

- Expanded affordable permanent housing capacity
- Placement of chronically homeless individuals and families
- Increased availability of and access to best-practice mental health, substance abuse, medical treatment and non-clinical supports, such as life management skills and informal support networks
- Successful linkages with and use of mainstream resources, such as Vocational Rehabilitation, Orange Enterprises and other employment and employment training agencies, collaborative planning and service delivery

The continuum continues to strengthen its efforts in building community partnerships, working to create a service system that is less fragmented, educating the community and encouraging public responsibility to end homelessness, developing an HMIS system and coordinating with various local, state and federal groups to address the many factors that impact homelessness in the community. The Orange County CoC participated in a point-in-time homelessness Count on December 15, 2003. As a result of the Count, there are an estimated 17 people who are chronically homeless that were sheltered and approximately 41 of 50 unsheltered chronically homeless individuals in Orange County.

The Orange County CoC has made progress toward meeting its goals to end chronic homelessness. Goals from previous years have included adding additional permanent housing, implementing an HMIS system and facilitating community discussion of homeless issues.

A subsequent point-in-time count, conducted in January 2005, is the first of several efforts on behalf of the Community Initiative to End Homelessness (CIEH) to raise awareness about homelessness in Orange County. The count revealed 70 chronically homeless people in Orange County. Orange County's chronically homeless population represents 30% of the County's total homeless population, which is well above the national estimate of 10%. The number of chronically homeless people in Orange County increased 20% between the 2004 and 2005 counts. These calculations, however, do not include people who are doubled up, that is without a legal residence of their own and temporarily staying with another person. The CIEH is planning to conduct a more detailed survey in Orange County in the summer of 2005 to capture this information, as well as another point in time count to determine the number of unsheltered people in the summer.

In October 2003, Triangle-area elected officials were briefed on the 10-Year Plan to End Chronic Homelessness sponsored by the U.S. Interagency Council on Homelessness. Attendees were asked to begin similar planning in their localities. Leaders in our area have responded to the call by creating a Partnership to End Homelessness, which currently includes the Towns of Chapel Hill and Hillsborough, Orange County, Triangle United Way, as well as local nonprofit organizations. The partnership will be responsible for creating a process for developing a 10-year plan to end chronic homelessness in Orange County.

### **4.3 Discharge Planning Policy**

The most significant effort to prevent homelessness due to discharge from public institutions being carried out by the OPC Area Program regards the hospital downsizing initiative mandated by the North Carolina Mental Health Reform. The hospital downsizing plan involves discharging well-functioning patients to the community to allow them to recover in the most appropriate and

least restrictive setting. The OPC Area Program has obtained state funding for two full-time staff to serve as Community Integration Coordinators. Each client targeted for placement back in the community has access to community capacity funding to assist them in reaching their highest level of functioning in the community. This funding is earmarked for housing needs, as well as psychiatric, vocational and other community supports.

Additionally, hospital social workers currently contact the Project for Psychiatric Outreach to the Homeless (PPOH) social worker during patient discharge planning to assure that mental health services are available to patients that become clients of the Inter-Faith Council for Social Services. The PPOH is a psychiatric clinic at the IFC Community House. The PPOH social worker and the social worker crisis services of University of North Carolina Hospital are in the process of creating more comprehensive follow-up services for homeless individuals who are patients of UNC.

#### 4.4 Subpopulations in the Region

While most organizations that make up the members of the Orange County CoC serve and represent the interests of all homeless populations, a number of member organizations focus their activities on specific subpopulations in the region, including the seriously mentally ill, substance abusers, veterans, people with HIV/AIDS, victims of domestic violence and youth. The populations and subpopulations served by the continuum are shown in the following table.

		Sheltered		Unsheltered	Total
		Emergency	Transitional		
Homeless Population	Homeless Individuals	83 (A)	61 (A)	50 (N)	194
	Homeless Families w/ Children	5 (E)	7 (E)	0 (E)	12
	Persons in Homeless Families w/Children	19 (A)	23 (A)	0 (E)	42
	<b>Total Homeless Persons</b>	<b>102</b>	<b>84</b>	<b>50</b>	<b>236</b>
Homeless Subpopulations	Chronically Homeless	17 (E)		41 (E)	58
	Severely Mentally Ill	23 (E)			
	Chronic Substance Abuse	50 (E)			
	Veterans	40 (E)			
	Persons with HIV/AIDS	8 (E)			
	Victims of Domestic Violence	28 (E)			
	Youth (Under 18 years of age)	20 (E)			
* Sum of homeless individuals and persons in homeless families with children (A) administrative records (N) enumerations (E) estimates					

Subsequent to the development of the information shown in Table 22, the Orange County CoC conducted another point-in-time Count. This Count—completed in January 2005—showed the number of:

- Total homeless people in Orange County to be 230
- Homeless people in families to be 59
- Homeless individuals to be 171

<sup>65</sup> Orange County Continuum of Care Committee's 2004 Continuum of Care Application to the U.S. Department of Housing and Urban Development, (n.d.).

- Homeless children to be 38
- Homeless people with a history of domestic violence to be 48
- Chronically homeless people to be 70

## 4.5 Existing Resources and Services

The fundamental components that comprise the Orange County continuum of care system and the member agencies that provide services to the homeless are described below.

### Prevention

Homeless persons access or receive assistance by calling or visiting one of the continuum agencies providing emergency assistance and/or case management. IFC's Community House and Homestart Program and other agencies and units of local government in the County refer persons to these agencies. Services in place and the members that provide prevention services include the following:

- Emergency Assistance—IFC Community Services Department, Orange Congregations in Mission, local congregations, Orange County Women's Center, Helping Hands, Orange County Department of Social Services, Joint Orange Chatham Community Action Agency and North Carolina Hillel Foundation
- Case Management—IFC Family Support Program, OPC Area Program, UNC Department of Psychiatry and Freedom House

In addition, the Mental Health Association of Orange County is launching a new program called Peer Bridgers (PB). This program is related to the hospital downsizing efforts occurring in North Carolina. The Bridgers will be matched with recently discharged patients to assist them with accessing community resources to prevent homelessness and other problems. Freedom House, a substance abuse residential treatment facility is currently increasing its capacity, particularly in the stabilization unit.

### Outreach

For persons who are living on the streets, the UNC Department of Psychiatry currently has a team of health professionals staffed at IFC's emergency shelters that provide outreach. The mental health team includes a number of volunteers and a full-time staff psychiatric social worker who provides comprehensive assessments and services to the facility's persistently mentally ill population. The social worker and local police social workers with the Chapel Hill Police Department also provide outreach to non-sheltered individuals that are referred by congregations, businesses and police agencies.

For other homeless persons, approximately 20 health professionals volunteer at three weekly clinics to screen and provide primary health care services to homeless individuals and to refer them to UNC hospitals as needed. The Family Violence Prevention Center also does outreach and public education throughout the community.

The PPOH plans to continue expanding its outreach activities to all homeless persons through continued funding. The continuum will also explore implementation of additional services.

## **Supportive Services**

How homeless persons access/receive assistance: Most homeless persons are either referred for supportive services by various nonprofit agencies, County departments, congregations and hospitals or they walk in for services. Needs are assessed during an intake process at each provider location. The specific supportive services provided through the continuum and the member agencies that provide the services include the following:

- Case Management—IFC, OPC Area Program, Freedom House Recovery Center and the Department of Social Services through referral or walk-in
- Life Skills—OPC Area Program and private contract agencies through referral
- Alcohol and Drug Abuse Treatment—Freedom House Recovery Center, Horizons and OPC Area Program through referral or walk-in
- Mental Health Treatment—OPC Area Program, UNC Hospitals and free clinics at IFC shelters through referral or walk-in
- AIDS Related Treatment—UNC Hospitals, Orange House (group home for persons living with HIV) through referral
- Education and Employment Assistance—Vocational Rehabilitation Services, Orange Enterprises, Job Link, Orange County Literacy Council, The Women's Center and the Employment Skills Center through referral or walk-in
- Child Care—Child Care Services Association through walk-in
- Transportation—Chapel Hill/Carrboro Bus System provides free service and Orange County Department of Transportation through referral

## **Homeless Facilities**

The following housing projects and housing assistance programs were current in place or under development at the time of this plan.

Table 23: Inventory of Homeless Facilities								
Facility or Resource		2004 Year-Round Units/Beds			2004 All Beds			
		Family Units	Family Beds	Individual Beds	Year-Round	Seasonal		
Emergency Shelters	Community House		—	—	61	61	—	
	Homestart		—	20	20	40	—	
	Crisis Apartments		—	—	8	8	—	
	Total		—	20	89	109	—	
Transitional Housing	Oxford House		—	—	39	39	—	
	Sunrise Apartments		—	—	22	22	—	
	Homestart		—	—	20	20	—	
	Transition Home		—	—	22	22	—	
	Total		—	—	103	103	—	
Permanent Housing	Current Inventory	Shelter Plus Care	—	—	14	14	—	
		Supportive Housing	—	—	8	8	—	
		Scattered Site Housing	—	—	17	17	—	
		Public Housing*	—	—	336	336	—	
		Section 8 Certificates*	—	—	623	623	—	
		Scattered Site*	—	—	12	12	—	
	Total		—	—	39	39	—	
	Under Development	Under Development	Shelter Plus Care	—	—	11	11	—
			Supportive Housing	—	—	6	6	—
			SRO*	—	—	24	24	—
			Total	—	—	17	17	—

\*Although the homeless are a priority population to lease these units, they are available to non-homeless persons as well and have not been Counted in the permanent housing total.

## 4.6 Continuum of Care Gaps Analysis

OPC Area Program staff contacted each housing provider in the County to confirm current housing inventory in place and under development. The data sources used to determine the current inventory and under development in 2004 were local housing providers and emergency shelters, as well as a point-in-time assessment conducted on December 15, 2003.

The point-in-time Count showed a 32% increase in homeless individuals and/or families in Orange County. To account for the rise, the continuum increased the number of unmet needs by one-third and concurrently accounted for development that occurred during the previous year. The continuum also accounted for the fact that its point-in-time assessment could not include a Count of every single homeless person in Orange County, as this population is transient and difficult to track.

		Beds		
		Current Inventory in 2004	Under Development in 2004	Unmet Need/ Gap
Individuals	Emergency Shelter	109	0	118
	Transitional Housing	103	0	111
	Permanent Supportive Housing	39	17	367
	<b>Total</b>	<b>251</b>	<b>17</b>	<b>596</b>
Persons in Families With Children	Emergency Shelter	20	0	4
	Transitional Housing	0	0	100
	Permanent Supportive Housing	0	0	17
	<b>Total</b>	<b>20</b>	<b>0</b>	<b>121</b>

		Sheltered		Unsheltered	Total
		Emergency	Transitional		
Homeless Population	Homeless Individuals	83 (A)	61 (A)	50 (N)	194
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	Persons with HIV/AIDS	8 (E)			
	Victims of Domestic Violence	28 (E)			
	Youth (Under 18 years of age)	20 (E)			
* Sum of homeless individuals and persons in homeless families with children (A) administrative records (N) enumerations (E) estimates					

## Part V Non-Housing Community Development

### 5.1 Overview

The Orange County Consortium believes that true community revitalization requires a comprehensive set of strategies to ensure success. Rehabilitating or constructing residential structures without improving the physical, social and economic environment in which they are located does not automatically revitalize neighborhoods. Well-designed public spaces and infrastructure, as well as social and economic development activities, must be combined with decent affordable housing to help ensure a strong community.

## 5.2 Public Facilities

### Neighborhood Facilities

The Orange County Recreation and Parks Department operates two community centers with programs co-sponsored by the Orange County Department on Aging and the Joint Orange/Chatham Community Action (JOCCA).

- Efland-Cheeks Community Center
- Northern Orange Human Services Center

### Parks and Recreation

The Orange County Recreation and Parks Department is dedicated to enriching the physical, social and emotional quality of life of the people of Orange County. The Department provides a variety of affordable recreation programs for individuals of all ages and abilities. The Department strives to offer programs that respond to the changing needs and interests of the community. Within the limitations of available resources, the department provides clean and safe parks, preserves and greenways throughout the County and through its partnerships with the Towns of Chapel Hill, Carrboro, Hillsborough and Mebane. The Department works to protect and preserve the elements of natural and cultural heritage within the County's parks and to promote the stewardship of these sites through educational and conservational programs and practices.

The recreation and parks departments of Chapel Hill, Carrboro and Orange County manage a total of 25 park facilities covering nearly 500 acres, providing a multitude of youth and adult programs. Facilities include:

- 4 golf courses
- 2 volleyball courts
- 14 picnic areas
- 2 senior centers
- 25 tennis courts
- 7 recreation centers and/or gyms
- 9 lighted athletic fields
- 2 art museums
- 2 swimming pools
- 2 visitors centers
- 6 greenways and/or nature trails
- Miles of bicycle paths
- 1 fitness trail

Within Chapel Hill, the Parks and Recreation Department is dedicated to enhancing the quality of life of all citizens and fostering a sense of community by providing recreational, cultural, and educational services, and effectively maintaining and protecting the Town's natural resources. The department provides community centers and art facilities, walking trails, a rose garden, batting cage and skate park, community celebrations, adult and youth classes, aquatics programs and sports for all ages.

There are 15 parks in Chapel Hill covering 360 acres. There are also 11.5 miles of recreational trails amongst 716 acres of greenways and open spaces. The anticipated opening in 2006 of

the 70 acre Homestead Park Aquatics Center will provide swimming facilities for Town residents. In addition, the Town of Chapel Hill provides its residents with:

- 4 Recreation Centers
- Adult and Youth League Sports
- Climbing Wall
- Multiple Recreation and Educational Programs
- After School Programs
- Summer Camps
- Seniors Programs

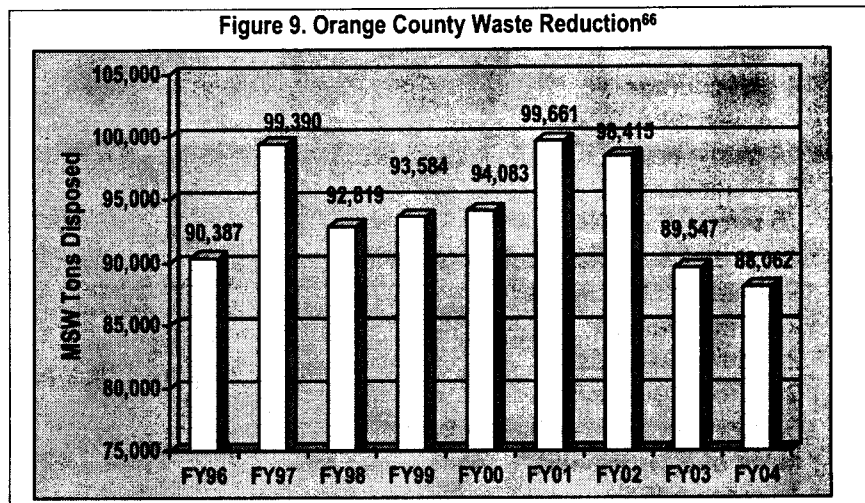
The Triangle SportsPlex, a community sports center in Hillsborough, offers two swimming pools, a professional-quality ice hockey and skating rink and exercise rooms. The YMCA, local schools and several private exercise clubs provide further options. Among outdoor enthusiasts, two of the most popular destinations are the hiking trails, canoeing spots and wilderness of Duke Forest (4,500 acres in Orange County) and Eno River State Park (1,820 acres).

