, market these changes to the community and educate the public about why these changes were enacted and how their income may be impacted.



Strategy 4.2: Streamline access to community resources.

Improve the accessibility of community resources by expanding existing programs, securing essential emergency support services, and reducing access barriers (e.g., transportation, broadband coverage) for all households.

Priority Level High

Key Performance Indicators

Latest Data:

- 94.67% with available 25/3 broadband service (Broadband Now)
- 12.7% of North Carolina residents are food insecure (North Carolina Agricultural Statistics 2020)
- 58.6% of students in North Carolina are on free or reduced meal programs (Kids Count Data Center)
- More than 200,000 people in North Carolina dial 2-1-1 or visit nc211.org (NC211)

Targets:

- Increase customers with broadband service
- Increase residents with cell service*
- Reduce percentage of food insecure residents
- Increase use of 211 services

Goals



INITIATIVE 4.2.1

Streamline and expand food access to reduce hunger.

Purpose and Value

Access to affordable or free healthy food is imperative for community health and childhood development and alleviates financial stress for households. COVID-19 has amplified the need for food pantries and services due to a rise in unemployment and the absence of school lunch programs. A gap analysis can help determine where resources currently exist and where they are lacking. Once unmet needs have been identified, implementation of additional food services or reallocation of existing resources will be data driven and targeted to ensure that the most underserved are given the help they need. Organizations supporting food resources and feedings throughout the county can more effectively deploy resources through strategic coordination and outreach to community members.

Coordinating Organizations

- Orange County Department of Social Services
- Orange County Health Department

Potential Partnering Organizations

- Carrboro-Chapel Hill Meals on Wheels
- Durham Social Services Food and Nutrition Services
- Food Bank of Central and Eastern North Carolina
- Food for Students Program
- Food Policy Council
- Greater Refuge Temple Food Pantry
- Heavenly Groceries
- NC Cooperative Extension Service, Orange County Center
- Orange Congregations in Mission Meals on Wheels
- Local School Districts
- PORCH Chapel Hill-Carrboro
- TABLE
- Transplanting Traditions Community Farm
- RENA Community Center

Implementation Approach

Identification and Planning (0-1 year)

- Formalize ad-hoc coalition established during the COVID-19 pandemic supporting feeding and food resource coordination.
- Engage community members throughout the county to evaluate and understand what resources exist, where there are gaps or duplicated services, etc.

- Centralize information about each available food distribution location in Orange County on one website or platform and market this website or platform to the public.

Implementation and Evaluation (1+ years)

- Pursue funding to continue increased food service support, in part through temporary federal funding programs.
- Encourage and prioritize funding for food pantries and feeding providers servicing underserved areas through supplemental food pantry locations, deliveries, or other methods.
- Track metrics related to the success of this effort (e.g., number of households fed, geographic area reached).

INITIATIVE 4.2.2

Establish and advertise a centralized online database of non-governmental organizations to improve equitable access to community resources.

Purpose and Value

One of the biggest challenges that community service providers face is streamlining services for those who need it most. By requiring non-governmental organizations to register with NCCARE360, Orange County can centralize their community resources and simplify accessibility for community members. Additionally, implementing this initiative could help reduce duplicate effort and resources.

Coordinating Organizations

- Orange County Department on Aging
- Orange County Department of Social Services
- Local Government Housing Departments

Potential Partnering Organizations

- Local Government Public Information Officers
- NCCARE360
- United Way
- Voluntary Organizations Active in Disaster (established through initiative 6.2.1)

Implementation Approach

Identification and Planning (0-1 year)

- Establish a centralized platform where non-governmental organizations can advertise their services and connect with those in need; utilize NCCARE360 or similar platform for this effort.

Implementation and Evaluation (1+ years)

- Conduct outreach to non-governmental organizations to encourage their participation in the platform.
- Gather feedback from participating organizations and continuously evaluate the feasibility and effectivity of the platform.
- Track metrics related to the success of this effort (e.g., number of households or individuals served through NCCARE360).

INITIATIVE 4.2.3

Support coordination between regional, county, and municipal transportation systems by securing additional funding.

Purpose and Value

The county's transit systems are incredibly important to residents that do not have access to personal vehicles, often members of historically marginalized populations. The Town of Chapel Hill's transportation system is also incredibly important to two of its major employers (UNC Chapel Hill and UNC Health) where parking is limited. This strategy seeks to restore existing transportation systems and increase access for residents outside of more populated areas by securing additional funding to support the county and its local governments.

Coordinating Organizations

- Local Government Transportation Planning Departments
- Orange County Transportation Services

Potential Partnering Organizations

- Chapel Hill Transit
- Department on Aging (Volunteer Driver Program)
- Go Triangle
- Local Government Planning Departments
- Orange County Sustainability Coordinators
- UNC School of Government

Implementation Approach

Identification and Planning (0-1 year)

- Utilize findings from county and municipal transit plans to identify resource requirements for the expansion of transportation systems across the county.
- Analyze current transportation system throughout the region, county, and municipalities to identify areas of duplication, and to identify geographic gaps in transportation services.

- Establish a committee or workgroup between coordinating organizations and partners to conduct a cost estimate, and begin identifying funding sources (federal, state, and local) that could be used to accomplish transportation goals.
- Evaluate areas of the plan that could be aligned with Climate Action Planning occurring in the county.

Implementation and Evaluation (1+ years)

- Acquire and solidify funding sources to accomplish transportation expansion and to accomplish the centralization of transportation systems across the county.
- Conduct a thorough analysis of the impact of implemented changes to the socioeconomic atmosphere in Orange County and the budgetary savings incurred due to the streamlining of public transportation services.
- Market the initiative to the public to keep them informed the plan’s goals and progress.
- Continue to seek additional funding for ongoing improvements to transportation systems.

INITIATIVE 4.2.4

Increase equitable access to high-quality cellular service and broadband, especially in rural areas.

Purpose and Value

Many households that either lack wireless internet or access to a personal computer rely on their cellphones for internet access. It is critical that community resources are not only stored in a centralized, searchable location for ease of access, but that they are also accessible through mobile devices. In addition, some communities have limited cellular service, creating additional barriers to access. Providing higher quality cellular and internet service will help improve connectivity, communication, and access to community resources. This initiative ties closely to Initiative 1.2.2; implementation of these efforts should occur in parallel.

Coordinating Organizations

- Local Government Information Technology Offices
- Orange County Department of Social Services

Potential Partnering Organizations

- AT&T
- Local Government Public Information Officers
- Local School Districts
- T-Mobile
- USDA Farm Service Agency – Rural Development

- Verizon

Implementation Approach

Identification and Planning (0-1 year)

- Create a website or platform where residents can track the projects' progress and apply for financial aid.
- Establish programs that lend or support the acquisition of technology (e.g., laptops, computers) for households that cannot afford it. (See Initiative 4.3.4)
- Identify funding sources to support this initiative and financial aid for households throughout the county that cannot afford services.
- Partner with local service providers to expand cellular service and broadband into rural Orange County through any means available (e.g., Digital Subscriber Line (DSL), Wireless Internet Service Provider (WISP), or cellular broadband).

Implementation and Evaluation (1+ years)

- Begin expanding cellular service and broadband systems in rural Orange County.
- Conduct outreach with newly connected households (in partnership with local service providers) and ensure they are educated about the costs and functionality of their new services.
- Receive and distribute funding for households that cannot afford services.
- Track data that exhibits the success of this program (e.g., number of households newly connected to broadband and cellular service, qualitative interviews with residents who now have access to broadband).
- Update the website or platform as progress is made to keep the public informed.



Strategy 4.3: Prevent widening of the achievement gap.

This strategy is intended to address the achievement gap in Orange County and empower children from historically disadvantaged households through the provision of low-cost childcare, extra support for students facing housing instability, free technology access and training, and through supporting students with disabilities and their families.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 7.28% of individuals aged 25 and older do not have a high school diploma or equivalent (Orange County Behavioral Health Systems Analysis)
- \$782 average monthly market rate for *subsidized* full-time care at centers (North Carolina Division of Child Development and Early Education)
- \$47,555 full-time women median earning (The Status of Women in North Carolina: Employment & Earnings)
- The Orange County Schools Equity Task Force has 24 members, including students, teachers, school administrators, parents, and community members. (Orange County First)

Targets:

- Increase percentage of individuals with a high school diploma or higher
- Reduce the average cost of childcare
- Increase equal pay for women
- Increase the number of childcare providers offering weekend and after-school care*
- Increase public participation in Orange County Schools Equity Task Force

Goals



INITIATIVE 4.3.1

Establish public-private partnerships to provide low- or no-cost after-school, weekend, and summer childcare.

Purpose and Value

COVID-19 has broadened the inaccessibility of childcare and has exposed the challenges previously faced by mostly single parent or impoverished households. Providing affordable or no-cost childcare allows parents to hold living wage jobs, work the hours necessary to support the household, or pursue higher education – all of which are beneficial to the Orange County community and economy. This initiative is beneficial to the Orange County community during recovery from COVID-19 and as a permanent form of economic stimulus and social mobility.

Coordinating Organizations

- Orange County Department of Social Services
- Local Government Housing Departments
- Local Government Parks and Recreation Departments
- Local School Districts

Potential Partnering Organizations

- Chapel Hill-Carrboro YMCA
- Child Care Services Association, Inc.
- Child Support Services
- Communiversity Youth Program
- Family Success Alliance
- The Partnership for Children

Implementation Approach

Identification and Planning (0-1 year)

- Establish an application process for services and an online portal where individuals can submit their applications; consider establishing an in-person drop box, or several, near public transportation stops to ensure accessibility for families without broadband or access to computers.
- Identify requirements for households to participate in low- or no-cost childcare (e.g., situation based, annual income).
- Partner with private organizations that provide childcare and subsidize their services through government funding; consider the location of the childcare facilities and their proximity to public transportation or public schools where the child's siblings may attend.

Identification and Planning (0-1 year)

- Continue obtaining and soliciting funding for this program through the local, state, and federal government and donations.

- Ensure that quality control is conducted on childcare providers, that they are abiding by public health requirements, and that they are qualified.
- Launch the program and use community-based organizations and local schools to advertise services; transparently advertise the income or situational requirements of the program.
- Research the positive impact of this program through qualitative interviews with parents who utilize the service and through research about the socioeconomic impact of childcare cost reduction.

INITIATIVE 4.3.2

Partner with local schools to provide additional resources and outreach aimed at alleviating instability and improving at-home learning environments.

Purpose and Value

Since stay-at-home orders, lockdowns, and quarantines began across the United States, domestic abuse and drug-related mortality cases have increased rapidly. One of the most troubling impacts of this is the children and students stuck in declining home environments without the escape of in-person schooling. It is essential that Orange County partner with local schools to establish additional resources and outreach to children and households with stressful, neglectful, or abusive home environments to ensure that students can rightfully receive an education, regardless of their background or at-home environment.

Coordinating Organizations

- Local School Districts
- Orange County Health Department
- Orange County Department of Social Services

Potential Partnering Organizations

- Compass Center for Women and Families
- Durham Crisis Response Center
- Family Success Alliance
- InterAct
- Orange County Child Protective Services
- Orange County Rape Crisis Center

Implementation Approach

Identification and Planning (0-1 year)

- Create a program intended to provide mentorship, and government or non-profit resources, to students facing home instability; this may also be accomplished by partnering with an existing program and providing them with funding and resources to expand their services in the county, or through establishing a volunteer program with qualified professionals in the local community.
- Identify funding sources that could be used to either create a new program or fund an existing program.
- Work with local schools to determine where there are gaps in services and support for students struggling with their home environment or academics.
- Work with local schools to identify students that may be “falling through the cracks,” facing home instability, tumultuous relationships with family, or noted challenges with virtual learning.

Implementation and Evaluation (1+ years)

- Collect metrics to analyze the success of the program and make necessary improvements to the program and its services as needed and as needs of the students evolve.
- Launch the program and begin soliciting it to local schools to target students who need the services most.
- Help students tackle the struggles they face, whether academic or personal, by pairing them with mentors through existing organizations and/or with existing county resources or programs.

INITIATIVE 4.3.3

Partner with schools to provide extra support for students with disabilities and their families.

Purpose and Value

Navigating and participating in virtual learning can be especially challenging for neurodiverse or disabled students. Additional support through individualized outreach and resources for those students and their families can help ensure that no child is left behind, regardless of their disability.

Coordinating Organizations

- Disability Awareness Council
- Orange County Department of Social Services

Potential Partnering Organizations

- El Futuro
- Josh’s Hope Foundation

- Local Public Libraries
- Local School Districts
- UNC School of Education

Implementation Approach

Identification and Planning (0-1 year)

- Develop a plan of action based on the feedback received from families of students who are disabled, including an evaluation of what resources may be most useful to those students and their families and where resources would come from (the school system or the government).
- Partner with schools to conduct outreach to families of students who are disabled and begin to identify their needs.

Implementation and Evaluation (1+ years)

- Continue open lines of communications with families serviced by this program to ensure that it is helpful to them and that their needs are being met.
- Implement the program and utilize the schools to conduct outreach to families of students who are disabled to perform an initial needs assessment, and to provide resources once needs have been established.

INITIATIVE 4.3.4

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.

Purpose and Value

Since COVID-19 began, a major challenge to most communities, including Orange County, has been ensuring that all residents have equitable access to the technology necessary to function remotely. Alleviating inequities in technology access removes barriers to employment, education, and other critical remote services, and will continue to be of importance beyond recovery from COVID-19.

Coordinating Organizations

- The Kramden Institute

Potential Partnering Organizations

- UNC Small Business and Technology Development Center (SBTDC)
- Local Public Libraries

Implementation Approach

Identification and Planning (0-1 year)

- Expand the Chapel Hill Laptop Lending Program through collaborative funding through the government, charitable organizations, and donors.
- Create a survey and administer it through in-person channels throughout the county to determine the existing need for laptop lending services; use this survey to inform the program's expansion.
- Develop policies and processes (e.g., check-out system) that would be required to provide this service to the general population, including homeless individuals.
- Procure hotspots for individuals and households who do not have access to at-home Wi-Fi.

Implementation and Evaluation (1+ years)

- Market the program and its laptop lending service to the public through a variety of in-person communications channels (e.g., libraries, schools, grocery stores, public transportation).
- Track public use of the program and utilize both quantitative and qualitative data to determine the success of its expansion or necessary improvements to the program.

INITIATIVE 4.3.5

Provide technology training on relevant platforms to the community.

