



# Town of Carrboro

Town Hall  
301 W. Main St.  
Carrboro, NC 27510

## Meeting Agenda Board of Aldermen



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Tuesday, September 13, 2016

7:30 PM

Board Chambers - Room 110

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### A. ANNOUNCEMENT OF UPCOMING MEETINGS

### B. CONSENT AGENDA

1. [16-265](#) Request for Rental Deposit Assistance out of the Affordable Housing Fund  
**PURPOSE:** The purpose of this item is for the Board to consider a request for Rental Deposit Assistance out of the Affordable Housing Special Revenue Fund.  
**Attachments:** [Attachment A - Application Letter](#)  
[Attachment B - Resolution Approving Request](#)  
[Attachment C - Rental and Utility Deposit Assistance Program](#)

### C. WORK SESSION

1. [16-264](#) Work Session on the Updated Draft Town of Carrboro Advisory Board Policy and Procedures  
**PURPOSE:** The purpose of this item is to allow the Board of Aldermen to have a work session regarding the process of advisory board recruitment and appointment. The Board shall provide direction to staff for follow-up and the item will be brought back to a regular meeting for adoption.  
**Attachments:** [Attachment A - Draft Town of Carrboro Advisory Board Policy and Procedures.docx](#)  
[Attachment B - Board Chair Applicant Report.docx](#)  
[Attachment C - Information Matrix.pdf](#)  
[Attachment D - Current Advisory Board Application.docx](#)

2. [16-263](#)

## Report on Human Services Assessment

**PURPOSE:** To provide background information for board discussion on existing human services, identify gaps in services, and what are the greatest needs.

**Attachments:** [Attachment A - Recommended REVISED HS Application Packet 9012016](#)  
[Attachment B - Chapel Hill Human Service Needs Assessment](#)  
[Attachment C - Intern Interviews](#)  
[Attachment D - Non-profits Surveys](#)  
[Attachment E - Business Surveys](#)



# Town of Carrboro

Town Hall  
301 W. Main St.  
Carrboro, NC 27510

## Agenda Item Abstract

**File Number:** 16-265

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**Agenda Date:** 9/13/2016

**File Type:** Agendas

**In Control:** Board of Aldermen

**Version:** 1

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### **TITLE:**

Request for Rental Deposit Assistance out of the Affordable Housing Fund

**PURPOSE:** The purpose of this item is for the Board to consider a request for Rental Deposit Assistance out of the Affordable Housing Special Revenue Fund.

**DEPARTMENT:** Manager's Office

**CONTACT INFORMATION:** Nate Broman-Fulks, [nbroman-fulks@townofcarrboro.org](mailto:nbroman-fulks@townofcarrboro.org)  
<<mailto:nbroman-fulks@townofcarrboro.org>>, 919-918-7314

**INFORMATION:** The Town has received an application from Community Empowerment Fund (CEF) on behalf of Paul Yenchik for rental and utility deposit assistance. This is a request specifically to the Town's existing Rental and/or Utility Deposit Program. The Rental and/or Utility Deposit Program was approved by the Board of Aldermen in June of 2014 and revisions to the program were approved by the Board in November of 2015.

Mr. Yenchik currently has a Section 8 Housing Choice Voucher and has secured an apartment in Carrboro to live in, located at 103 W Main Street. CEF is requesting funds for him to take the final step to move in, which is to pay for the security deposit. CEF is requesting \$639 to assist with the rental deposit payment.

CEF has submitted all required documentation as outlined in the Town's Description of the Rental and/or Utility Deposit Program. The program's description can be found in Attachment C. The documentation submitted confirms this application meets all eligibility requirements.

If the Board chooses to approve funding for this application, it can do so by passing Attachment B, "A Resolution Approving a Request for Affordable Housing Funding for Rental and Utility Deposit Assistance".

**FISCAL & STAFF IMPACT:** The grant request is for \$639.00. This is the third affordable housing funding request of fiscal year 2016-17. Below is the breakdown of the affordable housing budget and funding levels for FY 16-17.

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Agenda Date: 9/13/2016

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<b>Affordable Housing Fund FY 16-17</b>		
<b>Budget Item</b>	<b>Revenues</b>	<b>Expenditure</b>
Fund Balance from FY 15-16	\$ 176,230	
Penny for Housing	\$ 200,000	
Transfer from General Fund	\$ 130,639	
Community Home Trust (CHT) Interlocal Agreement		\$ 75,052
Home Consortium		\$ 9,719
OC Partnership to End Homelessness		\$ 13,718
Human Services Grants		\$ 32,150
CHT Request: Housing Acquisition - Approved 8/22		\$ 5,000
CHT Request: Housing Acquisition - Approved 9/6		\$ 20,000
CEF: Rental Deposit Assistance - Considered 9/13		\$ 639
<b>Total</b>	<b>\$ 506,869</b>	<b>\$ 156,278</b>
<b>Total Available for FY 16-17 If Request is Approved</b>		<b>350,591</b>

**RECOMMENDATION:** Staff recommends the Board approve the request for rental deposit assistance.

September 8, 2016

Dear Assistant to the Town Manager for Affordable Housing:

I'm writing on behalf of Paul Yenchik, a Member at the Community Empowerment Fund (CEF). He currently has a Housing Choice Voucher, and has secured a place to live at 103 W. Main Street, Carrboro, NC 27510. He now needs financial assistance to pay for his security deposit. His security deposit is \$639.00. We are requesting assistance on his behalf through the Rental Deposit Program of the Carrboro Affordable Housing Fund.