### Solid Waste Disposal

Orange Community Recycling is a division of the Orange County Solid Waste Management Department. The Town of Chapel Hill was responsible for the operation and administration of the landfill, recycling and other solid waste functions before this responsibility was turned over to Orange County in 2000. The goal of Orange Community Recycling is to help Orange County and its Towns exceed the North Carolina solid waste diversion goal.

Orange County has reduced its waste per person by 46% over the last decade. It was the first County in North Carolina to achieve the state goal and is making progress toward its long term goal of 61% waste reduction.

The life of the County-owned solid waste landfill has been extended by 12 years beyond the original projected closing date by diverting yard waste, tires, and white goods from the landfill and by implementing an aggressive, large-scale recycling program.<sup>67</sup>



Residents of Carrboro, Chapel Hill and Hillsborough have tax-provided garbage collection. Businesses pay a fee for waste collection based on volume generated. Fees vary among jurisdictions. Many residents and businesses in unincorporated Orange County contract with private

<sup>66</sup> Orange County Economic Development Commission, "2005 State of the Local Economy" presentation, (August 2005)

<sup>67</sup> Chapel Hill 2004 Data Book



haulers to have their waste disposed. Most County residents bring their garbage to the County's solid waste convenience centers. In all of these cases the garbage usually goes to Orange County Landfill.

## Health Facilities

The Research Triangle area is one of the nation's premier health care centers. The University of North Carolina (UNC) Hospitals is a leading health care system focusing on primary care, specialized care and medical research. The system is made up of the clinical programs of the University of North Carolina at Chapel Hill School of Medicine and UNC Hospitals, including North Carolina Memorial Hospital, North Carolina Neurosciences Hospital, North Carolina Children's Hospital and North Carolina Women's Hospital. Facilities include 684 medical-surgical and other specialty unit beds, including 113 intensive care beds, 76 psychiatric beds, 30 rehabilitation beds and 10 clinical research beds. Outpatient care is also provided at the UNC Ambulatory Care Center and the Chapel Hill North Medical Center, as well as thirteen additional facilities outside Orange County.

## Libraries

The Town of Chapel Hill Library system provides free library services for all of Orange County. The Chapel Hill public library endeavors to complement, rather than compete with, the academic and research focus of the University of North Carolina library system. Total circulation of the Chapel Hill Public Library was over 785,000 books for 2002 through 2003. Residents of the County also have access to the library services of the Orange County Public Library system, which maintains branches in Hillsborough, Carrboro and Cedar Grove.

## 5.3 Infrastructure

### Water and Wastewater

Existing capacities and inter-system agreements make adequate water available in all municipalities and along Interstate corridors. Tertiary treatment plants serve the municipalities and the Efland area. Sufficient sewer capacity exists in all service areas. Providers include the following:

- Chapel Hill and Carrboro: Orange Water and Sewer Authority
- Hillsborough: Town of Hillsborough
- Efland: Orange-Alamance Water System and Efland Sewer System (administered by Orange County)
- Mebane: Graham-Mebane Water System and Town of Mebane

### *Chapel Hill and Carrboro*

The Orange Water and Sewer Authority (OWASA) is a special purpose governmental entity that provides public water supply, wastewater management and related services in the Carrboro-Chapel Hill urban area. The overall safe yield of the water supply and distribution system is 11.2 million gallons per day (MGD). This capacity will increase to 15 MGD within a few years through water transmission and pumping improvements. Water sources are as follows:

- Cane Creek Reservoir: Went into service in 1989 with a capacity of 3 billion gallons
- University Lake: Built in 1932 with a capacity of 450 million gallons

- Stone Quarry Reservoir: Acquired in the early 1980s with a capacity of 200 million gallons. A nearby privately-operated quarry will be extended over the next 20 to 30 years and then turned over to OWASA by 2030 for water storage purposes. The extended quarry and existing quarry reservoir will provide an estimated total water storage capacity of 3 billion gallons.
- Jordan Lake: OWASA holds an allocation from the State of North Carolina with a capacity between 5 MGD and 10 MGD
- Jones Ferry Road Water Treatment Plant: Current capacity of 18 MGD

OWASA operates and maintains more than 325 miles of water mains and more than 275 miles of sewer mains, which primarily operate through the gravity flow of wastewater. The wastewater management system includes more than two dozen pumping stations in locations where gravity flow was not feasible when development initially occurred. Pump stations are phased out when practical through installation of gravity sewers connecting other gravity mains. OWASA treats about 3 billion gallons of wastewater annually for safe return to the natural environment at the Mason Farm Wastewater Treatment Plan. Treated water is returned to Morgan Creek, a tributary of Jordan Lake. Present capacity calculated on a monthly average basis is 12 MGD.

### ***Town of Hillsborough***

Hillsborough constructed Phase I of the new West Fork Eno Reservoir between 1998 and 2000, which was filled to its volume of 786 million gallons for the first time in November 2002. The reservoir has a safe yield of 1.8 MGD. The Town has additional capacity at Lake Ben Johnson, which has a safe yield of 1.25 MGD. In addition, Hillsborough has three pressure zones and four water storage tanks in its distribution system.

Hillsborough upgraded its 3.0 MGD water treatment plant between 2002 and 2004, which replaced existing equipment and provided needed improvements. The existing average water usage is 1.2 MGD; therefore, excess capacity exists for future growth. An expansion of the water plant to 4.5 MGD will occur when the capacity is needed.

To accommodate short-term water needs, Hillsborough has interconnections with three adjoining water systems. To address future water needs, Hillsborough will complete Phase II of the West Fork Eno Reservoir, when it is needed, to increase its volume to 1.72 billion gallons, and its capacity to a safe yield of 3.0 MGD.

### ***Orange County***

Construction of the Efland sewer system was completed in 1988 at a cost of \$1.5 million. There is 235,000 gallons per day (GPD) excess capacity currently available for industrial and/or commercial development in the Efland area. In 1997, Orange County voters authorized a \$1.2 million bond issue to improve sewer service in the Efland community. Orange County has assisted with Watershed Management projects, the installation of larger sewer lines to serve industrial areas, and the planning and building of new reservoirs to supply central Orange County.

### ***Town of Mebane***

The Town of Mebane expanded its total treatment capacity to 2.5 MGD in 1992. Planning efforts are underway regarding the future expansion of sewer service further into Orange County.

## Streets

Orange County is located on the western edge of the Research Triangle and lies adjacent to the Triad region (Greensboro, Winston-Salem and High Point). Orange County offers a central location for the entire mid-Atlantic and Southeast regions with a network of interstate and state roadways as follows:

- **Interstate Highways:** I-40 (Wilmington, North Carolina to Los Angeles, California) and I-85 (Petersburg, Virginia to Montgomery, Alabama) intersect in Orange County just west of Hillsborough. There are 27.7 miles of Interstate highways in Orange County.
- **Primary Highways:** North-south connectors to Virginia include US-501 and NC-86, NC-57 and NC-49. NC-54 serves as an east-west connector between Chapel Hill and Burlington/Greensboro. There are 106.1 miles of primary state-maintained highways in Orange County.
- **Secondary Highways:** An extensive system of secondary paved roads provides convenient access to many smaller markets. There are 648.33 miles of state-maintained secondary roads in the County.

## 5.4 Public Services

### Handicapped and Substance Abuse Services

The Orange Person Chatham (OPC) Area Program is a local governmental agency providing Mental Health, Developmental Disabilities, and Substance Abuse Treatment Services in Orange, Person and Chatham Counties in North Carolina. Services are provided to people of all ages. Its mission is to work in partnership with consumers and their families so they can lead satisfying lives and become integral, valued and contributing members of the community. Among its many functions, the program:

- Supports individuals to make meaningful choices and to achieve their personal and family goals
- Ensures human and civil rights
- Serves individuals most in need
- Makes services readily available and as timely as possible
- Assists individuals to secure and keep a home and a job

In addition, the Chrysalis Foundation—a private nonprofit organization—provides funds and resources for the unmet needs of people living with mental illness, developmental disabilities, and substance abuse in Orange, Person and Chatham Counties. Members of the Chrysalis Foundation believe that everyone has a right to good mental health care and the funding for mental health services is both a public and a private responsibility.

### Transportation

Orange Public Transportation (OPT) was established by the Orange County Board of Commissioners to serve the general public and the clients of community service agencies, primarily in rural areas of the County. The OPT program, a division of the Orange County Department on

Aging, offers bus and van service outside the Chapel Hill and Carrboro Town limits including planning and coordinating for County residents with transportation needs. OPT connects with Chapel Hill Transit and Triangle Transit Authority (TTA), which provides weekday bus service to Durham, Raleigh and the Research Triangle Park.

An OPT transportation coordinator helps any County resident in need of transportation. The coordinator develops a transportation plan with the resident, using public services and private providers in Orange County. Residents 60 or older who cannot afford Chapel Hill Transit bus passes are welcome to apply for free passes from OPT. The availability of free passes depends on current funding.

The Orange County Donated Vehicle Ownership Program (Wheels to Work) is coordinated by the Department on Aging in cooperation with the Department of Social Services and the Commission of Women. The program provides an opportunity for citizens to receive a tax credit by donating vehicles to eligible Orange County residents who are in a transportation crisis and/or are in a low-income category. The purpose of the program is to provide clients with transportation for work related activities.

### ***General Public Bus Service***

OPT operates two fixed routes for the general public. The Orange Express route runs four times a day, Monday through Friday, between Hillsborough and Chapel Hill/Carrboro and connects with Chapel Hill Transit and TTA routes. Limited distance route deviations may be made for disabled persons and subscription riders.

### ***Feeder Transfer Service***

People who live in certain areas of the County without regular bus service can arrange to be taken from a pickup point to the nearest bus stop. The dispatcher will schedule the trip as close as possible to the desired time and coordinate transfer to the correct bus.

### ***Special Agency Bus and Van Services***

OPT transports clients of Orange County community service organizations, such as the Department of Social Services and the Orange Enterprises Inc. Routes, operated under contract, provide transportation for people with ongoing special needs. The service is open to the general public but seating is limited, with priority for people with employment and training needs.

### ***Special Door-to-Door Van Service***

OPT offers Orange County residents transportation from their residence to their medical care providers. Non-emergency door-to-door transportation to area medical facilities (Orange and Durham Counties) or the closest provider can be arranged with three working days notice. Special rates are available to senior citizens, disabled and Medicaid eligible residents. The service is also available to the general public. Plans are under way to offer transportation for employment, business, shopping and other types of trips.

### ***Special Event Trips***

Qualifying agencies and community service groups are able to lease vehicles for preplanned trips to locations within and outside Orange County. This service is offered based upon availability and requires advanced notice for scheduling.

Public transportation in Chapel Hill is coordinated by Chapel Hill Transit. This public agency provides bus service, van service and supports bicycle traffic. The services are supported by Carboro and the University of Chapel Hill for residents and students who live in the area.

### ***General Public Bus Service***

Chapel Hill Transit provides public transportation service throughout the Chapel Hill, Carrboro, and UNC community. It is a municipal department within the Town of Chapel Hill and was established in 1974. Chapel Hill Transit operates fixed route and demand responsive service within approximately a 25 square mile service area. In January 2002, the system became fare-free. Chapel Hill Transit produces over 142,000 annual hours of service and has a budget of over \$11 million. At the end of the 2003-2004 fiscal year, fixed route ridership was over 4.5 million. Chapel Hill Transit offers a Bike and Ride program which permits bus riders to bring their bicycle along on the bus. Special racks, with a capacity of two bikes, are mounted on the front of the buses. There is no additional bus fare for Bike and Ride passengers.

### ***Special Bus and Van Services***

The Chapel Hill Transit also operates the Tarheel Express for special events at the University of North Carolina. Express bus service is provided for each UNC home football and basketball game as well as most concerts at the Smith Center. Service begins one and one-half hours before the scheduled start of an event.

### ***Special Door-to-Door Van Service***

The Chapel Hill Transit operates the EZ Rider program for those who are physically unable to use the general public bus services. This program operates regularly during the week and on Saturdays. Evening and Sunday hours are available.

## **Employment Training**

The Orange County Skills Development/Job Link Center provides a comprehensive range of employment and training services under one roof. The center was created so that people can make informed choices about their careers and employers can make informed choices about their workforce needs. Several agencies work together as a team to make the best use of scarce resources while serving all citizens of Orange County. The center is staffed with counselors that assist participants with meeting their employment goals. A wide range of service options are available from individualized one-on-one assistance to self-directed programs focusing on:

- Job placement
- Job search assistance
- Résumé preparation
- Internet access for job search
- Employer contacts
- Career information

In addition, Durham Technical College provides free workforce skills training for new and expanding industries that create at least 12 new jobs. Training in new management and production skills can also be offered to existing employees. Training programs can be carried out on-site, at the Orange County Skills Development Center, or at other off-campus locations.