Purpose and Value

Even if individuals have access to technology, many do not have the training or experience to utilize the technology effectively or efficiently; this can be a hindrance when applying for jobs, attempting to connect with family or friends to combat social isolation, or when attempting to assist students in the household with online learning. Providing training on relevant platforms, like Zoom, can help improve technology usability and ensure equitable access.

Coordinating Organizations

- Durham Technical Community College
- The Kramden Institute

Potential Partnering Organizations

- Local Public Libraries
- NCWorks
- Orange County Department on Aging
- Orange County Department of Social Services Skills Development Center
- Orange Works Employment and Training Center

- Orange County Local Reentry Council

Implementation Approach

Identification and Planning (0-1 year)

- Establish a volunteer network of local government or non-profit officials to facilitate technology training classes.
- Create or identify a platform where virtual training can take place and provide trainees clear direction about how to use the platform.
- Create a campaign to market trainings to the public and collaborate with organizations who work with vulnerable or underserved communities (e.g., older adults, recently incarcerated individuals, undocumented individuals) to market trainings to their constituents.

Implementation and Evaluation (1+ years)

- Collect feedback from trainees to ensure that the trainings are filling knowledge gaps and giving them the information they need to be successful in operating virtual platforms.
- Launch the marketing campaign through a variety of channels (including in-person channels).
- Launch the trainings on the identified platform.



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.



Strategy 5.1: Prevent the deterioration of natural resources.

This strategy is intended to prevent the degradation of natural resources by determining whether expansion of public spaces is necessary; monitoring the secondary consequences of COVID-19 on the environment; and expanding education for residents about their role as stewards of the natural environment.

Priority Level Low

Key Performance Indicators

Latest Data:

- 2020-2021 Natural & Cultural Resources Budget increased by \$27,491 (2021 Commissioner Approved Annual Budget)

Targets:

- Maintain and increase funding for natural resources
 - Reduce the number of needed repairs to trails*
-

Goals



INITIATIVE 5.1.1

Coordinate planning efforts to understand how the community utilizes public spaces and whether the expansion of public spaces is necessary.

Purpose and Value

COVID-19 has increased demand for and use of certain public spaces. These spaces, including green spaces, parks, and public venues, are an important resource for community-building as well as mental and physical health. By evaluating the use of such spaces, the county can assess the need to expand or otherwise modify their availability. With enhanced understanding of how the community uses these public spaces, the county can craft solutions that improve quality of life for residents.

Coordinating Organizations

- Local Government Parks and Recreation Departments

Potential Partnering Organizations

- UNC College of Arts and Sciences
- Triangle Land Conservancy
- Eno River Association
- Duke Forest

Implementation Approach

Identification and Planning (0-1 year)

- Leverage methodology, findings, and lessons learned from local park access and use studies as a starting point for additional assessments within the county as needed.
- Evaluate the disparate challenges across geographic areas (e.g., identifying disparities between urban and rural areas and North and South Orange County).
- Seek opportunities to use existing county-owned lands for expanded recreation opportunities.

Implementation and Evaluation (1+ years)

- Use iterative local municipal and county comprehensive master plan update processes to integrate new research and findings related to changes in residential use of public space due to the COVID-19 pandemic and to align efforts to expand public spaces throughout the county.

INITIATIVE 5.1.2

Monitor and address indirect impacts from COVID-19 on the natural environment.

Purpose and Value

COVID-19 has increased outdoor activity in unprecedented ways, creating new and evolving needs for community conservation efforts, support services, and infrastructure. The county and its municipalities can make a concerted and collaborative effort to identify and address evolving needs to ensure equitable access to Orange County's natural environment. Similarly, as recreational access habits evolve, community efforts to protect and conserve the natural environment will become even more important to ensure these resources continue to be available for future generations.

Coordinating Organizations

- Local Government Parks and Recreation Departments

Potential Partnering Organizations

- Duke Forest
- Eno River Association
- Town of Carrboro Greenways Commission
- Triangle Land Conservancy

Implementation Approach

Identification and Planning (0-1 year)

- Evaluate ways in which the COVID-19 pandemic and social distancing guidance impacts public use of natural recreational spaces.
- Prioritize preliminary efforts on known impacts to high-use areas and concerns related to public safety.
- Establish standards for the maintenance and care of green spaces across jurisdictions based on recognized best practices.
- Implement methods to track and monitor usage at outdoor locations, such as increasing the number of locations with trail and car counters.
- Adapt existing trails to be suitable for use in wetter weather to reduce necessary long-term trail maintenance.

Implementation and Evaluation (1+ years)

- Seek and implement improvements to local government services (e.g., park maintenance staff) and available infrastructure (e.g., cell service coverage) to improve accessibility and functionality of the natural environment for all residents.
- Increase green space maintenance and funding to meet established standards for care.

INITIATIVE 5.1.3

Expand programs educating residents about their role as stewards of natural resources and the natural environment.

Purpose and Value

Environmental restoration and natural resource stewardship will become more pressing over time as the impacts of climate change take root in communities around the globe. To proactively address these concerns, it is important that Orange County prioritizes public environmental education and resource stewardship now. By providing opportunities for the public to take part in conservation efforts, the county can develop a community of caretakers for precious natural resources and environments.

Coordinating Organizations

- Local Government Parks and Recreation Departments
- Eno River Association

Potential Partnering Organizations

- Town of Carrboro Greenways Commission
- Friends of Chapel Hill Parks and Recreation

Implementation Approach

Identification and Planning (0-1 year)

- Continue efforts to expand “adopt-a-” programs for parks, trails, and open spaces.
- Evaluate the need for additional staff support to better coordinate and grow these programs and to provide more effective and targeted outreach and education.

Implementation and Evaluation (1+ years)

- Work with local organizations and community groups to expand community-led initiatives such as invasive species and litter removal programs.



Strategy 5.2: Provide cultural and recreational opportunities for all residents.

This strategy promotes recreational opportunities for members of the Orange County community to promote community healing, improve mental health, and promote collaboration across municipalities.

Priority Level Low

Key Performance Indicators

Latest Data:

- 65,562 pieces of printed materials were distributed during 2018-2019 (Orange County Visitor’s Bureau Annual Report)

Targets:

- Increase education around available cultural and recreational opportunities
- Increase use of online program facility reservations*
- Maintain or increase the number of virtual events held annually*
- Maintain or increase the number of multicultural events held annually*
- Increase phone registration and participation in virtual events for those with no or limited internet accessibility*

Goals



INITIATIVE 5.2.1

Utilize oral histories to tell the story of the pandemic.

Purpose and Value

The COVID-19 pandemic has had far-reaching cultural and social impacts that will likely be felt for years to come. Providing an outlet for the community to verbalize and share their experiences with the pandemic can be therapeutic and healing and promote a heightened sense of community. Establishing a program that provides a safe space for the community to share their thoughts will create a record that bears witness to this historic time.

Coordinating Organizations

- Southern Oral History Program

Potential Partnering Organizations

- Carrboro Truth Plaque Task Force
- Cedar Grove Community Center
- Cultural Civil Rights Memory Task Force
- Efland-Cheeks Community Center
- UNC Center for the Study of the American South
- Local Historians
- Local Public Libraries
- Long-Time Residents
- Orange County Arts Commission
- Rogers Road Community Center
- The Marian Cheek Jackson Center

Implementation Approach

Identification and Planning (0-1 year)

- Assess existing programs and community forums to identify opportunities to create dedicated events for residents to share their personal experiences related to the pandemic.

Implementation and Evaluation (1+ years)

- Provide sustained opportunities for individuals, families, and communities to share their experiences with the evolving impacts of the pandemic.
- Tailor events to different audiences and community groups to provide focused opportunities for discussions about sector-specific impacts (e.g., “forum for farmers and agriculture”).

INITIATIVE 5.2.2

Pursue opportunities to expand and pool resources across organizations and jurisdictions to coordinate and cross-promote free and safe activity offerings.

Purpose and Value

Recreational and cultural activities proved their importance during the COVID-19 pandemic. By pooling resources and collaborating within Orange County, activity offerings can reach larger potential audiences. Similarly, coordinating across the county on these efforts can broaden the pool of available volunteers. Expanding the reach of these offerings can help provide a wider variety of activities that can meet the diverse needs of the community in terms of interest, access, and location.

Coordinating Organizations

- Local Government Parks and Recreation Departments

Potential Partnering Organizations

- Chapel Hill-Carrboro YMCA
- Eno Mill Arts Spaces
- The ArtsCenter
- Local Athletic Associations
- Local Public Libraries

Implementation Approach

Identification and Planning (0-1 year)

- Advertise recreational and cultural activities in various locally spoken languages.
- Leverage lessons learned and models used for previous successful virtual programs offered during COVID-19 to expand virtual outdoor activity offerings.
- Seek opportunities to expand reach and diversity of free virtual activity and self-directed (safe/socially distant) recreation offerings through coordination across town and county agencies and libraries.
- Work with youth programs and schools to provide supplemental recreation opportunities.

Implementation and Evaluation (1+ years)

- Collaborate with local community organizations to identify unmet demand and develop new or expanded programming and priorities for updating recreation facilities (e.g., updates to Hargraves Community Center).
- Monitor participation and update programmatic offerings to expand most popular programs.

INITIATIVE 5.2.3

Support and promote community-driven multicultural arts projects and programs that enable community healing, recovery, and resilience.

Purpose and Value

Participation in the arts improves individual well-being, unifies communities, and contributes to increased civic engagement. The arts have also been proven effective in healing and treatment for trauma and will be important for recovery and resilience-building post-pandemic. Providing support for community-driven arts projects and programs helps promote community healing and builds trust between the county, municipalities, and residents.

Coordinating Organizations

- Orange County Arts Commission

Potential Partnering Organizations

- Carrboro Arts Committee
- Chapel Hill Downtown Partnership
- Chapel Hill Community Arts & Culture
- Hillsborough Arts Council
- Local Government Parks and Recreation Departments
- Orange County Department on Aging

Implementation Approach

Identification and Planning (0-1 year)

- Promote and support existing and planned community-based arts projects and programs that provide accessible participation.
- Coordinate with local community organizations to curate ideas for arts projects, workshops, or events.

Implementation and Evaluation (1+ years)

- Monitor participation and update programmatic offerings to expand most popular programs.
- Establish installations or projects to commemorate local community experiences, impacts, and transformations related to COVID-19.



Strategy 5.3: Support sustainable local agriculture systems.

This strategy supports sustainable local agriculture by connecting food supply to demand in the community. Initiatives within this strategy aim to help agricultural producers leverage e-commerce or alternative distribution models; reduce agricultural producers’ reliance on grants and subsidies; and address food insecurity while expanding local food systems.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 2019 cash receipts for North Carolina farms totaled \$10,603,108,000 (U.S. Department of Agriculture)
- 686 farms in Orange County (North Carolina Agricultural Statistics)
- 12.7% of North Carolina residents are food insecure (North Carolina Agricultural Statistics 2020)
- 58.6% of students in North Carolina are on free or reduced meal programs (Kids Count Data Center)

Targets:

- Maintain or increase amount of revenue from farms and farmer markets
- Increase percentage of farms with an online presence*
- Reduce percentage of food insecure residents
- Increase availability of free/reduced meals

Goals



INITIATIVE 5.3.1

Provide technology training for agricultural producers to promote the utilization of e-commerce and alternative distribution models.

Purpose and Value

As consumer demand has shifted to online services and e-commerce, it has been challenging for many local and small businesses to shift to sales through a virtual platform. Assisting agricultural producers who traditionally rely heavily on in-person sales and brick and mortar distribution can help restore demand for their products, while building resiliency against future disruptions and disasters.

Coordinating Organizations

- Orange County Economic Development – Agriculture

Potential Partnering Organizations

- AT&T
- Durham Technical Community College
- NC Cooperative Extension Service, Orange County Center
- Local Farmer’s Markets
- Spectrum
- T-Mobile
- Verizon

Implementation Approach

Identification and Planning (0-1 year)

- Leverage existing e-commerce and supply chain training and instruction tools.
- Develop technology training for agricultural producers, specifically developing their ability to utilize e-commerce and alternative distribution methods for their products.

Implementation and Evaluation (1+ years)

- Advertise trainings and resources at events attended by local agriculture producers.
- Monitor emerging market trends and training needs to align offerings with new and evolving opportunities emerging in the years following the COVID-19 pandemic.
- Evaluate barriers to market innovations (e.g., lack of available cell or broadband service in agriculture-producing areas) and work to identify both temporary and permanent solutions.

INITIATIVE 5.3.2

Strengthen economic independence for agricultural producers and reduce reliance on grants and subsidies.

Purpose and Value

Economic independence is critical for resiliency against disasters, as well as long-term financial solvency for agricultural procedures. In addition, this financial independence empowers agricultural producers to experiment with sustainability and progressive agricultural operations that benefit them and their customers in the long term. By increasing the financial independence of farmers and other producers, the county can increase the sustainability and resilience of its agricultural and food supply chains.

Coordinating Organizations

- Orange County Council of Governments
- Orange County Department of Environment, Agriculture, Parks and Recreation
- Orange County Economic Development – Agriculture

Potential Partnering Organizations

- FreshPoint
- NC Cooperative Extension Service, Orange County Center, Orange County Center

Implementation Approach

Identification and Planning (0-1 year)

- Expand ongoing efforts overseen by the Orange County Council of Governments to engage additional community organizations and representatives from throughout food systems (e.g., production, distribution, retail, wholesale, resale).
- Conduct a threat assessment of the local agricultural industry to determine which agricultural practices, operations, and methodologies are increasing the industry’s vulnerability to economic volatility.
- Engage local agricultural producers and farmers to learn more about the economic vulnerabilities they experience.

Implementation and Evaluation (1+ years)

- Address findings from the threat assessment and dialogue with local agriculturalists through targeted educational outreach and training programs.
- Continue efforts to analyze market trends and share information with producers to shift production towards more-profitable crops.

INITIATIVE 5.3.3

Incentivize expansion of sustainable local food systems to provide support for families experiencing food insecurity.

Purpose and Value

Sustainably expanding local agricultural systems can help eliminate food deserts, combat hunger, and stimulate the local agricultural economy. Inviting local food production and supply chain stakeholders to participate in conversations about expansion barriers will also help the county identify ways to revitalize and expand local agricultural systems effectively. The county can also seek ways to grow existing local food producers and community-owned food production land to further support those facing food insecurity.