Since he will be living in Carrboro and has a Housing Choice Voucher, I believe that he qualifies for these funds. This financial assistance will help him to secure stable housing after experiencing homelessness.

Please feel free to contact me if you have additional questions. Thank you!

Sincerely,



Maggie West

*Program Coordinator*  
Community Empowerment Fund  
Phone: 919-200-0233  
[maggiew@communityempowermentfund.org](mailto:maggiew@communityempowermentfund.org)

A RESOLUTION APPROVING A REQUEST FOR AFFORDABLE HOUSING  
FUNDING FOR RENTAL AND UTILITY DEPOSIT ASSISTANCE  
9-13-16

WHEREAS, the Board of Aldermen created an affordable housing special revenue fund on June 27, 2007 by the adoption of resolution no. 244/2006-07; and

WHEREAS, the creation of the fund is another way in which the Board can advance its goal of increasing, maintaining, and improving the stock of affordable housing within the Town and its planning jurisdiction; and

WHEREAS, the Board of Aldermen passed a resolution authorizing the Town Manager to develop and implement a program to expend funds from the Affordable Housing Fund as it pertains to the loss of Section 8 Housing Choice Vouchers on June 24, 2014; and

WHEREAS, the Board of Aldermen approved updates to that program, now known as the Rental and/or Utility Deposit Assistance Program, on November 24, 2015 in order to open up the program to Housing Choice Voucher recipients that were being unnecessarily eliminated from applying to the program; and

WHEREAS, this request from CEF on behalf of Paul Yenchik for \$639.00 meets all requirements of the Rental and/or Utility Deposit Assistance Program; and

NOW THEREFORE, BE IT RESOLVED that the Board of Aldermen hereby ordains:

Section 1. The Board of Aldermen approves the grant to Community Empowerment Fund on behalf of Paul Yenchik for Rental and Utility Deposit Assistance in the amount of \$639.00.

Section 2. The Board of Aldermen authorizes the Town Manager to develop and execute an agreement as necessary to carry out the Board's action.

Section 3. This resolution shall become effective upon adoption.



## **Carrboro Affordable Housing Fund: Description of Rental and/or Utility Deposit Program**

**Description.** A grant program to expend funds from the affordable housing fund for the purpose of assisting citizens in need of assistance relocating. A household is only eligible to receive funds once. The funds are to be used to provide rental housing and/or utilities deposits as based on the following requirements:

- A. That the grants are issued for assistance relocating within the Town of Carrboro.
- B. That the grant applicant provide a copy of the lease or provide a signed copy of an Orange County Request for Tenancy Form showing the applicant has been approved for housing in the Town of Carrboro.
- C. That the grant applicant provide proof of having a current Section 8 Housing Choice Voucher from Orange County.
- D. That the applicant provides official documentation showing the amount of the deposit.
- E. That the grant amount shall not exceed \$1,000 per household.





# Town of Carrboro

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## Agenda Item Abstract

**File Number:**16-264

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**Agenda Date:** 9/13/2016

**File Type:**Agendas

**In Control:** Board of Aldermen

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### **TITLE:**

Work Session on the Updated Draft Town of Carrboro Advisory Board Policy and Procedures

**PURPOSE:** The purpose of this item is to allow the Board of Aldermen to have a work session regarding the process of advisory board recruitment and appointment. The Board shall provide direction to staff for follow-up and the item will be brought back to a regular meeting for adoption.

**DEPARTMENT:** Town Clerk

**CONTACT INFORMATION:** Cathy Dorando

**INFORMATION:** This item is presented to the Board to allow members to discuss the current process and to direct staff on any changes that the Board decides upon.

It is suggested that once the Town of Carrboro Advisory Board Policy and Procedures are adopted that any future amendments to the Carrboro Town Code and the Land Use Ordinance that affect the document will be automatically incorporated by the Town Clerk.