The goal of Orange County's workforce development activities is to put effective systems in place to train and support residents and those who work in Orange County. At least 75% of new jobs in the County—for both new and expanding businesses—are expected to be filled by County residents.<sup>68</sup> Work First is North Carolina's cash assistance and support program for low-income families, which is funded by the federal Temporary Assistance for Needy Families (TANF) block grant, state and County funds. As part of the Work First initiative, Orange County has developed a plan outlining its strategies for implementation including the following objectives:

- Establish a partnership with area employers to strengthen employer involvement in the Work First initiative
- Provide training programs to increase the employability of Work First participants and their ability to locate and maintain employment
- Develop intervention strategies that enhance the ability of Work First participants to meet the basic physical, social, educational, health and economic needs of their families

Under the Orange County Work First plan, 118 TANF recipients obtained employment from July 1, 2003 through June 30 2004. Of those recipients who left welfare for jobs, 94% have not returned for cash assistance.<sup>69</sup>

Transitional Work First transportation assistance is provided to former Work First participants engaged in work-related activities and to other low-income clients certified for Medicaid or food stamps. Under the program, funds are provided for car repairs, vehicle insurance, car payments, bus passes, vanpool or carpool expenses or expenses related to other transportation arrangements.

## Health Services

The Orange County Health Department serves Chapel Hill and its health services needs. The department strives to enhance the quality of life, promote the health, and preserve the environment for all people in the Orange County community. The Department's core functions include: prevention and intervention in epidemics and the spread of disease; protecting against environmental hazards; promoting and encouraging safe and healthy behaviors; assuring the quality and accessibility of health services; and assuring compliance with laws and regulations that protect health and safety. The Department's services include:

- Monitoring health status to identify community problems, needs and assets
- Diagnosing and investigating health problems and health hazards in the community
- Linking people to needed personal health services and assuring the provision of health care, health education and outreach services, especially to vulnerable populations
- Informing and educating people about health issues
- Mobilizing community partnerships and action to address community health needs

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<sup>68</sup> Orange County Economic Development Commission, "Investing in Innovation: Five-Year Strategic Plan 2004-2009," (August 2004)

<sup>69</sup> Orange County Economic Development Commission, "2005 State of the Local Economy" presentation, (2005)

- Developing policies and plans that advocate for and support individual and community health efforts
- Assuring an expert public health workforce
- Evaluating the effectiveness, accessibility and quality of health services
- Researching for new insights and innovative solutions to health problems

## 5.5 Anti-Crime Programs

The Orange County Sheriff's Office provides full law enforcement service for the County's residents. The Agency offers patrol service to Orange County's unincorporated areas, provides varying degrees of support to all of the County's three municipal police departments, one Campus Police Agency and one Hospital Police Agency and operates the Orange County Detention Center, which is located in Hillsborough.

The Crime Prevention Division of the Orange County Sheriff's Office sponsors many programs that are aimed at educating the public on matters of home security, safety, self-protection, drug prevention and awareness. Community Watch, D.A.R.E., and C.A.R.E., are examples of a few of the programs offered by the Crime Prevention Division.

### *Community Watch*

This program was implemented in the late 1970's as a crime prevention program aimed at involving a total community. The program focuses on encouraging community members to form watch groups in given areas and to report anything suspicious or out of the ordinary in their area or neighborhood. At meetings, members discuss issues regarding security of their homes and neighborhoods, with feedback designed to provide them with assistance in protecting neighborhood property. Members are encouraged to participate in projects such as property identification and to participate in home security checks. Participants are given advice on how different types of locks and doors can help delay or withstand kicking or prying by suspects attempting to gain entry.

### *D.A.R.E.*

The Orange County Sheriff's Office provides instruction at area schools in the Drug Abuse Resistance Education (D.A.R.E.) curriculum. The D.A.R.E. program teaches kids how they can as individuals "say no" to drugs and stay off drugs. It also teaches kids how to avoid conflicts and violence, build their self-esteem, cope with stressful situations and deal with stress, avoid gangs, make decisions and find alternative choices to drugs and violence. Deputies teach the program in all of the County's fifth grade classes. These deputies also visit kindergartens, preschool classes and first grade classes to present safety lessons. The D.A.R.E program lasts 16 weeks and culminates with a graduation held at each school's auditorium.

### *C.A.R.E.*

The Child Abuse Reduction Effort (C.A.R.E.) is held for students in the second grade. In C.A.R.E., officers teach students about feeling good about themselves, stranger rules, being healthy, having safe habits, trusted adult networks, good touches and bad touches and what good secrets are. Using puppets in their lessons, students get to participate by answering questions, drawing pictures and coloring. The curriculum lasts approximately 15 weeks with the officer visiting the class once a week.

The Town of Chapel Hill Police Department works on the principle of Community Oriented Policing. Community Policing is based on the concept that police officers and private citizens work together in creative ways to help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. Achieving these goals requires that the Police Department develop new relationships with law-abiding residents in the community. This allows residents a greater voice in setting local priorities and involves them in efforts to improve the overall quality of life in their neighborhoods. It shifts the focus of police work from handling random calls to solving problems.

Programs include summer camps, tutoring and after school initiatives, and Community Watch groups. Officers work with landlords and housing revitalization programs to improve housing, demolish and clean up condemned housing, and to encourage home ownership. The Town's Police Officers also check the security of homes and businesses on request at no charge and recommend security improvements. Through Operation ID, residents can also indelibly mark valuable metal items.

Part of the Community Oriented Policing policy is to provide outreach to area youth and residents who would benefit from positive attention and role models. These Community Outreach programs include:

- After-school and tutoring programs
- Basketball-tutoring league
- Bicycle safety and repair clinics
- Holiday programs
- Think Smart
- Preparing to Learn
- Educational and recreational field trips

## 5.6 Youth Programs

### Youth Services

Orange County Schools operates a volunteer program that matches the interests and needs of volunteers with area schools. Volunteers act as resources for teachers working on units that match special skills of volunteers. Teachers also use volunteers to provide special assistance to students such as:

- Tutoring in reading
- Listening to children read or reading to children
- Playing math and literacy games with kindergartners
- Tutoring in math
- Interpreting for, tutoring and befriending Spanish-speaking students
- Helping with recreation activities

Chapel Hill-Carrboro Town Schools also offers volunteer opportunities to assist students through a variety of programs that include:



- **Classroom Volunteers**—Teachers request volunteers for a wide variety of roles, from one-time enrichment activities to ongoing tasks unique to each classroom. Teachers provide on-the-job training for the roles they have described.
- **School Reading Partners**—Volunteers support reading instruction in early elementary and pre-kindergarten classrooms by giving children more opportunities to explore books and language. Volunteers read selected books with children and then use them to guide the child in discovery-based activities that reinforce early literacy skills.
- **English as a Second Language**—Volunteers work one-on-one or in small groups with students who are beginning to learn English.
- **Coach Write!**—Volunteer writing coaches conference one-on-one with students to improve their writing skills. Each volunteer is assigned to a classroom, working under the teacher's guidance to support ongoing instruction. Students generally bring a piece of writing to the session, and the volunteer provides feedback and encouragement.
- **Blue Ribbon Mentor-Advocate**—This is a comprehensive support program for students that provides mentoring, tutoring, advocacy, enrichment, leadership training and scholarship support services to students.
- **First Day Friends**—Volunteers that speak a second language accompany a foreign student during his or her first few days at school to help them make the transition.

## **Child Care Services**

Child care services are provided by Orange County Social Services through its Day Care Unit. The mission of the Day Care Unit is to provide child care subsidy to low-income families who are working to help with the cost of child care so that families can work and be self supporting. Services provided by the unit include:

- Assisting families in applying for child care subsidy and in finding child care placement
- Providing supportive casework services
- Providing child care information and referrals
- Collaborating with the Child Care Services Association to administer the Smart Start enhanced child care payments
- Making timely payments to child care providers
- Maximizing all public funds available to help families with the cost of child care
- Reducing barriers to families receiving child care services

Additionally, the unit provides opportunities for training child care providers and share investigation of neglect or abuse in child care programs. The Day Care Unit's policies and service strategies are designed to meet the following goals:

- To provide low-income families with the information and the financial resources to find and afford quality child care for their children
- To provide child care to parents trying to achieve independence from public assistance
- To promote parental choice in the selection of child care
- To empower working parents to make their own decisions on the child care that best suits their family's needs

- To provide consumer education to help parents make informed choices about child care
- To ensure that subsidy dollars are provided to the families that need them the most
- To enhance the quality and increase the supply of child care for all families

Child care subsidy is available for low-income families based on income, eligibility, the need for child care and the availability of funds. At times, there is a waiting list for services due to limited funds.

In addition, the Orange County Partnership for Young Children, Orange County's Smart Start agency, works to ensure that every child arrives at kindergarten healthy and ready to succeed. The Partnership is a nonprofit organization that plans and funds programs for young children and their families. The Partnership's work is guided by community volunteers who serve on the Board of Directors, grant making committees and other advisory bodies. Programs concentrate on early childhood education, children's health and early intervention, and family support.

## 5.7 Senior Programs

### Senior Centers

There are three senior centers operated by Orange County—Chapel Hill Senior Center, Central Orange Senior Center (Hillsborough) and Northside Senior Center. The centers offer a variety of programs including classes, wellness programs, trips and lunches.

- Chapel Hill Senior Center—Managed by the Orange County Department on Aging with support of the Chapel Hill Parks and Recreation Department and Friends of Chapel Hill Senior Center
- Central Orange Senior Center—Managed by the Orange County Department on Aging with support of the Orange County Recreation and Parks Department
- Northside Senior Center—Managed by the Orange County Department on Aging

### Senior Services

The Orange County Department on Aging was established in 1980. It was one of the first departments established by ordinance for the purpose of helping all older persons regardless of race, sex, social, financial or ethnic origin. The department helps seniors maintain maximum independence, dignity and quality of life in the least restrictive setting possible. Services are provided to people aged 55 and older and to families who are supporting older members in the community. Most services are available to everyone, although some services have income, County residency or age requirements. Programs and services available through the Department on Aging include:

- Community support groups
- Eldercare program
- Information and referral
- Retired and senior volunteer program (RSVP)
- Senior centers and community centers
- Senior games

- Transportation
- Trips
- Wellness and health

## 5.8 Economic Development

The board of the Orange County Economic Development Commission is comprised of 17 voting members (including a representative and alternate representative from the Board of County Commissioners) and seven non-voting ex officio members. The commission provides small business owners with a variety of free information and assistance, on topics including:

- Demographics and statistics for the County and region
- Available office, retail, warehouse and industrial space
- Available land for non-residential construction
- Understanding local government regulations and procedures in Carrboro, Chapel Hill, Hillsborough, Mebane and rural portions of Orange County
- Contacts for small business counseling and financing

### *Economic Development Districts*

Orange County has designated over 2,450 acres in three strategically placed areas along I-85 and I-40 as economic development districts. The districts offer development potential for light industrial, warehouse/flex space, office, retail and business service. Numerous tracts, ranging in size from 20 to 100 acres or more, are available.

### *Agricultural Economic Development*

The Orange County Economic Development Commission, through its Agricultural Economic Development Coordinator, assists farmers with business planning, marketing and brokering agricultural goods and services, and estate planning. This represents a collaborative effort of the Orange County Economic Development Commission and Orange County Cooperative Extension Service, with funding provided by Orange County and North Carolina A&T State University. A directory, LOCAL HARVEST, provides individuals, farms and businesses with information about the availability of goods and services provided by County farmers and how and where they may be purchased.

### *Small Business Loan Program*

The purpose of the Orange County Small Business Loan Program is to stimulate the creation of good jobs for Orange County citizens, as well as to stimulate successful business development and expansion. The program assists businesses that have limited access to financing through conventional means or other government guaranteed sponsored programs. Businesses receiving funding through this program are strongly encouraged to be good corporate citizens as defined in Orange County's Economic Development Strategic Plan and to employ Orange County citizens. The Orange County Small Business Loan Program Company was incorporated in September 1999 to make and facilitate loans to small businesses in Orange County. The loan program has been approved and initiated by the County, to promote the economic development and general welfare of the County and its citizens. Participating financial institutions include:

- BB&T

- Centura Bank
- CCB
- First Citizens
- Wachovia
- Bank of America
- First Union
- Harrington Bank

### ***Small Business Resource Guide***

The Small Business Resource Guide helps existing small business owners, and those considering a start-up business, to find answers to the variety of questions that business owners are likely to face. Developed by the Orange County Economic Development Commission, with assistance from the Small Business and Technology Development Center and others, the Resource Guide offers a quick, straightforward reference for a variety of issues, including everything from financing options to child care, from executive business school classes to zoning regulations.

### ***Small Business and Technology Development Center***

For most start-up and expanding small businesses, the local Small Business and Technology Development Center (SBTDC) office will be a primary resource. Orange County's SBTDC is sponsored by the University of North Carolina and supported by the Orange County Economic Development Commission. The SBTDC office is located in Chapel Hill, but staff counselors also meet with clients in Hillsborough. For startup businesses, the SBTDC organizes a regularly-scheduled group session to provide a core of information in a convenient manner. The SBTDC also provides free, confidential, one-on-one business counseling, particularly on such crucial issues as:

- Analyzing a business idea
- Creating a business plan
- Researching markets
- Locating sources of funding
- Increasing revenues and profits for existing firms

One of the most valuable publications of this agency is "Capital Opportunities for Small Business," which is updated regularly and available on-line or in hard copy. The SBTDC's workbook, "So You're Thinking of Starting a Business," is also available online. Other services of the SBTDC include assistance with federal, state and local procurement processes, transfer of technology and related services of the Technology Group, international business development assistance and specialized assistance for those associated with marine industries.

The Orange County Economic Development Commission developed a five-year strategic plan in 2004 to guide the organization. Work groups were formed to prioritize and develop strategies that focus on four key areas:<sup>70</sup>

- **Business climate**—Formation of public and private partnerships to create a stronger business climate and development of clear guidelines, standards and procedures designed to

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<sup>70</sup> Orange County Economic Development Commission, "Investing in Innovation: Five-Year Strategic Plan 2004-2009," (August 2004)

sustain and nurture existing businesses, encourage entrepreneurship and attract targeted employers

- Infrastructure—Development of infrastructure to support economic development goals of increasing the commercial tax base and retaining and attracting targeted businesses
- Workforce development—Development of effective systems to train and support residents and those who work in Orange County
- Quality of place—Establishment of thriving partnerships ensuring Orange County is a great place to live and work to attract and retain the creative community of innovators, artists and civic leaders that drive the desired economy

The Carrboro Economic and Community Development Department promotes and enhances the economic well-being of Carrboro, promotes and facilitates the development of safe and decent housing for Carrboro residents by encouraging the creation and retention of quality jobs for Carrboro residents and advocates economic balance, which promotes geographically focused actions where needed and which addresses areas of economic need and opportunity. The Department also works with external agencies to develop housing proposals and grant applications that yield a measurable number of housing units that meet the needs of Carrboro citizens.