Coordinating Organizations

- Orange County Economic Development – Agriculture
- Orange County Department of Environment, Agriculture, Parks and Recreation
- Orange County Food Council

Potential Partnering Organizations

- Farmer Foodshare
- Hope Gardens
- Inter-Faith Council for Social Service
- Local Farmer’s Markets
- Local Grocery Stores and Chains
- Orange County Health Department
- PORCH Chapel Hill-Carrboro

Implementation Approach

Identification and Planning (0-1 year)

- Identify opportunities to transform systems developed in response to emerging food security issues during COVID-19 into sustainable partnerships and programs.
- Identify opportunities to repurpose publicly owned land for community gardens and support expansion of community gardens already in existence.
- Support efforts to secure a new permanent home for Hope Gardens and pursue funding opportunities or development of existing county-owned land for new community gardens.

Implementation and Evaluation (1+ years)

- Examine successful food distribution models that utilize products from local producers and promote/encourage the growth of such utilization in other operations.



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.



Strategy 6.1: Promote climate change mitigation and adaptation efforts.

This strategy seeks to leverage community and practitioner feedback to inform county-wide collaboration on climate action through coordinated climate action planning.

Priority Level Medium

Key Performance Indicators

Latest Data:

- 30 current Climate Council members (Orange County Climate Council Member List)
- 387 annual number of residents served by weatherization programs in Orange County (Duke Energy Neighborhood Energy Saver Program and Central Piedmont Community Action)

Targets:

- Increase public participation in Climate Council meetings and/or climate planning
- Increase number of residents served by weatherization programs

Goals



INITIATIVE 6.1.1

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

Purpose and Value

Climate change impacts all communities across the globe but presents a more time-sensitive hazard to states along the coast and their communities due to sea level rise and hurricanes. It is imperative that Orange County proactively engages in comprehensive climate action planning to ensure the community’s preparedness for future disasters at high frequencies and magnitudes. This initiative consolidates feedback from the community and planning stakeholders around climate adaptation and mitigation to be considered and incorporated into existing climate action plans. Co-benefits from climate action include increased public and environmental health, greater equity and environmental justice, job creation, and community resilience.

Coordinating Organizations

- Orange County Climate Council

Potential Partnering Organizations

- Central Carolina Community College
- Dominion Energy North Carolina
- Duke Energy Carolinas
- Durham Technical Community College
- North Carolina State University
- Local School Districts
- Orange Water and Sewer Authority
- Piedmont Electric Membership Coalition
- UNC Sustainability Council

Implementation Approach

Identification and Planning (0-1 year)

- Coordinate comprehensive climate action planning across municipalities to address and mitigate present and future environmental impacts.
- When writing or revising climate action plans in the county, evaluate the following recommendations for their applicability to county and municipal plans:
- Partner with utilities to promote (1) transitioning to clean energy and (2) energy and water conservation messaging to the community in an effort to reduce utility bills.
- Support local higher education programs that improve workforce capacity for green energy jobs (e.g., Clean Tech Summit) that support the vision for a sustainable and resilient community.



Implementation and Evaluation (1+ years)

- As plans are updated, implemented, or modified, share findings across the county to promote the collective adoption of best practices.
- Conduct further outreach to identify additional community or stakeholder input to inform future iterations of climate action plans.



Strategy 6.2: Build collaborative programs between government and the community.

This strategy is intended to increase collaboration between government and the community by establishing a countywide volunteer organization and striving to support students so that they become long-term residents.

Priority Level Low

Key Performance Indicators

Latest Data:

- Over 14,000 active non-profit organizations in the Triangle Area (Volunteer Match)
- No formal Voluntary Organizations Active in Disaster structure in the county

Targets:

- Maintain or increase the number of non-profit organizations
- Establish a formal Voluntary Organizations Active in Disaster structure in the county

Goals



INITIATIVE 6.2.1

Establish an active volunteer network by creating a countywide Voluntary Organizations Active in Disaster group.

Purpose and Value

Voluntary Organizations Active in Disaster are an important part of disaster response and recovery. These organizations provide a productive way to utilize surge support from volunteers after a disaster strikes, which otherwise can be overwhelming for municipalities. Voluntary Organizations Active in Disaster can help administer necessary services after a disaster, including resource intake and distribution, debris removal, and habitat restoration.

Coordinating Organizations

- Orange County Office of Emergency Management

Potential Partnering Organizations

- American Red Cross
- Durham Technical Community College
- Family Success Alliance
- Orange County Department on Aging
- Team Rubicon
- Volunteer Connect 55+
- UNC Gillings on the Ground

Implementation Approach

Identification and Planning (0-1 year)

- Identify a local VOAD coordinator and ensure they understand VOAD training and response operations.
- Plan the VOAD structure, including all necessary documents, and establish a training regimen.
- Develop a website or platform to help VOAD members connect and meet regularly.

Implementation and Evaluation (1+ years)

- Begin recruiting local VOAD members through the County Government Academy, local marketing, social networking (e.g., churches, teams), professional networking (e.g., local emergency management officials, police officers, first responders), and through student networks at UNC (Carolina Center for Public Service) and Durham Tech.
- Organize or expand training options to continuously improve the VOAD's ability to respond to and assist in times of disaster.

INITIATIVE 6.2.2

Work with academic institutions to support student access to resources necessary for their success.

Purpose and Value

COVID-19 has been impactful for students struggling to navigate remote learning settings. Orange County can support its students by pinpointing where additional support is needed and marketing community-based resources to those individuals. If students are well supported, they may be more likely to stay in the community during or after the pandemic, and some may become long-term residents (beneficial for long-term recovery).

Coordinating Organizations

- Local School Districts
- Durham Technical Community College

Potential Partnering Organizations

- Beyond Expectations
- Orange Water and Sewer Authority (OWASA) Youth Water Academy
- UNC University Career Services

Implementation Approach

Identification and Planning (0-1 year)

- Engage representation from local school districts and universities/colleges to determine what level of support is desired or would be helpful to provide students.
- Evaluate issues and challenges with virtual learning to identify key problem areas.
- Develop additional methodologies to support virtual learning.
- Run pilot programs to test methods to make virtual learning more effective.
- Develop strategies to encourage members of the community, especially communities of color, to remain in Orange County.

Implementation and Evaluation (1+ years)

- Provide support for virtual learners.
- Stand up and monitor programs to encourage students to remain in Orange County as they enter the workforce.



Public Information & Intergovernmental Affairs

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.



Strategy 7.1: Support open lines of communication between the public and local governments.

This strategy aims to improve communication between the public and local governments. Initiatives under this strategy seek to standardize the ways information for disaster-affected residents is presented on local government websites; improve language services for those who do not speak English very well; better understand how residents communicate with local governments to improve engagement; and establish a 24/7 hotline or chat that is open to the public.

Priority Level Medium

Key Performance Indicators

Latest Data:

- Over 900 documented calls to county services since mid-March 2020 (Crisis Track)
- Orange County Board of Commissioners approved language access policy in June 2020 (Orange County Language Access Policy)

Targets:

- Increase the number of calls directed toward online services
- Increase the number of language access training events held annually*
- Increase the average number of community member attendees in local council and County Board of Commissioner meetings*

Goals





INITIATIVE 7.1.1

Align and streamline information for disaster-impacted residents across local government websites.

Purpose and Value

During and after disasters, residents may not know where to go for information that can help them navigate the aftermath of the disaster. This is especially challenging for some residents in Orange County, who are unfamiliar with the boundaries between each unit of local government. This initiative seeks to streamline and consistently present information to the public across jurisdictions in Orange County to make it easier for residents to quickly locate and act on information they need. By making a concerted and collaborative effort to evaluate information presented on the websites of all municipalities and the county, and by ensuring information provided is aligned and up to date, the county can alleviate community frustrations, build community trust, and more effectively deliver public information.

Coordinating Organizations

- Local Government Public Information Officers

Potential Partnering Organizations

- Local Government Information Technology Offices

Implementation Approach

Identification and Planning (0-1 year)

- Collaborate with all municipalities and the county to develop a framework to present the most vital information and resources as efficiently as possible for all residents experiencing or recovering from the impacts of a disaster.
- Establish common templates for streamlining and organizing information across websites.
- Develop and share graphics that can be used consistently across webpages.
- Standardize the placement of shortcuts to important information about disasters or disaster recovery, whether through placement of banners, buttons, or other approaches so that residents can easily navigate other webpages if needed.
- Develop a strategy for sharing information and requests across jurisdictional boundaries, to establish “no wrong door access” if a resident requests support from the wrong local government entity.

Implementation and Evaluation (1+ years)

- During and after an emergency, enact the agreed-upon changes, tools, and templates.
- Ensure that all implemented features are optimized for mobile devices.
- Evaluate the need for a centralized web resource to further enhance “no wrong door access” and information-sharing across jurisdictions.



INITIATIVE 7.1.2

Make it easier for residents that do not speak English very well to engage with local governments.

Purpose and Value

This initiative is intended to standardize and improve the process for providing language translation services to households with limited English proficiency for government-sponsored events or communications. Language barriers restrict households from accessing the resources they need and make it difficult to receive and digest valuable information distributed by the government. Providing language translation services to limited English proficiency households would improve the community's resiliency to future disasters, facilitate distribution of services to households in need, and encourage more diverse and equitable participation in government-sponsored events.

Coordinating Organizations

- Orange County Department of Human Rights and Relations
- Town of Chapel Hill Office for Housing and Community

Potential Partnering Organizations

- Durham Technical Community College
- CHICLE Language Institute
- Local School Districts

Implementation Approach

Identification and Planning (0-1 year)

- Perform a review of how residents are using translation technologies for webpages, social media, email, etc., and invite public feedback on how effective these tools are for their needs.
- Establish a channel for individuals and households with limited English proficiency to report where gaps in translation services exist.
- Formalize a unified process for requesting translation services that accounts for how responsibility and best practices will be shared across jurisdictions.
- Identify the county's existing cadre of translators and translation resources (including resources specific to municipalities, not just the county level).
- Use training or engagement to increase awareness of translation resources, including the policy for requesting support, at all levels of government and across jurisdictions.

Implementation and Evaluation (1+ years)

- Engage community leaders in communities with limited English proficiency to spread the word about translation services and to ease concerns about using the service for undocumented residents.



- Market the translation services, specifically targeting neighborhoods with greater populations of residents with limited English proficiency.
- Track the usage of the translation services and expand or detract the services as needed to meet demand.

INITIATIVE 7.1.3

Enhance local understanding of how community members interact with government to increase civic engagement.

Purpose and Value

Many preexisting challenges (such as a lack of trust in government) made it more difficult for local governments to reach and support populations that were hardest hit by the pandemic. To more equitably communicate with, engage, and support all Orange County residents, this initiative seeks to better understand how members of the public engage with government and then leverage those findings to increase participation in government-led events (such as community planning processes). Together, these efforts would improve government’s understanding of how and where the public receives information; help establish and track communication trends over time; and help empower marginalized communities to engage with government so local governments can be more responsive to their needs and have a greater impact on the community.

Coordinating Organizations

- Orange County Department of Human Rights and Relations
- Local Government Public Information Officers

Potential Partnering Organizations

- Efland-Cheeks Community Center
- Local Government Clerks
- Local Government Economic Development Departments
- Local Government Emergency Management Offices
- Local Government Housing Departments
- Local Government Planning Departments
- Northside Neighborhood Initiative
- Orange County Board of Commissioners
- Orange County Planning Board
- Orange County Transportation Services

Implementation Approach

Identification and Planning (0-1 year)



- Assess the feasibility of formalizing a relationship with local universities or colleges to support this initiative. Execute agreements or formalize processes as needed.
- Gather a common set of communication measurements and insights across various digital and non-digital communication channels for all local governments. Use this information to determine how and where the public receives information; how they engage with government; the effectiveness of tools being used; and trends over time. As part of the evaluation effort:
- Examine informal tools currently used by marginalized populations such as word of mouth; alumni networks; local K-12 schools; houses of worship; WeChat; and/or local or regional media outlets that publish news in languages other than English.
- Evaluate the need to continue hosting or recording public meetings virtually, recognizing not all solutions will work for all communities. Public in-person meetings are not always accessible to individuals that lack transportation, while virtual meetings may not be accessible to those with limited access to technology. Neither approach may reach individuals who maintain irregular or long working hours.
- Consider leveraging focus groups or other opportunities to engage with historically marginalized populations to evaluate the effectiveness of communications tools and channels currently in use, as well as the informal tools described above.
- Work with local community members to identify strategies that will promote trust-building and increase participation in government-sponsored events.
- Share and discuss findings from the study across local governments to promote collaboration and build a “community of practice” (i.e., a group of people who share a concern for something they do and learn how to do it better as they interact regularly).
- Revise strategic communications and public information, plans, campaigns, or other guidance materials as needed to reflect lessons learned from the evaluation.

Implementation and Evaluation (1+ years)

- Use the findings from the investigation to promote increased awareness of opportunities for the public to provide input and engage with government (e.g., monthly meetings, planning processes, surveys). Where necessary, educate members of the public about the importance of their participation.
- Evaluate and refine communication and engagement approaches to reflect feedback from the community (which should be gathered on an ongoing basis).
- Periodically revise or reassess communications tactics as needed to ensure approaches stay relevant over time, as the county’s populations and demographics change.



INITIATIVE 7.1.4

Develop a 24-hour chat portal or hotline for community members to share concerns or inquiries.

Purpose and Value

The Housing Helpline in Orange County is a notable example of a chat portal between the public and government. This same model can be used to implement a program that addresses general community concerns or requests for resources more broadly. This informal and easy-to-access method of interaction between the public and local government can increase trust and favorability.

Coordinating Organizations

- Orange County Department of Social Services

Potential Partnering Organizations

- Narcotics Anonymous Helpline
- NC 211
- Orange County Chinese and Spanish Helpline
- Orange County Helpline
- Orange County Housing Helpline

Implementation Approach

Identification and Planning (0-1 year)

- Evaluate potential models for the program such as online chat; phone hotline (similar to the current Housing Hotline); or an alternative hybrid approach. Identify a solution that can be used by all residents regardless of broadband access or familiarity with technology.
- Design a training protocol to use for employee or volunteer onboarding, including crisis management training.
- Identify community resources to provide inquirers via the chat portal or hotline.
- Identify which platform or website will house the chat portal and hotline information.
- Leverage existing county resources to ensure the chat portal or hotline is accessible to all residents regardless of their native or preferred language.
- Secure staffing, either paid or trained volunteer, to ensure the chat or hotline is operational for 24 hours a day.
- Utilize the county's housing hotline, and 211 or similar programs, as a model to design a 24-hour chat portal or hotline where community members can share general concerns or needs.

Implementation and Evaluation (1+ years)

- Advertise the 24-hour chat portal or hotline to all community members through a variety of channels (i.e., social media, in-person flyers, community events, schools).



- Measure the impact of the 24-hour chat portal or hotline and track any problematic psychological or substance-use trends being reported through the chat or hotline.
- Update compiled resources being provided to inquirers to ensure they are up to date and accurate.



Strategy 7.2: Promote equitable public engagement in planning processes.

This strategy is intended to build on the county’s efforts to prioritize and elevate racial equity considerations and challenges so that plans developed within the county better reflect the needs of all residents. Initiatives within this strategy support (1) the continued socialization of this plan with historically marginalized populations to ensure it reflects the evolving needs of all residents and (2) a culture of information-sharing across local governments to improve racial equity outcomes countywide.

Priority Level Low

Key Performance Indicators

Latest Data:

- 530,909 Chapel Hill website pageviews (Chapel Hill/Orange County Visitors Bureau)
- 52% of Orange County Health Department staff has attended racial equity training (Government Alliance on Race and Equity)
- Orange County Health Department has digitally published 37 documents as resources to the public (Orange County Health Department)

Targets:

- Increase site visitors to county webpages focused on planning
- Increase number of municipalities with specialized plans or strategies to combat racial inequity
- Increase information sharing related to public planning processes

Goals





INITIATIVE 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.

Purpose and Value

Developing a consistent approach to attaining equitable engagement within the community can ensure that adequate representation is gathered from communities of color and marginalized communities; establishing a consistent process for evaluating the equity of engagement efforts demonstrates commitment to equity in practice and instills consistent practices across municipalities.

Coordinating Organizations

- Orange County Department of Human Rights and Relations
- Orange County Long-Term Recovery Group

Potential Partnering Organizations

- El Pueblo, Inc.
- Efland-Cheeks Community Center
- EmPOWERment, Inc.
- The Marian Cheek Jackson Center

Implementation Approach

Identification and Planning (0-1 year)

- Conduct a review of community engagement practices used over the last three years to evaluate their effectiveness, especially at reaching and building relationships with historically marginalized populations. Consider inviting communities of color to participate in this review.
- Coordinate with the Department of Human Rights and Relations to leverage practices from this planning process, plus new strategies, that will better reach historically marginalized populations when presenting the plan and inviting feedback.
- Record the county's "best practices" in a resource that can be shared across the county and its municipalities to build from in future planning processes.
- With the release of the final draft plan, announce that the county will continue to accept feedback on the plan.

Implementation and Evaluation (1+ years)

- Communicate major recovery updates or achievements with the public.
- Conduct a comprehensive review of the plan, evaluating the strategies in the plan against the current needs of the community.



- Continue to monitor progress against the plan and evaluate the need for updates on a biannual or annual basis.
- Organize meetings with the public to present progress toward strategies and initiatives in the plan and invite additional feedback that could be used to make the plan current, leveraging a combination of strategies from the “best practices” resource and continuing to test new concepts as well.
- Use all collected feedback, including any feedback not integrated from the first phase, to update the Long-Term Recovery Plan.

INITIATIVE 7.2.2

Build a culture of information-sharing to help improve racial equity planning and implementation outcomes for the whole county.

Purpose and Value

This initiative seeks to leverage the Government Alliance on Racial Equity (GARE) planning process to establish a system for and culture of sharing resources, data, and lessons learned across local governments. Enhanced information-sharing, as organizations across the county are undertaking efforts to better engage and support historically marginalized populations, could help avoid ethical or social errors or missteps, more effectively build trust, and leverage the collective knowledge and experiences of the county’s various areas to be better informed, impactful, and equitable.

Coordinating Organizations

- Government Alliance on Race and Equity Local Members

Potential Partnering Organizations

- El Pueblo, Inc.
- EmPOWERment, Inc.
- The Marian Cheek Jackson Center

Implementation Approach

Identification and Planning (0-1 year)

- Establish a meeting schedule for each of the municipal working groups to gather and share progress, findings, and lessons learned through the GARE planning and implementation process.
- Leverage the racial equity planning process to capture emerging best practices, approaches, and priorities.



Implementation and Evaluation (1+ years)

- Identify opportunities for partnership even after the planning process is completed, with the aim of formalizing relationships and processes that will empower the various working groups to coordinate easily across jurisdictional boundaries.
- If necessary, reduce the frequency of meetings but continue meeting as a group (across county and municipalities) to share lessons learned.
- Share findings and lessons learned about coordination across government organizations to empower other cross-jurisdictional groups to build on the success of this group.



Strategy 7.3: Consistently deliver essential government services.

This strategy promotes a regional approach to the delivery of essential government services by using an integrated approach to assess and revise continuity of operations plans across the county.

Priority Level High

Key Performance Indicators

Latest Data:

- Orange County estimated to receive \$28.7 million in State and Local Fiscal Recovery Funds (National Association of Counties)

Targets:

- 100% of Fiscal Recovery Funds are expended by December 31, 2024
- Increase number of continuity of operations trainings/exercises conducted countywide*

Goals





INITIATIVE 7.3.1

Develop integrated continuity of operations plans to consistently provide critical services across local governments.

Purpose and Value

By aligning continuity of operations plans across local governments, the county can ensure essential services are available to residents regardless of their location or the specific locations impacted. This initiative aims to deconflict resources and improve coordination across units of local government to increase the overall resilience of government operations within the county.

Coordinating Organizations

- Local Government Emergency Management Offices

Potential Partnering Organizations

- All Local Government Departments

Implementation Approach

Identification and Planning (0-1 year)

- Conduct review of existing municipal and county Continuity of Operations Plans, Continuity of Governance Plans, and other relevant planning documents. Identify gaps, deconflict resources, and identify other improvements based on lessons learned from the pandemic.

Implementation and Evaluation (1+ years)

- Review and maintain plans through regular exercises, annual reviews, and comprehensive cyclical plan updates.
- Update local planning documents to align efforts and establish or strengthen coordination and resource sharing capabilities.

INITIATIVE 7.3.2

Seek and secure additional funding to continue essential emergency support services.

Purpose and Value

Although the worry of COVID-19 resurgences may dissipate after herd immunity is achieved, the economic impact of COVID-19 will remain rooted in communities for years to come. To address the lasting effects of COVID-19, it is important that emergency support services remain intact for individuals and families while they attempt to regain income and normalcy after the virus.

Coordinating Organizations

- Local Government Emergency Management Offices



Potential Partnering Organizations

- All Local Government Departments

Implementation Approach

Identification and Planning (0-1 year)

- Identify funding sources to help support non-governmental organizations providing essential emergency support functions, through federal agencies like the Federal Emergency Management Agency (FEMA) and state and local agencies.

Implementation and Evaluation (1+ years)

- Implement trainings to educate local non-profits on available resources.
- Support non-profits applying for federal, state, or local funding assistance during the application process, including developing or compiling required documentation.
- Continuously research and update knowledge of existing and new funding resources.

Appendices



WHAT ARE PLAN APPENDICES?

The appendices of the Long-Term Recovery and Transformation Plan contain information that helps readers understand how the plan was developed or assists with its implementation. The plan contains the following appendices:

Appendix A: Impact Assessment Key Findings

This appendix summarizes key findings from independent research conducted at the start of the planning process. The Impact Assessment was intended to determine how COVID-19 adversely impacted the county across health, economy, housing, and social service sectors.

Appendix B: Stakeholder Engagement Summary

This appendix summarizes efforts to engage stakeholders throughout the planning process. For each event, the appendix describes the purpose and intent of engagement, key findings from the event, and a summary of how feedback was used to further develop the plan.

Appendix C: Community Priorities Matrix

This appendix identifies community priorities that were identified through the planning process and demonstrates how each initiative in the plan relates back to needs or priorities identified by residents of Orange County.

Appendix D: Funding Sources Matrix

This appendix provides an overview of funding programs that could be used to support the implementation of initiatives included in this plan.

Appendix E: Strategy Prioritization Results

This appendix provides a basic overview of the process used to prioritize strategies in the plan, as well as a summary of the results.

Appendix F: Coordinating and Partnering Organizations

This appendix provides a consolidated list of all coordinating organizations and potential partnering organizations for initiatives in the plan, as well as definitions for some of the collaborative organizations that exist within the county.

APPENDIX A: IMPACT ASSESSMENT KEY FINDINGS

About the Impact Assessment

This appendix presents key findings from the COVID-19 Impact Assessment for Orange County. This assessment helped Orange County determine which parts of the community were most significantly impacted by the COVID-19 pandemic. It analyzed how the pandemic affected Orange County and its three major municipalities: Carrboro, Chapel Hill, and Hillsborough, focusing on public health, economic, housing, and social services sectors; it specifically examined the effects of the pandemic on historically underserved communities of color, emphasizing the importance of integrating considerations for equity and representation in planning.

The Impact Assessment blended quantitative and qualitative analysis to evaluate the full scope of COVID-19 impacts. These findings represent a point-in-time snapshot, as the assessment leverages data current through approximately August 15, 2020. County conditions have since rapidly evolved, but this assessment does not take these into account. Data that predates the onset of the pandemic was included to contextualize changes.

Statistics and key takeaways from this COVID-19 Impact Assessment, outlined below, are based on reputable national, state, and local sources. In some instances, news reports were cited to supplement available data or help contextualize the impacts of COVID-19 where substantive data was not yet available. For more detailed information, review the full Impact Assessment, available on the [OrangeNCForward website](#).

Health

- Black communities are contracting COVID-19 at disproportionate rates in Orange County, mirroring a similar trend across the United States. While white residents make up 78% of the population in Orange County, they represent 37% of COVID-19 cases, but Black communities make up 11% of the population and account for 17% of the County's COVID-19 cases.
- Latinx communities are the most disproportionately impacted by COVID-19 of all races and ethnicities in Orange County, making up only 8.6% of the population but accounting for 35% of COVID-19 cases.

- Pre-existing health conditions can create compounding risk for individuals exposed to the virus. Significant portions (more than 40%) of the County’s Black and white populations have underlying health conditions that can translate to worse outcomes if they are infected with COVID-19; but these underlying health issues are more prevalent among Black residents, so they face higher risk of contracting the disease and developing serious complications as a result.
- Most individuals who contract COVID-19 are under 49 years old and many are under 30, indicating high infection rates in younger adult populations within Orange County.
- Available hospital bed capacity in Orange County decreased from 40-50% in April to below 10% in July, putting immense pressure on health workers and personal protective equipment supplies in Orange County.

Economy

- Job loss was five percent lower in Orange County than the national average. The industry breakdown of Orange County, with roughly 23.1% of jobs in the educational services sector and 16.2% in the healthcare and social assistance sector, may have created stability for the County. However, the stability of the healthcare and education sectors may statistically camouflage the impact of unemployment in other sectors.
- People of color fill a disproportionate number of low-wage essential jobs. Most notably, Latinx and Black workers are over-represented in the essential workforce relative to their share in the total workforce. This carries implications for people of color in Orange County as they are more likely to fill essential jobs and are at higher risk of contracting COVID-19.
- University of North Carolina (UNC) Chapel Hill is one of the County’s main tourism drivers, with roughly 29,000 students attending per year. It is estimated that every UNC student that lives off campus spends about \$12,000 in local accommodations. Orange County likely saw a significant reduction in local student spending due to the shift to remote learning in the fall of 2020.
- The County’s budget is supplemented by both sales tax and property tax. Overall, there have been reductions to sales tax revenues due to COVID-19 but the County’s current tax structure may provide stability if initially projected increases in property, motor vehicle, delinquent, and liquor taxes manifest for Fiscal Year (FY) 2020-21.

Housing

- The economic hardship caused by COVID-19 has led many households in Orange County to seek additional assistance to avoid eviction and/or homelessness. Between January and July 2020, the Orange County Emergency Housing Assistance Fund helped divert 365 households from eviction and/or homelessness, compared to 26 households in 2019.

- Foreclosures in Orange County have declined during COVID-19, partly due to protections established by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) as well as a statewide moratorium on evictions. Orange County may experience an increase in foreclosures and evictions as extended protections from the CARES Act for federally insured home loans and the CDC Eviction Ban expire on January 31, 2021.
- Both median household income and poverty rates are higher than the national average in Orange County, indicating a wide disparity in financial security among residents and stressing the importance of affordable housing accessibility.
- In 2019, the mean wage earned by renters in Orange County was \$14.12 per hour. A mean wage worker must work 112 hours per week to afford the average monthly rent (\$902) of a two-bedroom apartment designated as affordable in Orange County.

Social Services

- The full extent of homelessness attributed to COVID-19 is currently unknown (and may not be apparent for some time) but if national trends and feeding operations are any indicator, homelessness is likely on the rise in Orange County. The Interfaith Council in Chapel Hill serves roughly 120 individuals/families nightly in 2020. In addition, non-congregate sheltering efforts have increased social distancing for homeless shelters and helped safely isolate individuals with housing insecurity who test positive for COVID-19.
- The reduction in public transportation services due to COVID-19 likely increased transportation barriers for low-income workers, especially the 8% of workers in Orange County that rely on public transportation to get to and from their jobs.
- Moving to an online learning environment has been challenging for many families, especially in single-parent households, households where English is not the primary language, households with limited technological access or expertise, and households with students or parents living with disabilities. For instance, in 2018, Orange County cited 50,000 households in rural areas that are underserved by broadband internet.
- Many of the County's non-profit partners began distributing meals to relieve food stress in the community during COVID-19, averaging between 7,000-11,000 supplementary meals per day for Orange County residents. The County helped support these food distributions, allowing non-profit partners to take on additional clients.

APPENDIX B: STAKEHOLDER ENGAGEMENT SUMMARY

This appendix summarizes efforts to engage stakeholders throughout the planning process. For each event, the appendix describes the purpose and intent of engagement, key findings from the event, and a summary of how feedback was used to further develop the plan.

Community Values Survey (Aug. 2020)

The Community Values Survey administered in August 2020 was intended to help Orange County’s leaders understand what the community values the most when it comes to recovery from COVID-19 and how to avoid disaster-related disruptions in the future (in other words, increasing resilience).

This survey was made available in various languages: English, Spanish, Karen, Burmese, and Mandarin-Chinese. Although efforts were made to engage diverse community members, the respondent demographics for this survey skewed older, white, and female. This outcome directly influenced the county’s decision to hold focus groups with leaders within historically marginalized communities (see “Community Leader Focus Groups” below).