The Chapel Hill Downtown Economic Development Corporation brings the resources of the Town, the University of North Carolina and the downtown community together to maintain, enhance and promote the downtown as the social, cultural and spiritual center of Chapel Hill. The organization formulates strategies to improve downtown economic strength through business development, business recruiting, retention and expansion, job creation, and promotion of tourism.

Additionally, the Chapel Hill-Carrboro Chamber of Commerce provides multiple resources for area economic development. The mission of the Chapel Hill-Carrboro Chamber of Commerce is to foster and develop a thriving and sustainable local economy to enhance the community's quality of life. The Chamber provides small business owners with a variety of free information and assistance on topics that include:

- Understanding local government regulations and procedures in Carrboro and Chapel Hill
- Contacts for small business counseling and financing
- Support for small businesses and those interested in relocating to the Chapel Hill-Carrboro area

## 5.9 Planning

The Orange County Planning and Inspections Department implements land use and environmental policies, zoning, building construction and standards through a system of regulations to promote stable and quality development.

The Comprehensive Planning Division is responsible for the County's long range planning efforts including the development and implementation of the Land Use Element of the Comprehensive Plan. This plan intends to guide the County's future growth and land use patterns in a manner that enhances and protects the economic, environmental, and human resources that characterize Orange County. The Division also participates in the development of other Com-

prehensive Plan Elements as required. In addition to the Comprehensive Plan, the Comprehensive Planning Division provides support for several other long range planning projects, including the following:

- Chapel Hill – Carrboro – Orange County Joint Planning Agreement
- Various Transportation Plans

The Current Planning Division is responsible for writing and enforcing land use regulations that are designed both to protect the natural environment and to affect the physical development of lands within the Orange County zoning jurisdiction.

The Erosion Control Division enforces the Erosion Control Ordinance and the Storm Water Ordinance; administers the Neuse Buffer Rules; reviews erosion control plans; issues plan approvals and permits; inspects permitted sites; and investigates complaints and unauthorized land disturbances.

The Building Inspections Division enforces the mandated North Carolina State Building Code and conducts inspections during construction of buildings, mechanical, electrical and plumbing systems to ensure code compliance. The division issues occupancy permits upon compliance with state building codes and local regulations and issues zoning and building permits. The Inspections Division inspects foster homes, daycare centers, family care homes and schools; inspects abandoned structures and takes proper corrective action; and informs contractors of building code changes.

The Chapel Hill Planning Department assists the Town Council and the community in managing growth, administering development regulations, planning for capital improvements, planning for transportation improvements and promoting affordable housing opportunities. The department works with not only Orange County, but also the University of North Carolina at Chapel Hill to coordinate and integrate development plans that will benefit the County, the university, and the Town of Chapel Hill. The Planning Department is responsible for implementing the town's comprehensive plan, which sets a positive course for Chapel Hill's future. Based on an analysis of where Chapel Hill is today, the plan articulates a vision and directions in which the community should move. It suggests ways to invest in the community and build value for the 21st century. Most importantly, the plan focuses on specific actions that will help Chapel Hill achieve its vision. The Plan is organized around 12 major themes, each growing out of the community values that have been identified and which, taken together, form a strategy for Chapel Hill's future. These themes are:

- Maintain the Urban Services Area/Rural Buffer Boundary
- Participate in the regional planning process
- Conserve and protect existing neighborhoods
- Conserve and protect the natural setting of Chapel Hill
- Identify areas where there are creative development opportunities
- Encourage desirable forms of non-residential development
- Create and preserve affordable housing opportunities
- Cooperatively plan with the University of North Carolina
- Work toward a balanced transportation system
- Complete the bikeway / greenway / sidewalk systems
- Provide quality community facilities and services
- Develop strategies to address fiscal issues

The Hillsborough Planning Department is responsible for implementing its Vision 2010 plan and enforcing the land development ordinances enacted by the Town Board. This is done through:

- Land development plan and permit review by staff and advisory boards
- Facilitating public interaction and participation in the plan review process through advisory board membership, public meetings, hearings and one-on-one communication
- Specialty planning areas like historic preservation and parks planning
- Suggesting ordinance amendments to keep current with technology and trends
- Representing the town on regional planning committees
- Maintaining records of advisory board actions

Planning department staff issues zoning compliance permits for new home construction, home additions, fences and outbuildings, businesses operated from homes, building changes in the Historic District, and board approved non-residential and multi-family projects. In addition, the staff provides support and processes applications for four advisory boards, which are comprised of town citizens who volunteer to help with these important and often difficult issues.

The Carrboro Planning Department serves the town's land use, housing, environmental protection, transportation and state building code needs through the formulation of plans, policy recommendations and enforcement of local ordinances. The department provides staffing support to a number of standing citizen advisory boards and commissions and to citizen committees that are formed to consider special projects. The department is comprised of three divisions—planning, zoning and Inspections. The planning division is responsible for comprehensive, long-range planning activities, including transportation planning, environmental planning and development and maintenance of the town's geographic information system. The zoning division is responsible for assisting the public in their compliance with the land use ordinance; reviewing development proposals for compliance with the land use ordinance; processing zoning, special use and conditional use permits; reviewing site plans; monitoring previously issued land use permits; responding to citizen complaints and inquiries associated with land use activities; providing the public with information regarding the land use ordinance; and assisting the Town's boards and commissions. The inspections division is responsible for enforcing the North Carolina state building code throughout the Town's jurisdiction; monitoring construction activities for compliance with local and state regulations; enforcing the Town's minimum housing code; and providing building inspection and building code information.

# FIVE-YEAR STRATEGIC PLAN

## Part I - Overview

This five-year Strategic Plan for housing and community development is the result of an extensive needs assessment and community outreach process by Orange County and the Town of Chapel Hill. By gathering and applying a wide variety of research data and community input, the Town has developed this comprehensive approach to housing and community revitalization. This strategic plan will outline the goals and priorities that will serve as the overall framework for the five-year strategy and provide a linkage between these identified priorities and the adopted strategies and programs. The final section of this strategic plan portion of the Plan will highlight other relevant public policies as required by HUD.

## Part II - Priority Analysis and Strategy Development

As a growing community, Orange County and the Town of Chapel Hill must successfully balance a diverse array of housing and community development issues. Given the range of competing needs, the community must invest its scarce public resources wisely. Therefore, as a general principle, the County will attempt to expend public funds in a way that leverages the commitment of private sector support whenever possible. Through the public participation and consultation process, the County has identified the community's overall goals and priorities as follows:

- Provide decent and affordable housing for lower-income households
- Provide housing and services for homeless populations with special needs
- Facilitate non-housing community development activities

## Goal 1 – Provide Decent and Affordable Housing for Lower-Income Households

This goal includes retaining existing affordable housing stock, increasing the availability of affordable permanent housing in standard condition without discrimination, and providing affordable housing that is accessible to job opportunities.

### *Priority Needs*

- 1.1 Low income (< 80% AMI) homeowners that live in substandard housing
- 1.2 Low income (<60% AMI) renters that live in substandard housing
- 1.3 Low income (<80% AMI) homeowners that do not have indoor plumbing or adequate connections to existing public water and sewer systems
- 1.4 Low income (60-80% AMI) renters that are potential homebuyers
- 1.5 Eliminate barriers to affordable housing

## Goal 2 – Provide Housing and Services for Homeless Populations with Special Needs

This goal includes assisting homeless persons to obtain services and housing, and assisting persons at risk of becoming homeless.



**Priority Need**

- 2.1 Service-enriched transitional housing for homeless persons with special needs
- 2.2 Continuum of services for special populations including older adults, disabled, mentally ill, persons with AIDS and at-risk youth

**Goal 3 – Facilitate Non-Housing Community Development**

**Activities**

This goal includes improving the safety and livability of neighborhoods, increasing access to quality public and private facilities and services, restoring and preserving properties of special historic, architectural, or aesthetic value, job creation and retention, other community activities that promote the long-term economic and social viability of the community.

**Priority Needs**

- 3.1 Promote revitalization in selected Chapel Hill neighborhoods and economic development throughout the County.

The following tables summarize these priorities using the format required by HUD.

Table 26. Priority Housing Needs in Orange County (2000) (HUD Table 2A)					
Description of Housing Needs			Priority Need Level	Estimated Households*	Estimated Dollars to Address**
Renter	Small Related	0 to 30%	High	750	\$11,254,950
		31 to 50%	High	658	6,579,120
		51 to 80%	High	569	4,265,985
	Large Related	0 to 30%	High	79	\$1,184,400
		31 to 50%	High	114	1,139,600
		51 to 80%	High	154	1,154,115
	Elderly	0 to 30%	High	285	\$4,272,000
		31 to 50%	High	175	1,748,700
		51 to 80%	Medium	155	1,162,350
	All Other	0 to 30%	Medium	3,791	\$56,868,075
		31 to 50%	Medium	1,441	14,407,250
		51 to 80%	Medium	1,114	8,355,870
Owner	0 to 30%	Medium	1,312	\$19,684,305	
	31 to 50%	Medium	999	9,987,040	
	51 to 80%	Medium	1,575	11,811,218	
Special Needs**	0-80%	Medium	1,833	\$18,331,770	

\*The estimated households is calculated by taking the total number of renter, owner and special needs households in the income categories and multiplying them by the percentage with any housing problems.<sup>71</sup>

\*\*The estimated dollars includes the public and private funds necessary to address the identified housing needs. The cost to address the needs varies by income level from \$15,000 per unit for households with incomes less than 30% of the area median to \$7,500 for higher income households.

\*\*\*Households where one or more person has a long-lasting condition that substantially limits one or more physical activity (such as walking, climbing stairs, reaching, lifting or carrying) and/or a physical, mental or emotional condition lasting more than six months that creates difficulty with dressing, bathing or getting around inside the home.

<sup>71</sup> Source: U.S. Department of Housing and Urban Development

Table 27. Non-Housing Community Development Needs (HUD Table 2B)		
Description of Non-Housing Community Development Needs		Priority
Public Facility Needs	Neighborhood Facilities	Medium
	Parks and/or Recreation Facilities	Medium
	Health Facilities	Medium
	Parking Facilities	Medium
	Solid Waste Disposal Improvements	Medium
	Asbestos Removal	Medium
	Non-Residential Historic Preservation	Medium
	Other Public Facility Needs	Medium
Infrastructure	Water Improvements	High
	Street Improvements	High
	Sidewalks	High
	Sewer Improvements	High
	Storm Water Improvements	High
	Other Infrastructure Needs	High
Public Service Needs	Handicapped Services	Medium
	Transportation Services	Medium
	Substance Abuse Services	Medium
	Employment Training	Medium
	Health Services	Medium
Anti-Crime Programs	Crime Awareness/Prevention	Medium
Youth Programs	Youth Centers	High
	Child Care Centers	Medium
	Youth Services	High
	Child Care Services	Medium
Senior Programs	Senior Centers	Medium
	Senior Services	Medium
Economic Development	Rehabilitation of Publicly or Privately Owned Commercial and/or Industrial	Medium
	CI Infrastructure	Medium
	Other Commercial and/or Industrial Improvements	Medium
	Micro-Enterprise Assistance	Medium
	ED Technical Assistance	Medium
	Other Economic Development	Medium
Planning	Planning and Code Enforcement Services	High

### Part III – Geographic Priorities

During the term of this Strategic Plan, the Town of Chapel Hill may target a portion of housing and community development funding in selected neighborhoods. The balance of housing and community development assistance will be widely dispersed throughout the Town. To promote increased housing choice and opportunity, efforts will be made to increase the number of public and assisted housing units located outside areas of minority and low-income concentration. The County will utilize its funds on a county-wide basis.

### Part IV - Objectives, Strategies and Performance Indicators

Strategic planning is the process of looking toward the future, identifying why an organization exists, what it would look like if it achieved its mission and the concrete steps it must take to

achieve that vision. Data that tell if you are achieving results on your strategic plan are performance measures. Performance measurement helps translate an organization's strategy into tangible objectives and performance indicators. Output indicators measure performance in the shorter term and include items such as the number of applications received, houses rehabilitated, etc. It is important to note that output indicators will generally be within the control of the community and its partners. This integrated process, known as Managing for Results, is based on:

- Identifying goals, objectives and strategies as well as relevant measures;
- Determining what resources are necessary to achieve them;
- Analyzing and evaluating performance data; and
- Using that data to drive improvements in an organization.

The following charts utilize this performance-centered approach to outline the local approach to housing and community development in the upcoming five years. All objectives and performance indicators are based on a five-year time frame.