Key Takeaways:

- The most important values identified through the survey were (in order): fairness, social equity, and justice; transparency; competency; leadership; and efficiency.
- Challenges for individuals and families during the pandemic were identified, including (but not limited to): isolation and loneliness; the virtual learning environment; affordable childcare; financial stress; mental and physical health concerns; closure of facilities, businesses, and services; and limited access to high-speed internet.
- Suggestions to strengthen the county’s ability to bounce back from future disasters included: institutionalizing advanced planning; strengthening communication and information sharing; supporting the most vulnerable and businesses; increasing affordable housing; strengthening leadership; and establishing/maintaining a rainy-day fund or general fund.
- Other notable issues included: improving school infrastructure; accessibility; transportation; environmental preservation; stewardship and health; and economic development.

The survey results were used to inform plan development and guide the development of strategies and initiatives. It served to identify five overarching goals for the plan.

Stakeholder Visioning and Opportunities Workshop (Sep. 2020)

The County's Long-Term Recovery Group was invited to participate in this workshop to begin (1) crafting a guiding vision for recovery using input from the community and (2) building on existing relationships to identify opportunities for collaboration across the Long-Term Recovery Group.

Key Takeaways:

- Economic stabilization, including job restoration, the provision of living wages, and consumer spending, was a common topic of discussion among stakeholder groups.
- Many stakeholders expressed concerns related to the effectiveness of remote learning for children in Orange County, and the impact it is having on households trying to navigate that shift.
- Internet and technology accessibility for rural, marginalized, and older communities is imperative.
- Racial and socioeconomic equity in recovery priorities and solutions is paramount.
- There must be equitable and fair treatment for all residents to help bridge divisions between the Northern and Southern portions of Orange County.
- Resources must be provided and advertised to small businesses, impoverished or financially stressed households, and those who are increasingly socially isolated.

Insights from this meeting were used to validate and establish the basic framework for the plan: the guiding vision and overarching goals.

Long-Term Recovery Group Focus Groups (Oct. 2020)

These focus groups served to source ideas from the Long-Term Recovery Group that will promote recovery from the COVID-19 pandemic in a manner that aligns with the county's overarching goals. Focus group participants were encouraged to draw on their experience working with residents impacted by COVID-19 and use findings from the Impact Assessment to identify potential recovery initiatives (projects).

Key Takeaways:

- Current marketing campaigns do not effectively reach businesses owned by people of color.
- There is a need for innovation and inclusive planning efforts throughout the entire community, especially as challenges continue to disproportionately impact racial-minority businesses.
- Initiatives need to acknowledge both existing and emerging racial disparity associated with the pandemic.
- Meeting attendees mentioned the need to account for varied types and levels of healthcare insurance coverage among residents.

- Variable access to and ability to use technology, cutoffs for those earning livable wages, and distrust of government programs among some residents make it difficult to address unmet needs.
- People suffering most from social distancing—those in rural and poor areas—have even less access to resources and assistance.
- Attendees noted that homelessness and affordable housing have different implications, especially amid ongoing unprecedented economic circumstances due to the COVID-19 pandemic.
- Many housing-centric issues within the community are cross-cutting, highlighting the need for multi-disciplinary services.
- There is an urgent need to address ongoing local food needs.
- Attendees noted the need for accessible outdoor spaces (e.g., rooftop gardens, pocket parks, outdoor seating/dining) and improved access to these spaces.
- The importance of collaboration and coordination between different local sectors and organizations as well as across different levels of government at all levels of the process was discussed at length. The importance of involving communities of color was specifically highlighted.

After each meeting, initiative ideas were reviewed, and notes were incorporated to develop a preliminary list of strategies and initiatives that could be validated and discussed with members of the public during the next set of focus groups with community leaders.

Community Leader Focus Groups (Oct. and Nov. 2020)

To encourage more equitable engagement and diverse input on community needs, the county held focus groups and meetings with African American/Black, Mandarin-Chinese, Latinx, and refugee community leaders in a series of focus groups in November. Translators were provided for all events so participants could communicate in their native or preferred language.

Key Takeaways:

- Many residents need financial support to avoid eviction or repair homes. Undocumented residents are generally ineligible for federal funding and face a greater disadvantage.
- There is a shortage of affordable housing in parts of the County (Chapel Hill and Carrboro in particular), exacerbated by COVID-19. Many essential workers in these areas commute from outside the County because they cannot afford local housing.
- Community members emphasized the importance of improving the quality of education for their children in Orange County. Reducing discrimination in schools and improving equitable education quality is a key priority.
- Parents of students with disabilities expressed unique frustrations and concerns about the impacts of a lack of in-person socialization on their children. Special programming or support could be a huge benefit to these families.

- Children of families that speak a language other than English at home may be having a harder time keeping up in class because they have fewer opportunities to learn and practice using English.
- Lack of access to and experience with technology presents barriers to families with children participating in remote learning.
- Optional, outdoor recreational opportunities could help address gaps where children at home cannot socialize with other children their age. This ties into the need for accessible green spaces in all parts of the county.
- Participants noted the difficulty that business owners are facing, especially where businesses have closed for lack of patrons/income.
- Fundamental needs come before all else, and many residents are struggling to meet those basic needs. When sustenance – food, water, shelter, electricity – is jeopardized, as it is for many community members, everything else is secondary.
- Protections for essential and frontline workers is a major concern and priority.
- Participants highlighted the importance of establishing a process for emergency food distribution throughout the County, including in areas where food banks do not operate (particularly Northwest and Northeast areas).
- Mental health is a major concern, but mental health issues are stigmatized, preventing residents from seeking support.
- Communities of color have long-faced challenges in accessing available resources (prior to the pandemic). From knowledge and understanding of resources to fears about safety and security, these residents have numerous barriers to accessing resources available to other community members.
- The following key findings relate to engagement and accessing resources:
- The group emphasized the importance of educating all residents about resources in ways that allow for passive instruction (i.e., bring the information to the residents; do not expect them to seek it out).
- Lack of government-issued identification and other administrative requirements can hinder access to resources (e.g., HOPE Program).
- Attendees also noted that it is very important that application materials for resources are simple and accessible to all residents (without the need for specific requests for translation, technical assistance, etc.).
- Immigrant families must prioritize securing household income and often cannot prioritize seeking out programs or resources; even programs tailored to immigrant communities often do not truly make resources accessible enough for a working household.

Input from community leaders was used to revise the preliminary list of strategies and initiatives to better reflect and elevate concerns from communities of color. The revised list of strategies was then presented to the public for validation. Additionally, key findings that could inform future

public engagement/communication efforts were documented in a memo and shared with public information officers across the county.

Status Update to Elected Officials (Nov. 2020)

In early November, updates on the planning process and its key outcomes were presented to each of the Town Councils and the County's Board of Commissioners. The purpose of these meetings was to enable elected officials to learn more about the planning process and provide input based on their interactions with members of their communities.

Key Takeaways:

- Response rates from various demographic groups were of interest to elected officials, and many underscored the need for broad participation and community representation throughout the planning process.
- The need to continue coordinating across local governments was highlighted and will be taken into consideration as the county begins implementing the plan.
- There was a particular interest in understanding populations that are hard-hit by the pandemic, such as students and older residents. This will help the county make informed choices about how and when we limit public services and the impacts associated with these decisions.
- The needs of each community may differ depending on how rural/urban the area is. Each initiative in the plan will be evaluated/reviewed to determine applicable communities.
- It is important that the plan:
 - Encourages continued collaboration and is realistic about the challenges the county faces.
 - Aligns with federal guidelines and priorities.
 - Is specific in the way it addresses fairness/racial equity/social justice – ensuring these concepts are reflected in the goals.

Feedback from elected officials was incorporated into the plan where relevant and helped underscore the importance of the focus groups with community leaders. Perspective from the community leader focus groups ensured the plan was informed by, and reflected the perspectives of, those most impacted by the pandemic.

Community Prioritization Survey (Nov. 2020)

The Community Prioritization Survey helped evaluate how well each potential recovery strategy met the community needs identified through the Community Values Survey, Impact Assessment, and Stakeholder Visioning and Opportunities Workshop. This survey was also intended to help the Long-Term Recovery Group understand the recovery priorities of the community. The survey was used to inform the prioritization of strategies within the Long-Term Recovery and Transformation Plan.

Key Takeaways:

- Health and Human Services were identified as the highest priorities by respondents.
- Economic and Housing were moderately prioritized by respondents.
- Natural and Cultural Resources, Community Planning and Capacity Building, and Intergovernmental Affairs and Public Information were prioritized the least by respondents.
- Respondents provided input on initiatives for each working group:
- **Economic:** Strategies included safe reopening, equity, stimulating the economy, and workforce development.
- **Housing:** Initiatives focused on access to emergency housing assistance, new and inclusive affordable housing, safety of existing housing, and new forms of support for affordable housing.
- **Health:** Initiatives focused on the eradication of COVID-19, expanding access to account for equity, and normalizing mental healthcare.
- **Human Services:** Initiatives centered around access to basic needs, equity, job opportunities, and more comprehensive community-wide healthcare.
- **Natural and Cultural Resources:** Initiatives addressed prevention of destruction of cultural resources, sustainability, social distancing, and increased access to resources.
- **Community Planning and Capacity Building:** Initiatives centered on climate action and equity.
- **Intergovernmental Affairs and Public Information:** Strategies focused on public-government communication, access to resources, and government-university collaborations.
- 164 survey takers submitted open-ended comments. Some of the issues raised in these comments included safe reopening, access, small and local businesses, and equity. Many comments highlighted the need for strategies to respond to local needs and speak more directly to the communities they were meant to serve.

The survey results were used to help calculate the priority level of each initiative as well as identify low buy-in initiatives for consolidation or removal.

Long-Term Recovery Group Plan Review (Dec. 2020)

Before the plan was released for public comment, the Long-Term Recovery Group had an opportunity to review and provide feedback on the plan. Long-Term Recovery Group members reviewed the draft plan and provided minor comments on plan structure and content. These comments were adjudicated and integrated in the plan before the draft was released for public distribution.

Public Comment Period (Jan. 2021)

The draft Long-Term Recover and Transformation Plan was released for public comment to capture input on plan strategies and initiatives from members of the community. Members of the community could provide their feedback on the plan via a survey released in five languages: English, Spanish, Mandarin-Chinese, Burmese, and Karen.

Key Takeaways:

- Respondents emphasized the importance of including information about how plan initiatives will be implemented.
- A common priority among respondents was avoiding undue tax increases resulting from the implementation of plan initiatives.
- Several respondents requested information about how the plan initiatives would be funded.
- Respondents recommended streamlining plan content to be more readable.

Public input received from the public comment period was considered along with feedback received from members of the public at Virtual Public Town Halls (see below). The plan was streamlined, updated to include information about implementation steps, and revised to include the Funding Sources Matrix in **Appendix D: Funding Sources Matrix** in response to public comments.

Virtual Public Town Halls (Jan. 2021)

In January, the county facilitated two Virtual Public Town Halls to present the Draft Long-Term Recovery and Transformation Plan to the public and solicit their feedback on its content so far. Members of the public, media, and local government attended these meetings and shared their feedback about the draft plan, asked questions, and discussed priorities moving from response into recovery.

Key Takeaways:

- There was concern about communications on multiple levels, from the effectiveness of existing channels and print media and the quality of infrastructure and systems.
- Attendees wanted to ensure that public transportation is expanded through the plan and that it remains on sound financial footing. Permanent improvements, such as the sidewalk widening that has been done in Chapel Hill, was a priority.
- Attendees voiced concern about the potential for a post-pandemic housing collapse and the need to create conditions for economic recovery that ensure housing affordability. Clarification between “emergency housing” and “emergency housing assistance” within the plan was requested. In addition, continuing eviction diversion tactics was a priority.

- Attendees emphasized the importance of making progress toward ending homelessness as part of recovery.
- Attendees inquired about ways that the County can use pre-crisis indicators (e.g., late utility bills indicating financial struggles) to mitigate the long-term impacts of the pandemic. Programs like emergency water assistance that use long-term data to provide immediate assistance are a model for this approach.
- Attendees highlighted the importance of offering safe recreation and exercise outlets. Attendees shared positive feedback about the virtual recreation opportunities within the plan and the impact that may have on residents' mental health.
- Attendees discussed the need for adaptation in the hospitality industry as they are likely to lose normal seasonal business related to commencements.
- Attendees inquired about the timeline for outdoor small business events like street markets. The intent of all plan initiatives is to implement them as quickly as is feasible, while understanding that many recovery activities will take place in the long-term. Specific sequencing considerations will be refined further in the planning process.
- Attendees also asked about the use of surveillance testing in schools. The intent of this initiative was to provide a range of options for school districts and parents to help schools reopen safely. (Note: this initiative was ultimately removed from the plan because it is a short-term priority.)

Feedback from the public was evaluated within the context of all feedback received from communities of color, elected officials, and earlier surveys, and was integrated and/or recorded where appropriate.

Long-Term Recovery Group and Community Leaders Town Hall (Jan. 2021)

The county facilitated a Virtual Town Hall to present the Draft Long-Term Recovery and Transformation Plan to the Long-Term Recovery Group and local community leaders to solicit their feedback on its content so far.

Key Takeaways:

- Given the rapidly evolving nature of the pandemic and its impacts, it is important for the plan to have built-in mechanisms to monitor and adjust to meet the changing needs of the community over time.
- For the plan to be successful, the public needs to see how their input is being heard and addressed through the plan and through intentional, strategic, and targeted outreach. Community input should be continually sought and integrated as the plan adapts.
- The plan should emphasize community and capacity building.
- There is a need for better recruitment and coordination of volunteers across the County.

- While addressing immediate needs must come first, it is important to give thought and strategic attention to long-term solutions (e.g., long-term food security, economic development, job skills training, reducing and ending homelessness, mental health services).
- Economic development is integral to many other sectors and will have wide-reaching impacts. These efforts must include assistance in connecting people to jobs.
- To combat housing inequity, historic disparities and gentrification must be directly addressed.
- The County should use its recovery efforts to address both equity and climate adaptation (e.g., programs to increase access to weatherization, energy efficiency retrofitting programs).
- The plan should address the need to expand capability to address rising chronic issues such as behavioral health crises and substance abuse.
- The plan should emphasize support for the arts and culture sector as a defining feature of the community that is particularly vulnerable to economic losses during the pandemic.

Feedback from the Long-Term Recovery Group was evaluated within the context of all feedback received from communities of color, elected officials, and earlier surveys, and was integrated and/or recorded where appropriate. Many of the concerns raised were already addressed within the plan at the time of the meeting but may have been refined or modified based on additional context provided.

Long-Term Recovery Group Focus Groups (Feb. 2021)

The Long-Term Recovery Group Focus Group sessions were intended to provide members of each working group an opportunity to collaboratively review content within their group's chapter and provide insight on implementation steps, coordinating organizations, partnering organizations, and funding sources. Each focus group met virtually. Long-Term Recovery Group members were also invited to provide any additional feedback in an online desk review of the plan.

Key Takeaways:

- Long-Term Recovery Group members provided detailed review of the plan contents relevant to their working group, resulting in significant revisions to plan content in the following areas:
- Plan initiatives in the Economic, Housing, Health, Human Services, and Intergovernmental Affairs and Public Information chapters were moved, merged, or rearranged within the plan to provide more logical flow and create a feasible list of projects to be completed.
- Coordinating organizations and potential partnering organizations were revamped to provide a more accurate listing of participating organizations for each initiative.

- Key performance indicators were added to provide data and targets by which recovery progress can be measured over time.
- Implementation steps were updated to provide specific actions for working groups to take as they plan for, carry out, and evaluate recovery initiatives.
- Plan language was simplified and streamlined to make the document more user-friendly.
- The need to reflect and elevate input from communities of color was emphasized across the different focus groups.

Revisions from the Long-Term Recovery Group Focus Groups and the virtual desk review were integrated in the current version of the plan. The Project Management Team also conducted individual outreach to targeted organizations to validate planning concepts that were identified during the Focus Groups. The Focus Groups and desk review were used to create the final version of the Long-Term Recovery and Transformation Plan.

APPENDIX C: COMMUNITY PRIORITIES MATRIX

This appendix identifies community priorities that were identified through the planning process and demonstrates how each initiative in the plan relates back to needs or priorities identified by residents of Orange County. Recovery needs in Orange County were identified through a variety of engagement and research efforts, including the Impact Assessment, Stakeholder Visioning and Opportunities Workshop, Long-Term Recovery Group Focus Groups, Community Leader Focus Groups, Status Update to Elected Officials, and the Community Prioritization Survey.

KEY:
 IA: Impact Assessment
 FG: Focus Groups
 VW: Visioning Workshop
 CV: Community Values Survey
 CLM: Community Leader Meeting

NEED	Health					Economy					Housing				Social Services						Other		Needs Met / Initiative			
	Equitable access to healthcare	Equitable treatment in healthcare	Equitable access to mental healthcare	Prevent spread of COVID-19	Translated health info for ESL communities	Thriving Wages	Create jobs	Support small business	Support minority-owned businesses	Increase consumer confidence/activity	Affordable housing	Eviction/foreclosure diversion	Emergency housing	Housing for undocumented residents	Access to public transportation	Streamline access to community resources	Support virtual learners	Support for parents of virtual learners	Equitable internet access	Equitable access to food	Eliminate educator biases	Combat social isolation		Provide childcare	Combat climate change	Equitable engagement in planning
METHOD OF IDENTIFICATION	IA	IA, VW	CLM, CV, FG, VW	CLM, IA	CLM, VW	IA, VW, FG	IA, FG	CLM, CV, FG, VW	CLM, FG, VW	IA, FG, VW	CLM, CV, FG, IA	IA	IA	CLM	IA	FG	CLM, CV, VW, IA	CLM, IA, FG, VW	CLM, CV, FG, VW, IA	IA	CLM	CV, FG, VW	CV	CV	FG, VW	
STRATEGY	INITIATIVES																									
Strategy 1.1: Provide support for small businesses.	1.1.1						X	X	X																	3
	1.1.2							X	X						X											3
	1.1.3							X	X																	2
	1.1.4								X	X																2
Strategy 1.2: Identify and address regulatory barriers to economic recovery.	1.2.1					X	X	X	X																	4
	1.2.2					X	X	X	X																	4
	1.2.3							X	X																	2
Strategy 1.3: Drive local economic growth and encourage local spending.	1.3.1						X			X																2
	1.3.2						X																			1
	1.3.3						X	X	X																	3

APPENDIX D: FUNDING SOURCES MATRIX

This appendix provides an overview of funding programs that could be used to support the implementation of initiatives included in this plan. This information is current as of March 26, 2021, but it is important to note that information about funding and eligibility requirements can quickly change. Where an initiative does not currently appear to be supported by local funding, that has been noted in the “potential funding sources” column.

The county may need to supplement federal funding with local funding resources and/or private, non-profit, or other sources. In many cases, federal funding will be insufficient to completely address the financial need.

Initiative	Potential Funding Sources
1.1.1	<ul style="list-style-type: none"> Economic Injury Disaster Loan (EIDL) Paycheck Protection Program (PPP) Public Works or Economic Adjustment Assistance (PWEAA) Grants Restaurant Revitalization Fund (RRF) Shuttered Venue Operators Grant State Small Business Credit Initiative
1.1.2	<ul style="list-style-type: none"> Economic Injury Disaster Loan (EIDL) Paycheck Protection Program (PPP) Public Works or Economic Adjustment Assistance (PWEAA) Grants State Small Business Credit Initiative
1.1.3	<ul style="list-style-type: none"> Economic Injury Disaster Loan (EIDL) Paycheck Protection Program (PPP) Public Works or Economic Adjustment Assistance (PWEAA) Grants State Small Business Credit Initiative
1.1.4	<ul style="list-style-type: none"> Adult Education and Family Literacy Act Program Adult Program Dislocated Worker Program Public Works or Economic Adjustment Assistance (PWEAA) Grants Vocational Rehabilitation Program (VR) Youth Program
1.2.1	<ul style="list-style-type: none"> Economic Injury Disaster Loan (EIDL) Paycheck Protection Program (PPP) Public Works or Economic Adjustment Assistance (PWEAA) Grants State and Local Fiscal Recovery Funds State Small Business Credit Initiative
1.2.2	<ul style="list-style-type: none"> Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding Coronavirus Capital Projects Fund Public Works or Economic Adjustment Assistance (PWEAA) Grants Reimagining Workforce Preparation Grants Restaurant Revitalization Fund (RRF) State and Local Fiscal Recovery Funds
1.2.3	<ul style="list-style-type: none"> Public Works or Economic Adjustment Assistance (PWEAA) Grants State and Local Fiscal Recovery Funds

Initiative	Potential Funding Sources
1.3.1	<ul style="list-style-type: none"> • FY2021 Build to Scale (B2S) Program • Public Works or Economic Adjustment Assistance (PWEAA) Grants • Restaurant Revitalization Fund (RRF)
1.3.2	<ul style="list-style-type: none"> • ASPR Hospital Preparedness Program (HPP) • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Elementary and Secondary School Emergency Relief (ESSER) • Funding for Public Health Workforce • FY2021 Build to Scale (B2S) Program • Governor's Emergency Education Relief Fund (GEER) • Higher Education Emergency Relief Fund (HEERF) • Public Health Investments (Name Subject to Change) • Reimagining Workforce Preparation Grants • Reopening and Testing Funding (Naming Pending CDC Update) • State and Local Fiscal Recovery Funds • State Small Business Credit Initiative
1.3.3	<ul style="list-style-type: none"> • Shuttered Venue Operators Grant • State and Local Fiscal Recovery Funds
1.3.4	<ul style="list-style-type: none"> • Public Works or Economic Adjustment Assistance (PWEAA) Grants
1.4.1	<ul style="list-style-type: none"> • FY2021 Build to Scale (B2S) Program • Reimagining Workforce Preparation Grants • State and Local Fiscal Recovery Funds
2.1.1	<ul style="list-style-type: none"> • HOME Investment Partnerships Program • Neighborhood Reinvestment Corporation (NRC)
2.1.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Emergency Housing Vouchers • HOME Investment Partnerships Program • Neighborhood Reinvestment Corporation (NRC) • Orange County Landlord Incentive Program
2.1.3	<ul style="list-style-type: none"> • HOME Investment Partnerships Program • Northside Neighborhood Initiative • Relief Measures for Section 502 and 504 Direct Loan Borrowers
2.2.1	<ul style="list-style-type: none"> • HOME Investment Partnerships Program
2.2.2	<ul style="list-style-type: none"> • Climate Action Funding • HOME Investment Partnerships Program
2.2.3	<ul style="list-style-type: none"> • HOME Investment Partnerships Program • Orange County Emergency Housing Assistance (EHA) • OCNC Single Family Rehabilitation (SFR) program • OCHCD Urgent Repair Program
2.2.4	<ul style="list-style-type: none"> • Fair Housing Initiatives Program • HOME Investment Partnerships Program • OCHCD Urgent Repair Program • OCNC Single Family Rehabilitation (SFR) program • Orange County EHA • Relief Measures for Section 502 and 504 Direct Loan Borrowers

Initiative	Potential Funding Sources
2.3.1	<ul style="list-style-type: none"> • Emergency Housing Vouchers • HOME Investment Partnerships Program • Low Income Home Energy Assistance Program (LIHEAP) • Low Income Household Water Assistance Program (LIHWAP)
2.3.2	<ul style="list-style-type: none"> • Emergency Housing Vouchers • HOME Investment Partnerships Program • Neighborhood Reinvestment Corporation (NRC)
2.3.3	<ul style="list-style-type: none"> • Emergency Housing Vouchers • Fair Housing Initiatives Program • HOME Investment Partnerships Program
2.3.4	<p><i>No federal funding sources identified; local funding may be required for execution.</i></p>
3.1.1	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • Elementary and Secondary School Emergency Relief (ESSER) • FEMA Public Assistance (PA) • Provider Relief Fund (PRF) • Reopening and Testing Funding (Naming Pending CDC Update) • State and Local Fiscal Recovery Funds
3.1.2	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • FEMA Public Assistance (PA) • Provider Relief Fund (PRF) • Reopening and Testing Funding (Naming Pending CDC Update) • Rural Healthcare Providers (Name Pending) • Transportation Relief Funding • State and Local Fiscal Recovery Funds
3.1.3	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • Elementary and Secondary School Emergency Relief (ESSER) • FEMA Public Assistance (PA) • Governor's Emergency Education Relief Fund (GEER) • Higher Education Emergency Relief Fund (HEERF) • Provider Relief Fund (PRF) • Public Health Emergency Preparedness Cooperative Agreement Program • Reopening and Testing Funding (Naming Pending CDC Update) • State and Local Fiscal Recovery Funds
3.2.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Public Health Emergency Preparedness Cooperative Agreement Program
3.2.2	<ul style="list-style-type: none"> • Community Mental Health Services Block Grant (MHBG) and Substance Abuse Prevention and Treatment Block Grant (SABG) • Provider Relief Fund (PRF) • Public Health Emergency Preparedness Cooperative Agreement Program
3.2.3	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • Provider Relief Fund (PRF) • State and Local Fiscal Recovery Funds
3.2.4	<ul style="list-style-type: none"> • Community Empowerment Fund • Coronavirus Relief Fund (CRF) • Covid-19 Treatments in Underserved Areas (Name Pending) • Provider Relief Fund (PRF) • State and Local Fiscal Recovery Funds

Initiative	Potential Funding Sources
3.3.1	<ul style="list-style-type: none"> • Certified Community Behavioral Health Clinic (CCBHC) Expansion Grants • Community Mental Health Services Block Grant (MHBG) and Substance Abuse Prevention and Treatment Block Grant (SABG) • Coronavirus Relief Fund (CRF) • Provider Relief Fund (PRF) • State and Local Fiscal Recovery Funds
3.3.2	<ul style="list-style-type: none"> • Certified Community Behavioral Health Clinic (CCBHC) Expansion Grants • Community Mental Health Services Block Grant (MHBG) and Substance Abuse Prevention and Treatment Block Grant (SABG) • Coronavirus Relief Fund (CRF) • Provider Relief Fund (PRF) • State and Local Fiscal Recovery Funds
3.3.3	<ul style="list-style-type: none"> • Elementary and Secondary School Emergency Relief (ESSER)
3.3.4	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • Provider Relief Fund (PRF) • State and Local Fiscal Recovery Funds
3.4.1	<ul style="list-style-type: none"> • Coronavirus Relief Fund (CRF) • FEMA Public Assistance (PA) • Provider Relief Fund (PRF) • Reopening and Testing Funding (Naming Pending CDC Update) • State and Local Fiscal Recovery Funds
3.4.2	<ul style="list-style-type: none"> • ASPR Hospital Preparedness Program (HPP) • Emergency Solutions Grants
4.1.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Elementary and Secondary School Emergency Relief (ESSER) • Funding for Public Health Workforce • FY2021 Build to Scale (B2S) Program • Public Works or Economic Adjustment Assistance (PWEAA) Grants • Reimagining Workforce Preparation Grants • State and Local Fiscal Recovery Funds
4.1.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Funding for Public Health Workforce • FY2021 Build to Scale (B2S) Program • Public Works or Economic Adjustment Assistance (PWEAA) Grants • Reimagining Workforce Preparation Grants
4.2.1	<ul style="list-style-type: none"> • Commodity Supplemental Food Program (CSFP) • Emergency Food and Shelter Program • Pandemic EBT, SNAP, and WIC • Reimagining Workforce Preparation Grants
4.2.2	<ul style="list-style-type: none"> • HOME Investment Partnerships Program • Reimagining Workforce Preparation Grants • State and Local Fiscal Recovery Funds
4.2.3	<ul style="list-style-type: none"> • Reimagining Workforce Preparation Grants • Transportation Relief Funding
4.2.4	<ul style="list-style-type: none"> • Coronavirus Capital Projects Fund • Reimagining Workforce Preparation Grants • State and Local Fiscal Recovery Funds