**Goal 1 – Decent and Affordable Housing for Lower-Income Households**

<i>Priority 1.1 – Low income (&lt; 80%AMI) homeowners that live in substandard housing</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Continue to fund urgent repairs for qualified units</li> <li>- Continue to fund substantial rehabilitation for qualified units</li> <li>- Continue to incorporate handicap, weatherization and lead-based paint improvements into all substantial rehabilitations</li> </ul>
Output Indicators:	<ul style="list-style-type: none"> <li>- 25 substantially rehabilitated units (Orange County/Chapel Hill)</li> <li>- 50 units with urgent repairs (Orange County)</li> </ul>
<i>Priority 1.2 – Low income renters (&lt;60% AMI) that live in substandard housing</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Continue to fund the rehabilitation of existing rental housing units</li> <li>- Monitor and enforce rent and property standards for completed projects</li> <li>- Leverage existing Town and County resources by utilizing the federal low income tax credit, HUD Section 202 and 811, and other programs to construct new rental housing</li> <li>- Provide educational opportunities related to fair housing, tenant rights, etc.</li> <li>- Continue to dialogue with the University of North Carolina – Chapel Hill on issues that affect affordable rental opportunities in the area</li> </ul>
Output Indicators:	<ul style="list-style-type: none"> <li>- 50 additional affordable rental units (Orange County/Chapel Hill)</li> <li>- 20 low income renters receive HOME funded rental assistance for up to 2 years each (Orange County)</li> <li>- 100 units of renovated public housing (Chapel Hill)</li> <li>- 150 units of refurbished public housing (Chapel Hill)</li> </ul>
<i>Priority 1.3 – Low income (&lt;80% AMI) homeowners that do not have indoor plumbing or adequate connections to existing public water and sewer systems</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Continue to fund the connection of lower income homeowners to existing water and sewer facilities.</li> <li>- Continue to fund the construction of complete indoor plumbing facilities</li> </ul>

Output Indicators:	- 100% of all County residents have adequate indoor plumbing (Orange County/Chapel Hill)
<i>Priority 1.4 – Low-income renters (&lt;80% AMI) that are potential homebuyers</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Provide down-payment and closing cost assistance to qualified homebuyers</li> <li>- Provide homebuyer education and counseling with an emphasis on credit</li> <li>- Provide acquisition, infrastructure, predevelopment and/or construction funding to eligible non-profits and for-profits to develop affordable housing opportunities</li> <li>- Establish homeownership program to assist existing Section 8 recipients</li> </ul>
Output Indicators:	- 75 additional lower income homebuyers (Orange County/Chapel Hill)
<i>Priority 1.5 – Eliminate barriers to affordable housing</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Challenge and encourage non-profit and for-profit affordable housing providers to share resources and collaborate</li> <li>- Seek legislation that would require all local governments to require new residential and commercial developers in the County and Towns seeking zoning approval and/or permits to contain at least 15% affordable units in residential projects</li> <li>- Declare 2006 “The Year of Affordable Housing” and implement a public education that defines affordable housing</li> <li>- Utilize equity sharing and community land trust concepts to limit the dramatic escalation of housing costs</li> </ul>
Output Indicators:	<ul style="list-style-type: none"> <li>- 100 units of new affordable housing in mixed income developments (Orange County/Chapel Hill)</li> <li>- Increased awareness of barriers to affordable housing (Orange County/Chapel Hill)</li> </ul>

**Goal 2 – Provide Housing and Services for Populations with Special Needs**

<i>Priority 2.1 – Service-enriched transitional housing for homeless persons with special needs</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Promote and make public service funds available to homeless agencies that operate emergency shelters</li> <li>- Partner with other funding agencies to encourage the development of transitional housing (SRO’s, group homes) that is service-enriched</li> <li>- Continue to strengthen partnership with the local Continuum of Care</li> <li>- Provide property acquisition funding to eligible non-profits and for-profits to develop transitional housing</li> </ul>
Output Indicators:	- Provide financial assistance to support the construction of a residential center for homeless men (Orange County/Chapel Hill)
<i>Priority 2.2 – Continuum of services for special populations including older adults, disabled, mentally ill, persons with AIDS and at-risk youth</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Promote and make public service funds available to agencies that serve identified special populations</li> <li>- Partner with other funding agencies to encourage the development of transitional housing (SRO’s, group homes) that is service-enriched</li> <li>- Continue to strengthen partnership with local service providers</li> <li>- Support applications for federal supportive housing funds</li> <li>- Provide property acquisition funding to eligible non-profits and for-profits to develop permanent</li> </ul>

	housing for those with special needs
Output Indicators:	<ul style="list-style-type: none"> <li>- 20 additional permanent housing units for those with special needs (Orange County)</li> <li>- Provide community services to 100 area youth (Chapel Hill)</li> </ul>

**Goal 3 – Promote Neighborhood and Economic Development**

<i>Priority 3.1 – Promote revitalization in selected Chapel Hill neighborhoods and economic development in general throughout the County</i>	
Strategies:	<ul style="list-style-type: none"> <li>- Strengthen partnerships with neighborhood associations (community pride, education, family services, etc.)</li> <li>- Work with neighborhoods to design and implement specific beautification strategies, including neighborhood cleanups</li> <li>- Promote recreational opportunities for area youth</li> <li>- Prioritize one to two neighborhoods located in Chapel Hill and develop revitalization plans accordingly</li> <li>- Concentrate Town funding in selected neighborhoods to create maximum impact. Programs may include redevelopment activities, CHDO Development-Infill and various rehabilitation programs.</li> <li>- Build community capacity and better coordinate neighborhood services through the regular dissemination of information. Examples may include Community Development Day workshops, self-help workshops, activity updates, etc.</li> <li>- Continue to work with area Chambers of Commerce and others to promote the economic development of the community</li> <li>- Coordinate effort of various Town departments to concentrate resources into selected neighborhoods</li> </ul>
Output Indicators:	<ul style="list-style-type: none"> <li>- Development of a small area plan for the Rogers Road Neighborhood and a Neighborhood Conservation District for the Pine Knolls neighborhood (Chapel Hill)</li> <li>- Promote county wide partnerships that are dedicated to the economic development of the County</li> </ul>

**Part V - Anti-Poverty Strategy**

**5.1 Overview**

The 2000 Census reported that 15,318 people in Orange County (14.1%) had incomes below the poverty level—an increase of 3,576 people since 1990. In addition to their housing problems, they often have other social service needs. They face a variety of problems that prevent them from improving their economic situation, escaping poverty and obtaining adequate and affordable housing. Many of them lack the basic skills necessary to obtain and hold decent jobs. Some of them are single mothers who need affordable childcare while they seek or maintain jobs. Others need treatment for medical or substance abuse problems. Many of those living below the poverty level are children who would benefit from special programs to address their educational, recreational and self-esteem issues.

In Orange County, 18 businesses closed or laid-off workers in 2004. The high costs of homeownership and the lack of safe, affordable rental housing continues to be major issues for low-income families. Rental households face serious challenges with high cost, inadequate supply and competition with university students for limited housing stock. Transportation to and from

work, childcare transportation and access to childcare remain key obstacles for low-income families that are transitioning from dependency to independence.<sup>72</sup>

Orange County and the Town of Chapel Hill have targeted significant CDBG and HOME resources within core low-income areas to execute its anti-poverty strategies. These resources will act as catalysts to invite additional public and private investment of capital and services; increase the quantity and quality of affordable housing; and help low to moderate-income residents acquire needed information, knowledge and skills to improve their employment opportunities.

Under North Carolina's Work First initiative, Orange County has developed a local plan to assist those most in need and forms the basis for its anti-poverty activities. Orange County's current Work First population faces major obstacles in obtaining and retaining employment because they are competing for jobs with a highly skilled workforce. Unskilled and semi-skilled workers without a high school diploma or a recent connection to the workforce are unable to obtain jobs that provide a living wage. Barriers such as substance abuse, criminal records and chronic physical and mental health problems have no quick fix. They are resolved as a result of participant commitment, adequate resources and over time. Under the Work First initiative, Orange County will provide the following:<sup>73</sup>

- First Stop—provides a continuum of services including job search and job preparedness
- Childcare—provides daycare subsidy payments
- Transportation—provides expanded transportation routes, vehicle donations and financial assistance to address transportation needs
- Substance Abuse Services—provides initial screening, assessment, and residential and outpatient treatment services
- Family Violence Option—provides full assessment of domestic violence, counseling and support group sessions, and coordination of services such as emergency housing, transportation and legal services
- Child Welfare Services—provides collaboration of services to ensure the safety and well-being of children
- Emergency Assistance—provides housing, food and utility assistance

The anti-poverty strategy is the unifying thread that ties the housing, homeless, public housing and non-housing community development strategies together as one comprehensive plan for reducing the number of families that fall below the poverty level. The strategic plan, goals and objectives noted throughout this part along with the activities being undertaken as part of the Work First initiative promote self-sufficiency and empowerment.

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<sup>72</sup> Orange County Department of Social Services, "Work First County Plan: October 1, 2005 to September 30, 2007"

<sup>73</sup> Orange County Department of Social Services, "Work First County Plan: October 1, 2005 to September 30, 2007"

The County and Town will coordinate efforts among its many partner organizations to ensure that the goals outlined in the consolidated plan are met. These partners include neighborhood residents, representatives of health and human service agencies, businesses, churches, non-profit developers, lenders and for-profit entities. The key principles of the County's plans are described in the following sections.

## **5.2 Improve the Quality and Availability of Affordable Housing**

Eliminating many of the physical signs of poverty is a key element in the anti-poverty strategy. The housing, public housing and community revitalization initiatives work toward fulfilling this goal. The County and Town will direct significant resources toward the creation of affordable housing and coordinating the efforts of local nonprofit and for-profit providers. Affordable housing is the foundation for achieving self-sufficiency.

## **5.3 Provide For and Improve Public Services**

Important long-term goals in the strategy to reduce and eliminate poverty include providing services to residents. Specifically, the strategy includes an emphasis on the provision of operational subsidies for service providers.

## **5.4 Neighborhoods and Economic Development**

Another component of the anti-poverty strategy includes goals and objectives for improving the living and business environments throughout the Town of Chapel Hill. The consolidated plan includes strategies to demolish or reuse vacant properties and encourage businesses to invest in the Town. The Town of Chapel Hill will target funding in specific neighborhoods which will focus CDBG and housing efforts to revitalize specific neighborhoods as "anchors" in revitalizing the low and moderate income communities within the overall community. Orange County will continue to focus its efforts on a County-wide basis.

# **Part VI - Institutional Structure and Coordination of Resources**

## **6.1 Public Institutions and Private Organizations**

Important partners in achieving Orange County's low-income housing goals include the following public institutions and private organizations.

### **Public Institutions**

The Orange County Consortium is made up of several local government entities. These entities have various responsibilities for administering programs and activities through a variety of departments as described below.

- The Orange County Housing and Community Development Department is responsible for administration of the Section 8 program for the County, the CDBG Small Cities program and serves as the lead agency for the Orange County HOME Consortium.
- The Chapel Hill Planning Department is the administrator of the Town's CDBG entitlement program. The department is also responsible for long-range planning and policy design for housing development and for implementing the Town's affordable housing program.

- The Town of Carrboro administers the Carrboro CDBG Small Cities program and the planning department is responsible for planning and policy design for housing development. The Town also has a successful revolving loan fund for small business.
- The Hillsborough Planning Department is responsible for planning and policy development for the Town, including the recently adopted 2010 plan.

## Non-Profit Organizations

Most of these nonprofit organizations work closely together on housing issues. Local government staffs work with the nonprofits on a regular basis, since many nonprofit activities are supported with local funds. Communication could be improved between housing development agencies and social service agencies that provide support and empowerment for families receiving housing assistance.

- The Orange Community Housing and Land Trust (OCHLT) is a housing development corporation, whose operating budget is funded by Orange County, Chapel Hill and Carrboro. The organization utilizes the land trust model for homeownership to create permanently affordable housing opportunities for Orange County residents.
- Habitat for Humanity of Orange County is a strong local affiliate of the national organization.
- InterFaith Council for Social Service (IFC) operates a homeless shelter and is a chief advocate for the homeless population. IFC also offers a program to prevent homelessness through financial assistance to families that are at risk of losing their permanent housing.
- Orange Congregations in Mission serves northern Orange County, offering programs that prevent homelessness through financial assistance to families that are at risk of losing their permanent housing.
- The Joint Orange-Chatham Community Action Agency is a local community action agency offering a wide variety of rehabilitation, weatherization, counseling and financial assistance to very low-income families.
- EmPOWERment, Inc. is a community development corporation that promotes models of community building, problem solving and social action to mobilize low-income communities to build shared vision and power for community change.
- The Northside Community Association is a neighborhood organization that represents people, issues and needs of the Northside Community of Chapel Hill. Emphasis is placed on preserving the existing community and promoting affordable housing.
- Affordable Rentals, Inc. is an organization whose goal is to make affordable rental housing possible for residents with annual incomes between 30% and 50% of the area median.
- The Chrysalis Foundation for Mental Health is a private, nonprofit organization that promotes affordable housing through property acquisition, rehabilitation, and development for persons with mental disabilities in Orange, Person and Chatham Counties.
- The Weaver Community Housing Association is a cooperative housing association specializing in the provision of rental housing for low-income families.



## **Private Industry**

Private lenders (especially those interested in achieving the lending goals of the Community Reinvestment Act), public lenders like Rural Development, builders, realtors and developers, are entities whose assistance is crucial to the success of housing initiatives undertaken in Orange County.

Utility companies develop construction and energy conservation standards to reduce energy costs. They also provide information and training on energy-saving practices in home, such as how to install insulation and weather stripping. Low-interest loans are available from utility companies for the purchase and installation of insulation, high efficiency heat pumps and other energy conservation measures.

Many commercial banks have responded to the Community Reinvestment Act with programs to finance decent, affordable housing. Banks in Orange County with such programs include Wachovia, Central Carolina Bank, RBC Centura Bank, First Citizens, BB&T, Harrington Bank and Hillsborough Savings Bank/NBC Bank. These special lending programs are targeted to households that do not qualify for the lenders' regular programs and may have rates slightly lower than conventional rates, lower down payment requirements or special underwriting treatment.

## **Public Housing Authorities**

The Town of Chapel Hill Department of Housing operates 336 conventional public housing units. (There are no plans for demolition of public housing in the Town of Chapel Hill.)

The Orange County Housing and Community Development Department operates the Section 8 Housing Voucher Program. The program provides approximately 623 vouchers to low income families. The Orange County Board of Commissioners serves as the governing board and the managerial affairs of the County conform to applicable County ordinances and policies. A resident advisory board has been established to include Section 8 residents in the decision-making process. The Orange County Board of Commissioners is the elected body that sets policy for the public housing functions and approves the Annual Public Housing Agency Plan.

## **Coordination**

With the creation of Orange Community Housing Corporation (now Orange Community Housing and Land Trust), Orange County, Chapel Hill, Carrboro and Hillsborough demonstrated the desire to cooperate among the several jurisdictions to provide the best housing assistance that will serve the low-income residents of Orange County. With respect to coordination of resources, all agencies will continue their history of communication regarding projects in progress, applications submitted to state and federal funding agencies, programs that are particularly successful or troublesome, and other sharing of information and sources of funds.

The existing coordination of services has been further enhanced with the creation of the Orange County HOME Consortium whose members include Orange County, Carrboro, Chapel Hill and Hillsborough.

The previously described infrastructure has been successful in providing some housing for the low-income population; the need for supportive services for families benefiting from these programs and other low-income families has become more critical. These services are provided by

only a few non-profit social service organizations and are not provided in conjunction with an established housing program.

This is particularly true for special populations who have critical case management needs. Housing counseling is also needed to help low-income persons locate and manage affordable housing. Assistance may also be needed when navigating the publicly assisted programs as well as when applying privately for housing. Thus, this phenomenon represents a gap in the delivery system that must be addressed in order to maintain viable neighborhoods.

Additionally, in an effort to facilitate communication with other local housing nonprofit organizations in the past, the members of the HOME Program Consortium have convened semi-annual meetings with these organizations. Items shared during these meetings have included clarification of federal and state housing program regulations and discussion of local housing programs and initiatives. All attendees consider the meetings a useful opportunity to dialogue about important issues.