Initiative	Potential Funding Sources
4.3.1	<ul style="list-style-type: none"> Elementary and Secondary School Emergency Relief (ESSER) Child Care and Development Block Grant (CCDBG) Head Start Program Reimagining Workforce Preparation Grants
4.3.2	<ul style="list-style-type: none"> Emergency Connectivity Fund Elementary and Secondary School Emergency Relief (ESSER) Head Start Program Reimagining Workforce Preparation Grants
4.3.3	<ul style="list-style-type: none"> Elementary and Secondary School Emergency Relief (ESSER) Head Start Program Reimagining Workforce Preparation Grants
4.3.4	<ul style="list-style-type: none"> Elementary and Secondary School Emergency Relief (ESSER) Reimagining Workforce Preparation Grants
4.3.5	<ul style="list-style-type: none"> Reimagining Workforce Preparation Grants State and Local Fiscal Recovery Funds
5.1.1	<ul style="list-style-type: none"> Coronavirus Capital Projects Fund
5.1.2	<ul style="list-style-type: none"> Coronavirus Capital Projects Fund
5.1.3	<ul style="list-style-type: none"> Coronavirus Capital Projects Fund
5.2.1	<ul style="list-style-type: none"> Public Works or Economic Adjustment Assistance (PWEAA) Grants Shuttered Venue Operators Grant
5.2.2	<ul style="list-style-type: none"> Elementary and Secondary School Emergency Relief (ESSER) Public Works or Economic Adjustment Assistance (PWEAA) Grants Shuttered Venue Operators Grant
5.2.3	<ul style="list-style-type: none"> Certified Community Behavioral Health Clinic (CCBHC) Expansion Grants Community Mental Health Services Block Grant (MHBG) and Substance Abuse Prevention and Treatment Block Grant (SABG) Public Works or Economic Adjustment Assistance (PWEAA) Grants Shuttered Venue Operators Grant
5.3.1	<ul style="list-style-type: none"> Commodity Supplemental Food Program (CSFP) Coronavirus Capital Projects Fund Economic Injury Disaster Loan (EIDL) Emergency Food and Shelter Program Pandemic EBT, SNAP, and WIC Reimagining Workforce Preparation Grants Restaurant Revitalization Fund (RRF) State and Local Fiscal Recovery Funds
5.3.2	<ul style="list-style-type: none"> Commodity Supplemental Food Program (CSFP) Economic Injury Disaster Loan (EIDL) Emergency Food and Shelter Program Pandemic EBT, SNAP, and WIC State and Local Fiscal Recovery Funds
5.3.3	<ul style="list-style-type: none"> Commodity Supplemental Food Program (CSFP) Emergency Food and Shelter Program Pandemic EBT, SNAP, and WIC
6.1.1	<ul style="list-style-type: none"> Building Resilient Infrastructure and Communities (BRIC) Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding State and Local Fiscal Recovery Funds

Initiative	Potential Funding Sources
6.2.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • State and Local Fiscal Recovery Funds
6.2.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Higher Education Emergency Relief Fund (HEERF) • State and Local Fiscal Recovery Funds
7.1.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • State and Local Fiscal Recovery Funds
7.1.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • State and Local Fiscal Recovery Funds
7.1.3	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Elementary and Secondary School Emergency Relief (ESSER) • State and Local Fiscal Recovery Funds
7.1.4	<ul style="list-style-type: none"> • State and Local Fiscal Recovery Funds
7.2.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding
7.2.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding
7.3.1	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding
7.3.2	<ul style="list-style-type: none"> • Community Development Block Grant (CDBG), including Disaster Recovery (DR) and COVID (CV) Funding • Emergency Food and Shelter Program • Emergency Housing Vouchers • Emergency Rental Assistance Program (ERAP) • Homeowner Assistance Fund • Reimagining Workforce Preparation Grants • State and Local Fiscal Recovery Funds

APPENDIX E: STRATEGY PRIORITIZATION RESULTS

The county used a series of true or false evaluation statements to assess how well initiatives and strategies in the plan respond to feedback received from the community. Each initiative received a score that helped determine whether it could be considered high, medium, or low priority. Priority levels are intended to serve as a guide, but the order in which initiatives are implemented may change based on funding availability.

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.

For more information about the methodology used, please contact [Orange County's Department of Emergency Services](#).

Strategy Number	Score	Rank (High, Medium, Low)
1.1	.32	Medium
1.2	.36	High
1.3	.33	Medium
1.4	.31	Medium
2.1	.32	Medium
2.2	.34	Medium
2.3	.36	High
3.1	.36	High
3.2	.32	Medium
3.3	.33	Medium
3.4	.32	Medium
4.1	.39	High
4.2	.41	High
4.3	.33	Medium
5.1	.23	Low
5.2	.25	Low
5.3	.32	Medium
6.1	.23	Low
6.2	.25	Low
7.1	.34	Medium
7.2	.23	Low
7.3	.41	High

APPENDIX F: COORDINATING AND PARTNERING ORGANIZATIONS

This appendix provides a consolidated list of all organizations included in the Long-Term Recovery and Transformation Plan. This list can be used as a reference for lead and partner agencies as well as other community members who want to know more about how the plan strategies are being executed. Note: a series of generic references were used to consolidate references to various local governments and community-based organizations within the plan—each of these is defined later in this section.

Initiative	Coordinating Organizations	Potential Partnering Organizations
1.1.1	<ul style="list-style-type: none"> Local Government Economic Development Departments 	<ul style="list-style-type: none"> Local Chambers of Commerce
1.1.2	<ul style="list-style-type: none"> Local Government Economic Development Departments Local Government Emergency Management Offices 	<ul style="list-style-type: none"> Voluntary Organizations Active in Disaster (established through initiative 6.2.1)
1.1.3	<ul style="list-style-type: none"> Local Chambers of Commerce Local Government Economic Development Departments 	<ul style="list-style-type: none"> Carrboro Business Alliance Chapel Hill-Carrboro National Association for the Advancement of Colored People (NAACP) Northern Orange National Association for the Advancement of Colored People (NAACP) Chapel Hill Downtown Partnership EmPOWERment, Inc. Government Alliance on Race and Equity Local Members Local Government Emergency Management Offices Orange County Arts Commission Orange County Department of Human Rights and Relations

Initiative	Coordinating Organizations	Potential Partnering Organizations
1.1.4	<ul style="list-style-type: none"> Local Chambers of Commerce UNC Kenan-Flagler Business School 	<ul style="list-style-type: none"> Carrboro Business Alliance Chapel Hill-Carrboro NAACP Chapel Hill Downtown Partnership Durham Technical Community College Small Business Center EmPOWERment, Inc. Government Alliance on Race and Equity Local Members Local Government Economic Development Departments Northern Orange National Association for the Advancement of Colored People (NAACP) Orange County Arts Commission Orange County Department of Human Rights and Relations Orange County Department of Social Services Skills Development Center Service Corps of Retired Executives (SCORE) UNC Small Business and Technology Development Center (SBTDC)
1.2.1	<ul style="list-style-type: none"> Chapel Hill-Orange County Visitors Bureau Local Chambers of Commerce Local Government Economic Development Departments Orange County Arts Commission Orange County Deputy County Manager UNC Small Business and Technology Development Center (SBTDC) 	<ul style="list-style-type: none"> Carrboro Business Alliance Chapel Hill Downtown Partnership Durham Technical Community College Small Business Center EmPOWERment, Inc. Local Government Planning Departments North Carolina Small Business Center Network North Carolina Small Business and Technology Development Center
1.2.2	<ul style="list-style-type: none"> Local Chambers of Commerce Local Government Economic Development Departments UNC Small Business and Technology Development Center 	<ul style="list-style-type: none"> Local Government Planning Departments
1.2.3	<ul style="list-style-type: none"> Local Government Economic Development Departments 	
1.3.1	<ul style="list-style-type: none"> Local Chambers of Commerce Local Government Economic Development Departments 	<ul style="list-style-type: none"> Chapel Hill-Orange County Visitors Bureau Local Government Public Information Officers Orange County Arts Commission
1.3.2	<ul style="list-style-type: none"> Chapel Hill-Orange County Visitors Bureau Local Chambers of Commerce Local Government Economic Development Departments 	<ul style="list-style-type: none"> Innovate Carolina NCGrowth Orange County Arts Commission
1.3.3	<ul style="list-style-type: none"> Orange County Arts Commission 	<ul style="list-style-type: none"> Local Government Economic Development Departments Town of Chapel Hill Community Arts & Culture Town of Hillsborough Public Space Division

Initiative	Coordinating Organizations	Potential Partnering Organizations
1.3.4	<ul style="list-style-type: none"> Local Government Economic Development Departments 	<ul style="list-style-type: none"> Local Government Public Information Officers Orange County Arts Commission
1.4.1	<ul style="list-style-type: none"> Chapel Hill/Orange County Visitor’s Bureau Local Government Economic Development Departments 	<ul style="list-style-type: none"> Durham Technical Community College Orange County Department of Social Services Skills Development Center Phoenix Academy The Marian Cheek Jackson Center
2.1.1	<ul style="list-style-type: none"> Local Government Housing Departments Local Government Planning Departments 	<ul style="list-style-type: none"> Orange County Affordable Housing Coalition Orange County Local Government Affordable Housing Collaborative
2.1.2	<ul style="list-style-type: none"> Orange County Department of Housing and Community Development (Housing Access Coordinator) 	<ul style="list-style-type: none"> El Centro Hispano Local Affordable Housing Providers Local Government Housing Departments Local Chambers of Commerce
2.1.3	<ul style="list-style-type: none"> Local Government Housing Department Local Government Planning Departments 	<ul style="list-style-type: none"> Community Home Trust Northside Neighborhood Initiative Orange County Tax Office Self-Help Credit Union Triangle J Council of Governments
2.2.1	<ul style="list-style-type: none"> Local Government Housing Departments 	<ul style="list-style-type: none"> Local Government Planning Departments
2.2.2	<ul style="list-style-type: none"> Orange County Home Preservation Coalition 	<ul style="list-style-type: none"> Local Government Housing Departments Local Government Planning Departments
2.2.3	<ul style="list-style-type: none"> Local Government Housing Departments Local Government Planning Departments Orange County Home Preservation Coalition 	<ul style="list-style-type: none"> EmPOWERment, Inc. Orange County Justice United ROC USA
2.2.4	<ul style="list-style-type: none"> Local Government Housing Departments Local Government Planning Departments 	<ul style="list-style-type: none"> CASA Legal Aid of North Carolina Orange County Criminal Justice Resource Department Orange County Home Preservation Coalition UNC Division of Occupational Science and Occupational Therapy

Initiative	Coordinating Organizations	Potential Partnering Organizations
2.3.1	<ul style="list-style-type: none"> Local Government Housing Departments 	<ul style="list-style-type: none"> Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action) Centre for Homeownership and Economic Development Corporation Community Home Trust Community Link EmPOWERment, Inc. Families Moving Forward Family Success Alliance The House of Refuge Legal Aid of North Carolina Orange County Department of Human Rights and Relations Orange County Partnership to End Homelessness: Continuum of Care The Marian Cheek Jackson Center Triangle J Area Agency on Aging
2.3.2	<ul style="list-style-type: none"> Local Government Housing Departments 	<ul style="list-style-type: none"> Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action) Centre for Homeownership and Economic Development Corporation Community Home Trust EmPOWERment, Inc. Families Moving Forward Family Success Alliance The House of Refuge Legal Aid of North Carolina Orange County Department of Human Rights and Relations Orange County Partnership to End Homelessness: Continuum of Care The Marian Cheek Jackson Center Triangle J Area Agency on Aging
2.3.3	<ul style="list-style-type: none"> Orange County Partnership to End Homelessness: Continuum of Care 	

Initiative	Coordinating Organizations	Potential Partnering Organizations
2.3.4	<ul style="list-style-type: none"> Orange County Department of Housing and Community Development Orange County Health Department 	<ul style="list-style-type: none"> Carrboro Community Health Center Latino Health Coalition Lincoln Community Health Center Local Chambers of Commerce NC Office of Minority Health and Health Disparities Piedmont Health Refugee Health Coalition Reliable Health Services, Inc. UNC Center for Excellence in Community Mental Health UNC Center for Latino Health UNC Gillings School of Global Public Health UNC Health UNC Partnerships in Aging UNC Student Health Action Coalition UNC Women's Health Information Center
3.1.1	<ul style="list-style-type: none"> Orange County Emergency Services Division Orange County Health Department UNC Family Medicine UNC Health 	<ul style="list-style-type: none"> Local School Districts Piedmont Health Services UNC Center for Latino Health
3.1.2	<ul style="list-style-type: none"> Orange County Health Department Orange County Transportation Services 	<ul style="list-style-type: none"> Chapel Hill Transit Durham Technical Community College EZ Rider Orange County Transportation Service Orange County Department on Aging UNC Health
3.1.3	<ul style="list-style-type: none"> Orange County Health Department 	<ul style="list-style-type: none"> Durham Technical Community College Local School Districts UNC Gillings School of Global Public Health
3.2.1	<ul style="list-style-type: none"> Orange County Health Department Local Chambers of Commerce 	<ul style="list-style-type: none"> Local Government Public Information Officers UNC Gillings School of Global Public Health
3.2.2	<ul style="list-style-type: none"> Orange County Health Department Orange County Emergency Medical Services Division 	<ul style="list-style-type: none"> Alliance Health Durham Technical Community College UNC Gillings School of Global Public Health
3.2.3	<ul style="list-style-type: none"> Durham Technical Community College Orange County Health Department UNC Gillings School of Global Public Health 	<ul style="list-style-type: none"> Orange County Department of Social Services Orange County Department on Aging UNC Health

Initiative	Coordinating Organizations	Potential Partnering Organizations
3.2.4	<ul style="list-style-type: none"> Orange County Department of Social Services 	<ul style="list-style-type: none"> Carrboro Community Health Center Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action) Latino Health Coalition Lincoln Community Health Center Piedmont Health Services Refugee Health Coalition Triangle Community Foundation UNC Health United Way of the Greater Triangle
3.3.1	<ul style="list-style-type: none"> Orange County Department of Human Rights and Relations Orange County Health Department Orange County Health Department Public Information Officer 	<ul style="list-style-type: none"> Alliance Health Lincoln Community Health Center Local Government Public Information Officers Orange County Department of Social Services Piedmont Health Services UNC Center for Latino Health UNC Health
3.3.2	<ul style="list-style-type: none"> Freedom House Orange County Health Department Orange County Department of Social Services UNC Gillings School of Global Public Health UNC School of Social Work 	<ul style="list-style-type: none"> Orange County Re-Entry Partnership UNC Horizons Alcohol/Drug Council of North Carolina Duke Family Care Program
3.3.3	<ul style="list-style-type: none"> Orange County Behavioral Health Orange County Department on Aging Orange County Health Department UNC Health 	<ul style="list-style-type: none"> Carrboro-Chapel Hill Meals on Wheels, Inc. Durham Technical Community College Local School Districts UNC Partnerships in Aging Central Piedmont Community Action (formerly Joint Orange-Chatham Community Action) Orange Congregations in Mission Meals on Wheels Orange County Department of Social Services
3.3.4	<ul style="list-style-type: none"> Orange County Emergency Services Division Orange County Health Department UNC Health 	
3.4.1	<ul style="list-style-type: none"> Orange County Health Department Orange County Department of Human Rights and Relations 	<ul style="list-style-type: none"> UNC Center for Latino Health UNC Gillings School of Global Public Health UNC Health
3.4.2	<ul style="list-style-type: none"> Orange County Health Department Orange County Department of Human Rights and Relations 	<ul style="list-style-type: none"> Orange County Emergency Medical Services Division UNC Gillings School of Global Public Health UNC Health