## **Part VII - Public Housing Improvements and Resident Initiatives**

### **Community Centers**

Trinity Court, Airport Gardens, South Estes Drive and Eastwood public housing communities have Community Centers at their complexes and are therefore able to plan more on-site activities. The Chapel Hill Service League was instrumental in assisting with the renovation of the South Estes Drive Community Center. Local agencies such as the Cooperative Extension Service and the Orange County Literacy Council offer educational programs on-site.

In addition, a Family Resource Center has been established at Trinity Court. The mission of the family resource center project is to empower families and communities to improve the quality of their own lives and to raise healthy, self-reliant children who are able to form fulfilling relationships. Further, these centers will build a foundation of collaboration for a comprehensive Countywide approach to family support programs.

### **Housing and Community Development Advisory Board**

The Town of Chapel Hill provides an organizational structure that guarantees public housing residents a forum to participate in the operation of the housing authority. Through regular meetings, residents have the opportunity to voice complaints, needs, concerns and ideas that guarantees an adequate response from the Housing and Community Development Advisory Board. Through these meetings, public housing residents have participated in the management of the public housing program by providing ideas and comments on the public housing operating budget and the renovation needs of the apartments.

### **ACHIEVE! Pathways to a Brighter Future**

ACHIEVE! Pathways to a Brighter Future is a program sponsored by the Town of Chapel Hill Department of Housing. It is a partnership of agencies and residents designed to support and encourage residents of public housing in their progress toward greater economic independence and self-reliance and/or improving the quality of life of their families and communities. The program is guided by its philosophy and approach:

### ***The ACHIEVE! Philosophy***

- Participants entering the program have strengths, abilities, and talents and the goal is to build on and enhance these individual assets
- Participants have ideas and contributions that can benefit others and enhance and shape the overall effectiveness of the program
- The best way to work with participants is in partnership—that is, participants have an active role in choosing and deciding how best to accomplish their goals
- A key element in individual achievement is community encouragement and support, especially from others who are on a similar path

### ***The ACHIEVE! Approach:***

The ACHIEVE! approach has two major components—monthly meetings and individual attention.

Monthly meetings provide program participants and local agency and organization representatives a structured time to meet to focus on the participant's progress toward reaching their individual goals and to discuss the participant's successes and struggles. Other participants and representatives provide information and resources that will further the successes and overcome the barriers. The meetings also provide opportunities to cover other topics of participant interest, in the form of workshops, cultural enrichment activities, or other group activities.

Participants are also provided individual attention from the Housing Department's Resident Resource Coordinator. The one-on-one aspect provides participants with support between the monthly or group meetings in order for them to reach their short-term goals. This support may take the form of transportation, navigating the human service system, filling out paper work, etc. The individual aspect also recognizes that some participants might benefit from this attention.

Though based on a U.S. Department of Housing and Urban Development program, the ACHIEVE! model is an approach based upon the particular interests, needs and resources of Chapel Hill.

## **Transitional Housing Program**

The Transitional Housing Program (THP) is the newest of the Chapel Hill Housing Department's self-sufficiency programs. The program's purpose is to prepare public housing families for the move from public housing to private market housing.

Participation in the THP is open to all public housing families with a rent paying ability of at least \$450 per month. Families selected agree to participate in budgeting and financial management sessions, in addition to other courses that will enhance their capacity and skills related to living in private market housing. The maximum time allowed in the program is five years. At the end of the five-year period, families must leave the program and move into private market housing. A family remaining in the transitional house after the five-year period will begin to pay market rate rent.

A long-term goal of the THP is to purchase 10 houses over a five-year period. Purchasing houses is essential to the effectiveness of the program, especially because it allows the Housing Department to be more creative with its rent policy. The benefits to the program and participants include:

- Exemption from conventional public housing rent policy where rent increases when income increases
- Twenty percent of the monthly rent will be deposited into a savings account to be used only when the family leaves the program
- Eighty percent of the monthly rent from each house will be used to defray costs of purchasing subsequent houses
- Family receives a network of supportive services and resources designed to prepare it for the move from public housing to the private market

The vision for the Transitional Housing Program supports broader goals of providing affordable and quality housing. By purchasing houses that will be available for rent to low and moderate-income families, the Housing Department is ensuring a core of affordable houses, in a way that is self-supporting, and with the potential of being self-sustaining. In addition, the Transitional Housing Program provides public housing residents a supportive learning environment that serves to foster increased opportunities for greater self-reliance and improved quality of life.

## **Community Service and Self-Sufficiency Program**

The federal Quality Work and Responsibility Act of 1998 requires that public housing residents who are not exempt complete community service or self-sufficiency activities for eight hours per month or 96 hours in 12 months.

The community service and self-sufficiency requirement is intended to assist public housing residents in improving their own economic and social well-being and give these residents a greater stake in their communities. The Town's housing department staff coordinates with local agencies and organizations to develop opportunities for residents to satisfy this requirement.

## **YMCA After School Program**

The Chapel Hill-Carrboro YMCA provides free after school care to public housing residents living in the South Estes Drive community at the Community Center. Approximately 12 children ages 5 to 12 attend the program. The children arrive at the YMCA after school and have social time, a snack supervised homework time. This program is funded in part by the Town of Chapel Hill Community Development program and scholarships are provided for children from South Estes Drive that attend.

## **Orange County Family Resource Center After-School Program**

Chapel Hill Training and Outreach—a division of the Orange County Family Resource Centers—sponsors an after-school enrichment program for children living in the South Estes Drive public housing community. This program is funded by the Town of Chapel Hill Community Development program and scholarships are provided for each child in the program.

# ANNUAL ACTION PLAN

## Part I Proposed Funding

Table 28 shows the funding available to Orange County for the fiscal year 2005-2006 from the U.S. Department of Housing and Urban Development.

Source of Funds	Amount
Community Development Block Grant	685,997
HOME Investment Partnership Program	707,949
HOME Matching Funds	159,287
HOME Residual Funds	111,660
<b>Total</b>	<b>\$1,664,893</b>

## Part II Proposed Activities and Proposed Projects

### HOME Program Activities and Projects

1. Rental Assistance: \$153,102

HOME funds will continue to fund a small program for Tenant-Based Rental Assistance in Orange County. The program would operate like the Section 8 program and provide rent subsidies for eligible families with incomes at or below 50% of the area median income. Resembling the Section 8 Program, the subsidy would be calculated based on the tenant's ability to pay and the fair market rent. The program would be administered by the Orange County Housing and Community Development Department.

2. Property Acquisition: \$200,000

The following projects are proposed for funding.

- \$100,000 to the Town of Hillsborough to acquire and renovate a house in the Fairview neighborhood in Hillsborough. Hillsborough intends to work with a non-profit organization to complete this project. The property would be sold to a household earning less than 80% of the area median income, and use deed restrictions to guarantee the long-term affordability of the property for at least 99 years.
- \$100,000 to the Chrysalis Foundation to acquire property for a permanent supportive housing project. The Foundation proposes to develop a project that focuses on serving the homeless in Orange County, with specific emphasis on addressing chronic homelessness.
- \$75,000 to EmPOWERment Incorporated to provide second mortgages to three first time homebuyers earning less than 80% of the area median income. In June 2005, EmPOWERment intends to begin construction of a three-bedroom condominium on Davie Road in Carrboro. Funds would assist the buyers of these units.

3. Second Mortgage Assistance: \$270,000

Funds will be allocated to the following agencies for second mortgage assistance:

- \$115,000 to Orange Community Housing and Land Trust for two projects: (1) to acquire and if necessary demolish, and / or reduce the sales price of homes in the Northside neighborhood in Chapel Hill. The Land Trust would work with EmPOWERment to sell the properties to households earning between 50% and 80% of the area median income; and (2) to reduce the price of three townhomes in the Pacifica development in Carrboro. With both projects, funds would be converted into second mortgages for the future buyers. Eligible applicants must be first time homebuyers, currently living or working in Orange County who earn less than 80% of the area median income.
- \$80,000 to Habitat for Humanity to provide four second mortgages in the Richmond Hills subdivision in Efland. Funds would be available to first time homebuyers earning less than 60% of the area median income.
- \$75,000 to EmPOWERment Incorporated to provide second mortgages to three first time homebuyers earning less than 80% of the area median income. In June 2005, EmPOWERment intends to begin construction of a three-bedroom condominium on Davie Road in Carrboro. Funds would assist the buyers of these units.

#### 4. Pre Development Costs \$145,000

Funds will be allocated to the following agencies for pre-development costs:

- \$70,000 to Habitat for Humanity for pre-development costs for a 17-acre vacant tract of land on Sunrise Road. Funds would be used for expenses such as surveying, engineering and design costs related to submitting a development application to the Town of Chapel Hill. Habitat intends to build no more than 68 homes on the site (maximum number of homes permissible under the current zoning) that would be available to first time homebuyers earning less than 60% of the area median income.
- \$75,000 to the InterFaith Council for Social Service for predevelopment costs related to development of a Residential Center for homeless men. The Center would offer emergency and longer-term housing services and provide services for homeless citizens residents.

#### 5. New Construction (Infrastructure Development): \$100,000

\$100,000 will be allocated to Habitat for Humanity for pre-development costs and infrastructure development of Phase II of the Rusch Hollow project located on Rusch Road in the Rogers Road community. Habitat would build at least twelve single family homes on this property that would be sold to first time homebuyers earning less than 60% of the area median income.

#### 6. Homeownership Assistance \$25,000

\$25,000 will be allocated as the local match for the County-wide individual development account (IDA) program funded through the County's State Community Development Block Grant. This program provides a dollar for dollar match up to \$1,000 for participants that are able to save funds to purchase their first home.

7. Operational Support \$15,000

\$15,000 will be allocated to Orange Community Housing and Land Trust for administrative expenses related to its HOME Program funded projects. As a designated Community Housing Development Organization for the HOME Program, the Land Trust is eligible to receive funds for administration of a housing program.

8. Administration: \$70,794

The remaining \$70,794 would be allocated to the Orange County Housing and Community Development Department for administration of the HOME program.

**Community Development Block Grant Activities and Projects**

1. Renovation of Public Housing: \$217,000

- Renovation of Public Housing: \$167,000 - Continue the renovation of Airport Gardens community and begin renovating the North Columbia Street public housing community. Funds would be used along with Public Housing Capital Grant funds and previously allocated Community Development funds to renovate the communities. \$15,000 of this amount be used to pay a portion of the Operations and Special Projects Coordinator's salary for oversight of the renovation project. Proposed renovation work would include the abatement of lead-based paint and asbestos, replacement of water and sewer lines to OWASA standards, installation of new washer and dryer hook-ups, replacement of wall and base cabinets and Countertops to include new range hoods and sinks, replacement of windows and screens, replacement of interior and exterior doors, replacement of furnaces including air conditioning and water heaters, replacement of floor tiles, replacement of bathtub liners and surrounds, bathroom fixtures, plumbing and electrical upgrades, and interior and exterior painting. Funds will also be used for site improvements including replacement of asphalt driveways and parking lots; planting new shrubs, and replacement of storm drainage systems and retaining walls. Due to the extent of building improvements, the relocation of residents will be required and the work will have to be scheduled in phases.
- Refurbishing Program: \$50,000 - Funds will be used to continue the public housing refurbishing program. This program includes repainting and minor repairs of public housing units.

2. Infrastructure Development: Habitat for Humanity: \$100,000

Habitat for Humanity will be provided funding for development of Phase II of the Rusch Hollow development located off of Rogers Road. Funds would be used for infrastructure development. Habitat intends to build at least twelve single family homes on this site for first time homebuyers earning less than 60% of the area median income. Habitat intends to begin construction of the sanitary sewer for this development before submitting a development application. The sewer extension is related to the request for sewer assistance for residents of the Rogers Road / Purefoy Road neighborhood.

3. Homeownership Assistance: Orange Community Housing and Land Trust: \$100,000

Orange Community Housing and Land Trust will be allocated funds for acquisition of property, demolition or renovation (if necessary or appropriate), and/or to reduce the sales price of homes in the Northside neighborhood. The Land Trust would work with EmPOWERment to sell the properties to households earning between 50% and 80% of the area median income.

4. Sewer Connection Assistance: \$42,775

Provide funding to homeowners earning less than 80% of the area median income who need assistance with connection to the public sewer system. Funds would be available to eligible applicants Town-wide, with priority given to residents of the Rogers Road and Apple Street neighborhoods. Funds would be provided as a deferred second mortgage that would be forgiven over a five to ten year period (depending on the amount of assistance provided).

If the Town receives program income during the program year, up to \$40,000 may be allocated to this program. The additional funds would allow us to assist more homeowners to connect to the public sewer system.

5. Development of a Public Facility: \$25,000

Provide funding for pre-development costs for a residential center for homeless men. The shelter would offer emergency and longer-term housing services and provide services for shelter residents. The InterFaith Council has not yet identified a site for this facility. The preliminary HOME Program plan also includes \$75,000 for this request.

6. Community Services: \$70,700

We recommend that the Council allocate funds for four community service activities that meet the Community Development regulations:

\$41,700 to the Chapel Hill Police Department to fund two youth programs:

- \$40,700 to continue the Youth Work Program for youths ages 14-17 living in the Pine Knolls, Northside and public housing communities. During the summer, at least thirty youths would work a minimum of twenty hours per week in various Town Departments and local non-profit organizations. During the school year, some of these children would continue to work. Youths would also be required to participate in workshops focusing on financial education, career development, and improving interview skills. The Police Department also proposes to enhance the program by providing CPR training and vocational training such as resume writing, interview skills, career exploration.
- \$1,000 for educational programs for youths living in the Northside, Pine Knolls, or public housing communities including an academic awards program, a mentoring and leadership program for young men, and trips to college campuses. Programs would be coordinated with the Town's Police, Housing and Parks and Recreation Departments, and would provide structured activities and emphasize components that will improve academic skills, prevent drug abuse and drug-related crime, leadership development, and career planning.
- \$15,000 to the Orange County Family Resource Centers to continue to operate an after school enrichment program at the South Estes Family Resource Center located in the South Estes Drive public housing community.



- \$14,000 to the Chapel Hill–Carrboro YMCA to continue operation of an after school program for children living in the Pine Knolls neighborhood and the South Estes Drive public housing community. Funds would be used to provide scholarships to eligible children.

#### 7. Program Administration: \$130,502

Provide funds for the administration of the Community Development program and related housing programs. Currently, the Community Development staff administers the Community Development Program and the Housing Loan Trust Fund, coordinates efforts with non-profit organizations that receive Community Development funding from the Town, coordinates activities with the HOME Program Consortium, monitors compliance with Performance Agreements and federal regulations, administers housing loans and grants provided by the Town over time, and coordinates with the U.S. Department of Housing and Urban Development to achieve compliance with federal regulations.

We propose to continue to use funds for the Community Development Coordinator's salary and benefits, a portion of the Long Range Planning Coordinator's salary, a part-time Community Development Program Monitor, and a part-time financial/clerical position. These costs total approximately \$126,350. The balance of funds, approximately \$4,150, would be used for overhead costs such as advertising expenses, business meetings and training, supplies and professional services.

### **Part III Anti-Poverty Strategy**

The Anti-Poverty Strategy for the annual action plan is the same as that described in the five-year strategic plan.

### **Part IV Institutional Structure and Coordination of Resources**

The institutional structure and coordination of resources for the annual action plan is the same as that described in the five-year strategic plan.

### **Part V Geographic Distribution**

During the term of this Strategic Plan, the Town of Chapel Hill may target a portion of housing and community development funding in selected neighborhoods to be determined later. The balance of housing and community development assistance will be widely dispersed throughout the County. To promote increased housing choice and opportunity, efforts will be made to increase the number of public and assisted housing units located outside areas of minority and low-income concentration.

### **Part VI HOME Program Requirements**

#### **Resale and Recapture Provisions**

All properties receiving financial assistance from Orange County for homeownership activities must ensure that the housing remain affordable to families with incomes of 80% or less of the area median for at least 99 years from the date of initial assistance.

### ***Right of First Refusal***

A right of first refusal or right to purchase is accomplished by means of a Declaration of Restrictive Covenants on the property purchased by the first-time homebuyer. Any assignment, sale, transfer, conveyance or other disposition of the property will not be effective unless the following procedures are followed.

If the original homebuyer or any subsequent qualified homebuyer contemplates a transfer to a non low-income household, the buyer must send Orange County and/or the sponsoring non-profit organization a notice of intent to sell at least 90 days before the expected closing date. If Orange County and/or the sponsoring nonprofit organization elects to exercise its right of refusal, it will notify the buyer within 30 days of its receipt of the notice and will purchase the property within 90 days.

If neither Orange County nor the sponsoring nonprofit organization advises the buyer in a timely fashion of its intent to purchase the property, then the Buyer is be free to transfer the property in accordance with the equity sharing provisions described below.

### ***Equity Sharing***

Orange County provides its financial assistance as deferred second loans secured by a 40-year Deed of Trust and Promissory Note, forgivable at the end of 40 years. This Deed of Trust and Promissory Note constitute a lien on the property, subordinate only to private construction financing or permanent first mortgage financing.

The 99 year period of affordability for each individual housing unit is secured by a declaration of restrictive covenants that incorporate a right of first refusal that may be exercised by a sponsoring nonprofit organization and/or Orange County. This declaration of restrictive covenants is further secured by a deed of trust. The nonprofit organization and/or the County are responsible for compliance with the affordability requirement throughout the affordability period, unless affordability restrictions are terminated due to the sale of the property to a non-qualified buyer.

If the buyer no longer uses the property as a principal residence or is unable to continue ownership, then the buyer must sell, transfer or otherwise dispose of their interest in the property to a new homebuyer whose annual income does not exceed 80% of the area median. However, if the property is sold during the affordability period to a non-qualified homebuyer to be used as their principal residence, the net sales proceeds<sup>74</sup> or "equity" will be divided equally between the seller and the County. If the initial County contribution does not have to be repaid because the sale occurs more than 40 years after the County contribution is made, then the seller and the County will divide the entire equity realized from the sale.

Any proceeds from the recapture of funds will be used to facilitate the acquisition, construction, and/or rehabilitation of housing for the purposes of promoting affordable housing.

## **Tenant Based Rental Assistance (TBRA) Program**

The Orange County HOME Consortium plans to implement a Tenant Based Rental Assistance Program with HOME funds. Funds would be used to subsidize rents for families that earn 50%

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<sup>74</sup> New sales proceeds equals the gross sales price less selling costs, the unpaid principal amount of the original first mortgage and the unpaid principal amount of the initial County contribution and any other initial government contribution secured by a deferred payment promissory note and deed of trust.

or less of the annual area median income. The current County Section 8 Housing Choice Voucher Program serves approximately 623 families Countywide. However, the waiting list for the program was closed in October 2001 because of the lengthy wait for assistance, which at the time was three to four years. The waiting list remains closed at this time with approximately 964 applicants currently on the list. There is no current expectation that new Section 8 vouchers will be available from HUD in the foreseeable future.

The rental housing market in Orange County is inflated by the ability of University of North Carolina at Chapel Hill students to pay market rents, which is beyond the means of families with incomes below 50% of the area median. In 2000, it is estimated that rental units represent 43% of the County-wide housing market and approximately 67% of those rental households experience an extreme cost burden—paying between 30% and 50% of their income for housing expenses. Additionally, experience in Orange County has shown that local rents often run an average of 15% to 20% higher than those HUD published Fair Market Rents, which explains why such a high percentage (35%) pay more than 50% of their income for rental housing costs. The ability of low-income families to afford the available rental housing in the community is a problem far greater than the ability of the current Section 8 Program to address adequately. Thus, this Tenant Based Rental Assistance Program is proposed for the upcoming fiscal year.

The Orange County Housing and Community Development Department, the HOME Program Administrator, also operates the County's Section 8 Housing Choice Voucher Program. The proposed TBRA program design will mirror the current Section 8 Program with the exception of the HOME requirement that TBRA contracts have a term no longer than two years. Specifically, the currently approved Section 8 Program Administrative Plan will govern tenant selection, eligibility calculations and property standards. The County's Section 8 program staff will handle program administration and tenants will be selected from the existing Section 8 Program waiting list. Care will be taken in explaining the differences between the HOME TBRA and Section 8 Housing Voucher Program at the time of full application and TBRA participants will be allowed to maintain their name on the Section 8 waiting list. HOME Funds will primarily be used for rental assistance; however, security deposit assistance may be needed in some cases.

## **Match Requirement**

Under the Orange County HOME Consortium's agreement, the participating municipalities are required to provide a 25% match of HOME funds after subtracting administrative costs. In addition, the Town of Chapel Hill's contribution to the matching funds is 41%. The matching funds are budgeted by Orange County, Carrboro, Hillsborough and Chapel Hill at the beginning of each program year.

## **Part VII American Dream Downpayment Initiative Requirements**

The Orange County HOME Consortium will utilize 2004-2005 funds from the American Dream Downpayment Initiative (ADDI) to increase the homeownership rate, especially among lower income and minority households, and to revitalize and stabilize communities. Specifically, funds will be provided as deferred payment second mortgage loans with a term of 30 years. The amount of the loans will not exceed 6% of the purchase price of a single-family house or \$10,000. All loans will be secured by a Note and a Deed of Trust with additional restrictive covenants requiring properties to remain affordable for 99 years. All homebuyers must contribute at least \$1,000 toward the downpayment costs. Additionally, all prospective buyers will be required to participate in an established homebuyer education program that will include financial counseling as well as housing counseling.

Special efforts will be made to market this program to tenants of public housing as well as Section 8 Housing Choice Voucher participants by providing information via flyers and/or brochures. Additionally, for public housing tenants, consortium staff will schedule time at resident council meetings to provide information and guidance to public housing residents. Material will also be sent to all assisted housing developments and individual contact will be made with development managers for assistance with identification of prospective program participants. For tenants of manufactured housing, the consortium will distribute promotional material to current Section 8 tenants residing in mobile homes or manufactured housing. Where possible, material will also be provided to mobile home park operators who may share the information with their residents and/or assist program participants in reaching their residents.

## **Part VIII Monitoring Plan**

The Orange County Consortium is committed to a comprehensive program of monitoring and evaluating the progress of housing and community development activities. The goal of the consortium is to ensure long-term compliance with the applicable regulations and standards, particularly the National Affordable Housing Act. The Town of Chapel Hill conducts monitoring of agencies receiving funding from its CDBG program. Orange County monitors agencies receiving HOME funding through the consortium.

## **Town of Chapel Hill CDBG Program**

The Town of Chapel Hill has developed procedures for monitoring agencies that receive Community Development funding from the Town. A risk assessment of each agency is performed based on the agency's activities and its organizational strengths and past performance. The assessments help to determine the level of review necessary to monitor each agency and the order in which they will be monitored. Generally, the monitoring process involves:

- Thoroughly reviewing Town files, including performance agreements, quarterly progress reports, reimbursement requests and other communications
- Conducting one or more site visits that entail inspecting construction or rehabilitation work, observing classes or other services in action, gathering information and discussing progress of each program
- Evaluating the agency's administrative and financial management (per Community Development Block Grant requirements) by inspecting and obtaining copies of by-laws, personnel policies, fidelity bonds, audits, certificates of insurance, financial records, etc.
- Reviewing documentation to ensure the agency is satisfying other federal requirements such as the U.S. Department of Housing and Urban Development's contractor requirements and the U.S. Department of Labor's Davis Bacon requirements
- Evaluating the effectiveness and timeliness of the delivery of services
- Reviewing reporting procedures

After obtaining and evaluating all the necessary information, the Town's monitor writes an assessment letter to each agency that summarizes the findings and suggests organizational or program changes that are either required or that may be useful to the organization.

This process allows Chapel Hill to have an increased level of interaction with agencies that receive CDBG funds and to ensure that funds are spent accurately and in a timely manner. Throughout the year, the Town will use this process to monitor each agency that is approved for funding.

## **Orange County HOME Consortium**

Orange County will implement a Monitoring Plan for the year that ensures subgrantees—and in particular, Community Housing Development Organizations (CHDOs)—comply with regulations and requirements pertaining to their status and their daily administrative and programmatic operations. Actual project performance will also be reviewed to determine consistency with proposed program achievements. The plan will include:

- Completing an initial desk review of documents received by the County
- Reviewing HUD subgrantee regulations and requirements—including subrecipients and CHDOs
- Scheduling a site visit with the County’s nonprofit housing organization Affordable Rentals, Inc.
- Reviewing the expenditure rates of all subgrantees and providing technical assistance where needed to ensure timely expenditure of funds
- Closely monitoring all rental projects to ensure continued eligibility and to track program income generated by these projects

## **Part IX Anti-Displacement Plan**

Orange County will replace all low- and moderate-income dwelling units that are either occupied or deemed “vacant but suitable for occupancy” but which are subsequently demolished or converted to a non-housing use in connection with an activity assisted with funds provided under the Housing and Community Development Act of 1974, as amended, as described in 24 CFR 570.606(c) (1).

All replacement housing will be provided within four years after the commencement of the demolition or conversion. Before entering into a contract committing Orange County to provide funds for an activity that will directly result in demolition or conversion Orange County will make public a notice in local newspapers and submit to HUD the following information in writing:

- A description of the proposed assisted activity
- The location on a map and number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than as low- or moderate-income dwelling units as a direct result of the assisted activities
- A time schedule for the commencement and completion of the demolition of conversion
- To the extent known, the location on a map and the number of dwelling units by size that will be provided as replacement dwelling units

- The source of funding and a time schedule for the provision of the replacement dwelling units
- The basis for concluding that each replacement dwelling unit will remain a low- or moderate-income dwelling unit for at least 10 years from the date of initial occupancy
- Information demonstrating that any proposed replacement of dwelling units with smaller dwelling units (for example, a two-bedroom unit with two one-bedroom units), is consistent with the housing needs of lower-income households in the County

If such data are not available for the last four items at the time of the general submission, Orange County will identify the general location on an area map and the approximate number of dwelling units by size and provide information identifying the specific location and number of dwelling units by size as soon as it is available.

The Orange County Department of Housing and Community Development is responsible for tracking the replacement of housing and ensuring that it is provided within the required period. The department is also responsible for ensuring that relocation assistance, as described in 570.606(c)(2), is provided to any lower-income person displaced by the demolition of any dwelling unit or the conversion of a low- or moderate-income dwelling unit to another use in connection with an assisted activity.

Consistent with the goals and objectives of activities assisted under the Act, Orange County will take the following steps to minimize the displacement of persons from their homes:

- Coordinate code enforcement with rehabilitation and housing assistance programs
- Evaluate housing codes and rehabilitation standards in reinvestment areas to prevent their placing undue financial burden on long-established owners or tenants of multifamily buildings
- Stage rehabilitation of apartment units to allow tenants to remain during and after rehabilitation by working with empty units or buildings first
- Locate temporary housing to house persons who must be relocated temporarily during rehabilitation
- Adopt public policies to identify and mitigate displacement resulting from intensive public investment in neighborhoods

### **Definition of Income**

Orange County and the Town of Chapel Hill will utilize the Section 8 definition of income in all of its housing and community development programs.

# CERTIFICATIONS

## General Certifications

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

### Affirmatively Further Fair Housing

The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis and maintain records reflecting that analysis and actions in this regard.

### Anti-Displacement and Relocation Plan

It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended and implementing regulations at 49 CFR 24; and it has in effect and is following a residential anti-displacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

### Drug Free Workplace

It will continue to provide a drug-free workplace by:

- 1) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition
- 2) Establishing an ongoing drug-free awareness program to inform employees about:
  - a) The dangers of drug abuse in the workplace;
  - b) The grantee's policy of maintaining a drug-free workplace;
  - c) Any available drug counseling, rehabilitation and employee assistance programs; and
  - d) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
- 3) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
- 4) Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will:

- a) Abide by the terms of the statement; and
  - b) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction
- 5) Notifying the agency in writing, within 10 calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant
- 6) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted:
- a) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - b) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency
- 7) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

## **Anti-Lobbying**

To the best of the jurisdiction's knowledge and belief:

- 1) No federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement and the extension, continuation, renewal amendment, or modification of any federal contract, grant, loan, or cooperative agreement;
- 2) If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
- 3) It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all sub-awards at all tiers (including subcontracts, subgrants and contracts under grants, loans and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.



### **Authority of Jurisdiction**

The consolidated plan is authorized under state and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

### **Consistency with Plan**

The housing activities to be undertaken with CDBG, HOME, ESG and HOPWA funds are consistent with the strategic plan.

### **Section 3**

It will comply with section 3 of the Housing and Urban Development Act of 1968 and implementing regulations at 24 CFR Part 135.