Initiative	Coordinating Organizations	Potential Partnering Organizations
4.1.1	<ul style="list-style-type: none"> Durham Technical Community College Orange County Local Reentry Council Orange County Department of Social Services Skills Development Center Orange County Department of Social Services UNC Office of Undergraduate Admissions 	<ul style="list-style-type: none"> Carrboro Business Alliance Chapel Hill Carrboro NAACP CommunityWorx Northern Orange NAACP Launch Chapel Hill Local Chambers of Commerce Local Government Economic Development Departments Regional Partnership Workforce Development Board
4.1.2	<ul style="list-style-type: none"> Local Chambers of Commerce Orange County Living Wage 	<ul style="list-style-type: none"> UNC Kenan-Flagler Business School UNC School of Government
4.2.1	<ul style="list-style-type: none"> Orange County Department of Social Services Orange County Health Department 	<ul style="list-style-type: none"> Carrboro-Chapel Hill Meals on Wheels Durham Social Services Food and Nutrition Services Food Bank of Central and Eastern North Carolina Food for Students Program Food Policy Council Greater Refuge Temple Food Pantry Heavenly Groceries NC Cooperative Extension Service, Orange County Center Orange Congregations in Mission Meals on Wheels Local School Districts PORCH Chapel Hill-Carrboro TABLE Transplanting Traditions Community Farm RENA Community Center
4.2.2	<ul style="list-style-type: none"> Orange County Department on Aging Orange County Department of Social Services Local Government Housing Departments 	<ul style="list-style-type: none"> Local Government Public Information Officers NCCARE360 United Way Voluntary Organizations Active in Disaster (established through initiative 6.2.1)
4.2.3	<ul style="list-style-type: none"> Local Government Transportation Planning Departments Orange County Transportation Services 	<ul style="list-style-type: none"> Chapel Hill Transit Department on Aging (Volunteer Driver Program) Go Triangle Local Government Planning Departments Orange County Sustainability Coordinators UNC School of Government
4.2.4	<ul style="list-style-type: none"> Local Government Information Technology Offices Orange County Department of Social Services 	<ul style="list-style-type: none"> AT&T Local Government Public Information Officers Local School Districts T-Mobile USDA Farm Service Agency – Rural Development Verizon

Initiative	Coordinating Organizations	Potential Partnering Organizations
4.3.1	<ul style="list-style-type: none"> Orange County Department of Social Services Local Government Housing Departments Local Government Parks and Recreation Departments Local School Districts 	<ul style="list-style-type: none"> Chapel Hill-Carrboro YMCA Child Care Services Association, Inc. Child Support Services Communiversy Youth Program Family Success Alliance The Partnership for Children
4.3.2	<ul style="list-style-type: none"> Local School Districts Orange County Health Department Orange County Department of Social Services 	<ul style="list-style-type: none"> Compass Center for Women and Families Durham Crisis Response Center Family Success Alliance InterAct Orange County Child Protective Services Orange County Rape Crisis Center
4.3.3	<ul style="list-style-type: none"> Disability Awareness Council Orange County Department of Social Services 	<ul style="list-style-type: none"> El Futuro Josh’s Hope Foundation Local Public Libraries Local School Districts UNC School of Education
4.3.4	<ul style="list-style-type: none"> The Kramden Institute 	<ul style="list-style-type: none"> UNC Small Business and Technology Development Center (SBTDC) Local Public Libraries
4.3.5	<ul style="list-style-type: none"> Durham Technical Community College The Kramden Institute 	<ul style="list-style-type: none"> Local Public Libraries NCWorks Orange County Department on Aging Orange County Department of Social Services Skills Development Center Orange Works Employment and Training Center Orange County Local Reentry Council
5.1.1	<ul style="list-style-type: none"> Local Government Parks and Recreation Departments 	<ul style="list-style-type: none"> UNC College of Arts and Sciences Triangle Land Conservancy Eno River Association Duke Forest
5.1.2	<ul style="list-style-type: none"> Local Government Parks and Recreation Departments 	<ul style="list-style-type: none"> Duke Forest Eno River Association Town of Carrboro Greenways Commission Triangle Land Conservancy
5.1.3	<ul style="list-style-type: none"> Local Government Parks and Recreation Departments Eno River Association 	<ul style="list-style-type: none"> Town of Carrboro Greenways Commission Friends of Chapel Hill Parks and Recreation
5.2.1	<ul style="list-style-type: none"> Southern Oral History Program 	<ul style="list-style-type: none"> Carrboro Truth Plaque Task Force Cedar Grove Community Center Cultural Civil Rights Memory Task Force Efland-Cheeks Community Center UNC Center for the Study of the American South Local Historians Local Public Libraries Long-Time Residents Orange County Arts Commission Rogers Road Community Center The Marian Cheek Jackson Center

Initiative	Coordinating Organizations	Potential Partnering Organizations
5.2.2	<ul style="list-style-type: none"> Local Government Parks and Recreation Departments 	<ul style="list-style-type: none"> Chapel Hill-Carrboro YMCA Eno River Mill Arts Spaces The ArtsCenter Local Athletic Associations Local Public Libraries
5.2.3	<ul style="list-style-type: none"> Orange County Arts Commission 	<ul style="list-style-type: none"> Carrboro Arts Committee Chapel Hill Downtown Partnership Chapel Hill Community Arts & Culture Hillsborough Arts Council Local Government Parks and Recreation Departments Orange County Department on Aging
5.3.1	<ul style="list-style-type: none"> Orange County Economic Development – Agriculture 	<ul style="list-style-type: none"> AT&T Durham Technical Community College NC Cooperative Extension Service, Orange County Center Local Farmer’s Markets Spectrum T-Mobile Verizon
5.3.2	<ul style="list-style-type: none"> Orange County Council of Governments Orange County Department of Environment, Agriculture, Parks and Recreation Orange County Economic Development – Agriculture 	<ul style="list-style-type: none"> FreshPoint NC Cooperative Extension Service, Orange County Center, Orange County Center
5.3.3	<ul style="list-style-type: none"> Orange County Economic Development – Agriculture Orange County Department of Environment, Agriculture, Parks and Recreation Orange County Food Council 	<ul style="list-style-type: none"> Farmer Foodshare Hope Gardens Orange County Transportation Service Local Farmer’s Markets Local Grocery Stores and Chains Orange County Health Department PORCH Chapel Hill-Carrboro
6.1.1	<ul style="list-style-type: none"> Orange County Climate Council 	<ul style="list-style-type: none"> Central Carolina Community College Dominion Energy North Carolina Duke Energy Carolinas Durham Technical Community College North Carolina State University Orange County School District Orange Water and Sewer Authority Piedmont Electric Membership Coalition UNC Sustainability Council
6.2.1	<ul style="list-style-type: none"> Orange County Office of Emergency Management 	<ul style="list-style-type: none"> American Red Cross Durham Technical Community College Family Success Alliance Orange County Department on Aging Team Rubicon Volunteer Connect 55+ UNC Gillings on the Ground

Initiative	Coordinating Organizations	Potential Partnering Organizations
6.2.2	<ul style="list-style-type: none"> Local School Districts Durham Technical Community College 	<ul style="list-style-type: none"> Beyond Expectations Orange Water and Sewer Authority (OWASA) Youth Water Academy UNC University Career Services
7.1.1	<ul style="list-style-type: none"> Local Government Public Information Officers 	<ul style="list-style-type: none"> Local Government Information Technology Offices
7.1.2	<ul style="list-style-type: none"> Orange County Department of Human Rights and Relations Chapel Hill Housing and Community 	<ul style="list-style-type: none"> Durham Technical Community College CHICLE Language Institute Local School Districts
7.1.3	<ul style="list-style-type: none"> Orange County Department of Human Rights and Relations Local Government Public Information Officers 	<ul style="list-style-type: none"> Efland-Cheeks Community Center Local Government Clerks Local Government Economic Development Departments Local Government Emergency Management Offices Local Government Housing Departments Local Government Planning Departments Northside Neighborhood Initiative Orange County Board of Commissioners Orange County Planning Board Orange County Transportation Services
7.1.4	<ul style="list-style-type: none"> Orange County Department of Social Services 	<ul style="list-style-type: none"> Narcotics Anonymous Helpline NC 211 Orange County Chinese and Spanish Helpline Orange County Helpline Orange County Housing Helpline
7.2.1	<ul style="list-style-type: none"> Orange County Department of Human Rights and Relations Orange County Long-Term Recovery Group 	<ul style="list-style-type: none"> El Pueblo, Inc. Efland-Cheeks Community Center EmPOWERment, Inc. The Marian Cheek Jackson Center
7.2.2	<ul style="list-style-type: none"> Government Alliance on Race and Equity Local Members 	<ul style="list-style-type: none"> El Pueblo, Inc. EmPOWERment, Inc. The Marian Cheek Jackson Center
7.3.1	<ul style="list-style-type: none"> Local Government Emergency Management Offices 	<ul style="list-style-type: none"> All Local Government Departments
7.3.2	<ul style="list-style-type: none"> Local Government Emergency Management Offices 	<ul style="list-style-type: none"> All Local Government Departments

Glossary of Stakeholder Groups

All Voluntary Organizations Active in Disaster

- American Red Cross
- Durham Technical Community College
- Family Success Alliance
- Orange County Department on Aging
- Team Rubicon
- Volunteer Connect 55+
- UNC Gillings on the Ground

Note: This is a preliminary list, subject to change as the initiative is implemented.

Government Alliance on Race and Equity Local Members

- Orange County
- Orange County Health Department
- Town of Carrboro
- Town of Chapel Hill
- Town of Hillsborough

Local Chambers of Commerce

- Chapel Hill/Carrboro Chamber of Commerce
- Hillsborough/Orange County Chamber of Commerce

Local Government Clerks

- Town of Carrboro Clerk
- Town of Chapel Hill Clerk
- Town of Hillsborough Clerk
- Orange County Clerk to Board of Commissioners

Local Government Economic Development Departments

- Orange County Economic Development
- Town of Carrboro Economic Development
- Town of Chapel Hill Economic Development
- Town of Hillsborough Economic Development

Local Government Emergency Management Offices

- Municipal Emergency Management Offices/Departments
- Orange County Emergency Management

Local Government Housing Departments

- Orange County Housing and Community Development Department
- Town of Carrboro Housing and Community Services Department
- Town of Chapel Hill Office for Housing and Community Department
- Town of Hillsborough

Local Government Information Technology Offices

- Chapel Hill Information Technology
- Hillsborough Information Technology
- Orange County Information Technology
- Town of Carrboro Information Technology

Local Government Parks and Recreation Departments

- Orange County Department of Environment, Agriculture, Parks and Recreation
- Town of Carrboro Parks and Recreation
- Town of Chapel Hill Parks and Recreation
- Town of Hillsborough Public Space Division

Local Government Planning Departments

- Carrboro Planning Department
- Chapel Hill Planning Department
- Hillsborough Planning Department
- Orange County Planning and Inspections

Local Government Public Information Officers

- Orange County Public Information Officer
- Town of Carrboro Communications Manager
- Town of Chapel Hill Communications and Public Affairs
- Town of Hillsborough Public Information

Local Public Libraries

- Chapel Hill Public Library
- Orange County Public Library

Local School Districts

- Chapel Hill-Carrboro City Schools
- Orange County School District

Orange County Home Preservation Coalition

- Central Piedmont Community Action Inc.
- Habitat for Humanity of Orange County
- Hope Renovations
- The Marian Cheek Jackson Center
- Orange County Department on Aging
- Orange County Housing and Community Development
- Orange Water and Sewer Authority
- Rebuilding Together of the Triangle
- Town of Carrboro
- Town of Chapel Hill
- Triangle J Council of Governments
- UNC's Partnerships in Aging Program

Orange County Housing Coalition

- CASA
- Community Empowerment Fund
- Community Home Trust
- DHIC
- EmPOWERment Inc.
- Habitat for Humanity
- Habitat for Humanity of Orange County
- Inter-faith Council for Social Service
- The Marian Cheek Jackson Center
- Orange County Partnership to End Homelessness: Continuum of Care
- Orange County Housing & Community Development
- Pee Wee Homes
- Self-Help Credit Union
- Town of Carrboro
- Town of Chapel Hill
- UNC Partnerships in Aging Program/Orange County Dept. on Aging
- UNC Student Housing
- Weaver Community Housing

Orange County Partnership to End Homelessness: Continuum of Care

- Leadership Team (Board) Members:
- Chapel Hill Police Department
- Community Empowerment Fund
- Orange County Criminal Justice Resource Department
- Inter-Faith Council for Social Service
- Office of Housing and Community, Town of Chapel Hill
- Orange County Department of Social Services
- Orange County Public Defender's Office
- Orange County
- Orange County Housing & Community Development
- Town of Carrboro
- Town of Carrboro Police Department
- Town of Chapel Hill
- Town of Hillsborough
- Cardinal Innovations
- Carolina Disability Advocates
- Carolina Homelessness Prevention Initiative

- Caramore Community
- Carrboro LGBTQ Center
- Carrboro Police Department
- CASA
- Chapel Hill Police Department & Police Crisis Unit
- Community Empowerment Fund
- Community Link
- CommunityWorx
- Compass Center for Women and Families (attendance only, no sharing of client info)
- Durham County Continuum of Care via the City of Durham
- Durham LGBTQ Center
- Durham Veteran Affairs Medical Center
- El Centro Hispano
- Freedom House
- Hearts 4 Homeless
- Housing Opportunities for Persons with AIDS (HOPWA)
- Inter-faith Council for Social Service (IFC) including:
 - IFC Commons
 - IFC Community House
 - IFC HomeStart
 - IFC Permanent Supportive Housing
- Lutheran Family Services
- Orange County, including
 - Orange County Criminal Justice Resource Department
 - Orange County Department of Social Services (DSS)
 - Orange County Department on Aging
 - Orange County Emergency Services Division
 - Orange County Housing Access Coordinator
 - Orange County Housing and Community Development Department
 - Orange County Housing Help Rapid Re-Housing
 - Orange County Housing Helpline
 - Orange County Outreach Court
 - Orange County Street Outreach, Harm Reduction and Deflection (SOHRAD)
- Peer support agencies licensed through Cardinal Innovations
- Piedmont Health Services
- Refugee Community Partnership
- The Furniture Project

- UNC Center for Excellence in Community Mental Health
- UNC Health Care, including UNC Hospital and UNC Family Medicine
- UNC Horizons
- Volunteers of America of the Carolinas
- Wake County Continuum of Care via the Raleigh/Wake Partnership to End and Prevent Homelessness