\_\_\_\_\_  
Signature/Authorized Official  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

## **SPECIFIC CDBG CERTIFICATIONS**

The Entitlement Community certifies that:

### **Citizen Participation**

It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

### **Community Development Plan**

Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

### **Following a Plan**

It is following a current consolidated plan that has been approved by HUD.

### **Use of Funds**

It has complied with the following criteria:

- 1) **Maximum Feasible Priority**—With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular ur-

gency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available

- 2) Overall Benefit—The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) shall principally benefit persons of low- and moderate-income in a manner that ensures that at least 70% of the amount is expended for activities that benefit such persons during the designated period
- 3) Special Assessments—It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements. However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

### **Excessive Force**

It has adopted and is enforcing:

- 1) A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
- 2) A policy of enforcing applicable state and local laws against physically barring entrance to or exit from a facility or location which is the subject of such nonviolent civil rights demonstrations within its jurisdiction.

### **Compliance with Anti-discrimination laws**

The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619) and implementing regulations.

### **Lead-Based Paint**

Its activities concerning lead-based paint will comply with the requirements of 24 CFR Part 35, subparts A, B, J, K and R.

### **Compliance with Laws**

It will comply with applicable laws.

Signature/Authorized Official

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX TO CERTIFICATIONS

Instructions concerning lobbying and drug-free workplace requirements:

### Lobbying Certification

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

### Drug-Free Workplace Certification

- 1) By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
- 2) The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the federal government, may take action authorized under the Drug-Free Workplace Act.
- 3) Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
- 4) Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or state highway department while in operation, state employees in each local unemployment office, performers in concert halls or radio stations).
- 5) If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph 3).
- 6) The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant:

Orange County Department of Housing and Community Development

200 South Cameron Street  
Hillsborough, North Carolina 27278

Check  if there are workplaces on file that are not identified here.

The certification with regard to the drug-free workplace is required by 24 CFR Part 24, subpart F.

Definitions of terms in the Non-procurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantee's attention is called, in particular, to the following definitions from these rules:

"Controlled substance" means a controlled substance in Schedules I through V of the Controlled Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15)

"Conviction" means a finding of guilt (including a plea of *nolo contendere*) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the federal or state criminal drug statutes

"Criminal drug statute" means a federal or non-federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any controlled substance

"Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including: (i) all "direct charge" employees; (ii) all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and (iii) temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

# APPENDICES

- Appendix A – Citizen Participation Information
- Appendix B – Primary Needs Assessment Survey
- Appendix C – List of Attendees
- Appendix D – Meeting Notes
- Appendix E – Notice of Community Meetings
- Appendix F – Notice of Public Hearing

[ Appendices ]

**Appendix A – Citizen Participation INFORMATION**

TO BE PROVIDED IN FINAL REPORT

## Appendix B – Primary Needs Survey

### Primary Needs Assessment Survey Orange County Consolidated Plan

**How would you spend \$8 million?** Orange County and the Towns of Chapel Hill, Carrboro, and Hillsborough expects to receive approximately that much funding over the next 5 years to address housing and community development needs in the County. By completing this survey, you will help us determine the types of projects that should be financed in the future with these funds.

Please answer these questions first.

Where do you live? Zip Code: \_\_\_\_\_

What is your age?     Under 18    18-34    35-54    55-74    75 & Over

Now, please tell us your priority for each of these needs by checking the high, medium or low box for each item.

	<b>High Need</b>	<b>Medium Need</b>	<b>Low Need</b>
<b>Providing Decent, Affordable Housing</b>			
Repairing homes owned by households with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Repairing apartments rented by households with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building new rental apartments for households with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building new homes for first-time homebuyers with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Making low-interest loans for first-time homebuyers with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Helping Homeless People</b>			
Providing housing for people that are homeless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing services for people that are homeless	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Helping People with Special Needs</b>			
Providing housing for people with special needs, like the frail elderly, or people with disabilities, alcohol or drug addiction, or HIV/AIDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**[ Appendices ]**

Providing services for people with special needs, like the frail elderly, or people with disabilities, alcohol or drug addition, or HIV/AIDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Neighborhood Revitalization</b>	<b>High Need</b>	<b>Medium Need</b>	<b>Low Need</b>
Providing resources for neighborhood organizing and leadership development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing assistance to neighborhoods for development of plans and strategies to encourage appropriate development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Building or improving streets, sidewalks and drainage in the area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eliminating environmental hazards such as trash, vacant or dilapidated buildings and overgrown lots.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Upgrading parks and recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing incentives for the development of neighborhood stores in under-served areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Providing Public Services</b>	<b>High Need</b>	<b>Medium Need</b>	<b>Low Need</b>
Involving citizens in violence reduction and crime prevention efforts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing after-school programs and childcare for children and youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing wellness programs for infants, youth and adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Programming to address discrimination and support diversity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Encouraging Economic Development</b>	<b>High Need</b>	<b>Medium Need</b>	<b>Low Need</b>
Making low-interest business development loans to people with low or moderate incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing projects that increase jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing financing for job training programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*Finally, please rank in priority order from 1 to 6 the following broad categories of needs, with 1 being of greatest importance.*

Affordable Housing	<input type="checkbox"/>	Homeless People	<input type="checkbox"/>
People with Special Needs	<input type="checkbox"/>	Neighborhood Revitalization	<input type="checkbox"/>
Public Services	<input type="checkbox"/>	Economic Development	<input type="checkbox"/>



*Thank you for taking the time to complete this survey.*

**If you are aware of any specific needs in the areas listed on the survey, please tell us more in the space below.**

Please Return to:  
Orange County Housing and Community Development Department  
P.O. Box 8181  
Hillsborough, NC 27278  
Fax Number: 919-644-3056

## **Appendix C – List of attendees**

### **February 17, 2005**

J.R. Manley – First Baptist  
Damita J. Hicks – Pine Knolls Community Center  
Andrea Kinnaugh – OPC Area Program  
Edna Heath – Inter-Church Council for Chase Park Apartments  
Lane Sarver – Sarver Housing Group, Inc.  
Lisa Stephenson  
Delores Bailey – Empowerment  
Meghan Agresto – Family Violence Prevention Center  
Marc Roth  
Danielle Matula – Triangle United Way  
Trish Hessey – Freedom House Recovery Center  
Jim Modlin – ESC/Joblink  
Kay Satgner – Orange Congregation in Mission  
Gary Gaddy – NAM 1-Orange County  
Allan Rosen – AHAB  
Susan Levy – Habitat for Humanity  
Robert Dowling – Orange Community Housing and Land Trust  
Loryn Barnes – Town of Chapel Hill  
Elizabeth Waugh-Stewart – The Women's Center  
Karen Archia – Weaver Community Housing Association  
Sabrina Farrar – TOCH/Housing Department  
Shira Beloricz – Club Nova  
Elisabeth Malphurs – Club Nova  
Jefferson Parker – Chrysalis Foundation for Mental Health  
Karen Rose – Town of Chapel Hill  
Donna Musson – Orange Enterprises

### **February 22, 2005**

Rosetta A. Moore

### **February 24, 2005**

James Harris – Town of Carrboro  
Gwen Harvey – Orange County  
Alex Zalfron – Town of Carrboro  
Enz Hallman – Town of Hillsborough

### **March 1, 2005**

Jack Chestnut – OCAHAB  
Scott Keller – Residential Services, Inc.  
Jason Laws – Residential Services, Inc.

Sandra Cummings  
Doug Schworer

## Appendix D – Meeting Notes

February 17, 2005

### Housing

- Even with down payment assistance still difficult to get into homeownership; housing market isn't there
- TH for special needs lacking
- Environment around affordable housing is tough (crime, poor condition)
- Cheap apartments are **cheap**; unfit in many cases
- Inadequate rental assistance (missing from survey)
- Problems at **lowest** income levels (SSI recipients, etc.)
- Ties into living wages & jobs
- Owner-occupied repair needs; Long time residents, houses falling apart, urgent repairs
- Building new rental units may not be the need-just affording the existing ones-perception of tightening market
- Impact of University on rental market: University needs to be at the table when talking about affordable housing; Gentrification (not just around University)
- Rental increase and leasing policies squeezing lower income/SSI
- Landlords not accepting Section 8; waiting lists

### Homeless

- Transitional housing. for all age groups
- Nothing afford to transition to
- Emphasis from HUD on "mainstream" programs doesn't work when programs are maxed out
- Mental health reform: case management changes; downsizing of hospitals; people with no resources for housing or services; no more transportation, even if they have jobs, especially in county
- Services for prevention (case management especially); women without children caught in between
- Education and advocacy about homelessness

### Special Needs

- Felony histories are barriers
- Credit/bankruptcy
- Wheelchair accessible housing; not enough
- Affordability for folks whose income are limited by special needs; need ability to be creative and flexible for addressing special needs

## **[ Appendices ]**

- Uncertain needs of people fleeing domestic violence; housing and services (variety of)
- Elderly housing not affordable for many; transportation issues; Transitional housing for special needs
- Supportive services to help people with special needs retain housing
- Special problems for immigrants (both legal and illegal)
- Hidden population in institutions that could live independently

## **Neighborhood Revitalization**

- Youth: more healthy options; education about laws; involvement in community development projects
- Neighborhood organizing; watch groups
- Sanitary sewer extensions; Rogers Road community
- Pine Knolls community: playground equipment; space for computer lab and walking trails
- Some areas need better lighting
- Clean up efforts

## **Public Services**

- Neighborhood organizing
- Youth after school care program funding
- Diversity training between African American and Hispanic teens
- Literacy, family resource centers, youth employment and other "employability" programs
- Affordable medical assistance

## **Economic Development**

- Livable wages
- Financing projects that increase jobs
- Job training (ties to daycare and after school)

## **February 22, 2005**

- No need for new rental
- Opportunities for homeownership; live a decent life
- Repairs for owner-occupied housing
- Housing and services for both homeless and special needs
- Need a drug treatment center in Orange County; not just for poor people
- Elderly people having lots of problems
- Leadership training for neighborhood organization skills
- Clogged drainage and no trash collection in county
- Work with Section 8 tenants; home maintenance; rights and responsibilities
- Education on home budgeting, credit and home management

## February 24, 2005

### Needs

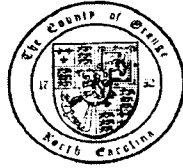
- Fairview neighborhoods; Rogers Road, Pine Knolls and Northside
- People with mental illness; job training and placement (variety of options)
- Increase stock of affordable housing (rental and owner); disparity between job base and housing base
- Transitional housing for single men (homeless and ex-offenders) and permanent housing options (Single Room Occupancy – SRO)
- Neighborhood revitalization (targeted, wholistic)
- Slow down gentrification in certain areas (use land trust, deed restrictions)
- Support elderly to be able to stay in homes; rehabilitation to make accessible; northern part of county, no 202 sites
- Land use mechanisms that promote neighborhoods

## March 1, 2005

### Needs

- Seniors: growth in population, staying at home; accessibility of new homes; education for builders to help “age in place;” modifying existing houses to help stay in homes; create naturally occurring retirement communities
- People with developmental disabilities: locally 39 people ready with R.S.I. with three autistic (33%); housing and supportive services
- Like the 2000-2005 plan
- Stretch money further; come up with ways to add to affordable housing stock with out all the new infrastructure; rehabilitation instead of new construction; maintenance education and assistance; keep housing stock in good repair
- Look at jobs, especially with living wages; attract environmentally friendly businesses; University with low-wage workers; transportation for lower wage workers to get into towns
- Low interest loans and/or buy-downs to make ownership accessible
- Need to get control of mobile home parks with problems (for example, \across from Alan’s BBQ); protect stock
- Nonprofits don’t have infrastructure/capacity to make use of bond and land trust funds; may need to pay the profit for builders to do it; assist in capacity building for nonprofits
- Bring University to table with county and towns
- Excess stock of apartments, rents are coming down

## Appendix E – Notice of Community Meetings



### **Orange County Consolidated Housing Plan Community Meetings**

Orange County will hold two community meetings to obtain input into the development of the *Orange County Five-Year Consolidated Housing Plan*, which affects the program and funding for housing and community development projects from 2005 to 2010.

The meetings will be held at the following times and locations:

**Tuesday, February 22, 2005 at 7:00 PM**  
Orange County Library Conference Room  
300 W. Tryon Street  
Hillsborough, NC 27278

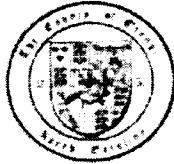
and

**Tuesday, March 1, 2005 at 7:00 PM**  
Orange County Southern Human Services Center  
2501 Homestead Road  
Chapel Hill, NC 27514

All interested citizens of the County including Chapel Hill, Carrboro and Hillsborough residents are invited to attend these important meetings to offer comments on the housing and community development needs of the entire County including the Towns and to make recommendations for the types of activities to be undertaken to address those needs.

For additional information, please call 245-2490 or 644-3045 TDD

## Appendix F – Notice of Public Hearing



### **PUBLIC NOTICE** **County of Orange Consolidated Housing Plan**

Orange County is accepting comments from April 4, 2005 to May 6, 2005 on the draft of its five-year consolidated plan. The consolidated plan consists of a community profile of the housing market, housing needs, homeless needs, and non-housing community development need, and a five-year strategy to address identified needs. The plan also contains an Annual Action Plan that describes the actions the County expects to undertake in the next fiscal year to begin implementation of the five-year strategy.

The Orange County HOME Consortium application to the U.S. Department of Housing and Urban Development (HUD) for funding from the HOME Investment Partnership Program (HOME) and the Town of Chapel Hill application for Community Development Block Grant Program (CDBG) are a part of the Annual Plan.

A public hearing will be held on **Tuesday, April 12, 2005 at 7:30 pm** at the F. Gordon Battle Courtroom in Hillsborough to receive public comments.

The Draft Consolidated Housing Plan is available for review at the following locations:

**Orange County Public Library**  
300 West Tryon Street  
Hillsborough, NC 27278

**Chapel Hill Public Library**  
100 Library Drive  
Chapel Hill, NC 27514

Written comments are acceptable and must be received no later than 5:00 pm on Friday, May 6, 2005 and may be submitted to:

**Orange County Housing and Community Development Department**  
P.O. Box 8181  
Hillsborough, NC 27278  
Email: [housingcd@co.orange.nc.us](mailto:housingcd@co.orange.nc.us)  
(919) 644-3056 fax