Attachments included:

- 1) Draft Town of Carrboro Advisory Board Policy and Procedures
- 2) Draft Board Chair Applicant Report
- 3) Draft Membership Information Matrix
- 4) Current Advisory Board Application

The information below outlines the enabling section of the Town Code and appointment information for each board. Cited sections of the Town Code are available here:

<http://townofcarrboro.org/139/Carrboro-Town-Code>

The Board previously discussed Advisory Board Changes on:

June 11, 2013 -

<https://carrboro.legistar.com/MeetingDetail.aspx?ID=235753&GUID=2AD2FC38-CE29-496E-AAA2-3E401154DE4C&Options=&Search=&Search=&Search=>

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March 3, 2015 -

<https://carrboro.legistar.com/View.ashx?M=M&ID=386351&GUID=FF6781FF-BBAF-4FAE-956F-A3BF63543FA6>

June 23, 2015 -

<https://carrboro.legistar.com/MeetingDetail.aspx?ID=388585&GUID=F75209F2-5E07-4F85-A309-5D9B50F8D7DB&Options=&Search>

September 8, 2015 -

<https://carrboro.legistar.com/MeetingDetail.aspx?ID=414409&GUID=CB2D3FDB-6B44-47DC-9697-BAA7438A3607&Options=&Search>

Questions for the Board to answer during the work session:

- 1) Is the current advisory board application ok as is? If not, what changes are specifically suggested?
- 2) The guidelines remove the requirement to submit an application for a current advisory board member seeking a reappointment. Is this agreeable to the Board?
- 3) The guidelines describe the appointment and voting procedure of the Board. Is this agreeable to the Board?

**FISCAL & STAFF IMPACT:** None

**RECOMMENDATION:** It is recommended that the Board of Aldermen discuss the Draft Town of Carrboro Advisory Board Policy and Procedures and associated documents and provide staff with direction.



# Town of Carrboro Advisory Board Policy and Procedures

Adopted with Update: Month/2016

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# TOWN OF CARRBORO BOARD OF ALDERMEN

## Advisory Board Policy and Procedures

### Purpose

The purpose of this policy is to establish a policy and procedures whereby the Board of Aldermen will make appointments to public advisory boards, committees, commissions, councils, and taskforces (hereinafter “boards”). The Board shall also establish a policy and procedures whereby the Board makes appointments to public authorities that have Carrboro representatives or are Town of Carrboro Authorities.

### Composition

The Town of Carrboro Board of Aldermen shall appoint all voting and non-voting members to boards. The Board of Aldermen shall endeavor to appoint members who represent the ethnic, cultural, demographic, and geographic diversity of the community. The Board of Aldermen should review current advisory board composition and consider the following applicant information when making appointments:

- Address and neighborhood/geographic location of residence
- Date of birth
- Length of residence in Carrboro and/or Orange County, as applicable
- Gender
- Race and/or ethnicity
- Occupation
- Current or past Advisory Board service
- Experience/skill set/expertise
- Community activities/involvement/organizations
- Preferred committee assignment(s) as designated by the applicant

### Authority

The North Carolina General Statutes, the Town of Carrboro Charter, the Town of Carrboro Town Code and the Town of Carrboro Land Use Ordinance provide the enabling legislation for the Town’s Boards.

### Periodic Review

This policy may be changed or adjusted as deemed necessary by the Board. The Town Clerk shall review the policy each November to make sure the policy is up-to-date.

## Recruitment and Appointment Process

- a. Prior to the annual February term expirations the Town Clerk will advertise that the town is accepting applications for upcoming openings on advisory boards and commissions. Advertising will include but not be limited to: print, social media, word of mouth and radio. Midterm vacancies shall be filled from applications on file, if possible. If no applications exist or applicants decline to serve, additional advertising efforts shall be carried out to fill midterm vacancies that are limiting the diversity, skillsets and functionality of the advisory board or commission. A midterm vacancy for which there are no appropriate applications on file need not be filled if, in the opinion of the Chair, Town staff, or the Board of Aldermen liaison, the vacancy is not limiting to the diversity, skillset or functionality of the advisory board or commission.
- b. While a deadline for March appointments will be published, applications for advisory board appointments will be taken year-round. Applications received after the seat(s) have been filled will be placed on file by the Town Clerk and held for future vacancies for a period of 12 months. If vacancies exist on other boards, the Town Clerk will let the applicant know of those vacancies. If interested, applicants will be encouraged to request that their applications be reviewed for these open vacancies.
- c. All new candidates must complete an application to be considered for appointment.
- d. The Town Clerk will notify all new applicants of receipt of his/her application.
- e. Currently serving advisory board members, whose first terms are expiring in February, will be contacted by the Town Clerk and asked if they would like to be considered for reappointment. If so, no new application is needed from the member. The Town Clerk shall report to the Board Chair that the member wishes to be reappointed.
- f. For regularly scheduled appointments and midterm appointments that have been advertised, the Town Clerk shall combine and forward copies of all completed applications to the advisory board chair(s) within two working days of the published deadline. For midterm appointments, the Town Clerk will forward applications on file within two working days following the confirmation of a vacancy.
- f. Each chair shall contact each applicant, confirm their interest in serving on the advisory board, and invite the applicant to attend a meeting of their board so they may understand the responsibilities of the board and the necessary time commitment. (Chairs should contact Town staff in the event of a language barrier.)
- g. All new applicants should attend one meeting of the applicable advisory board prior to their application being considered by the Board of Aldermen for appointment. If a meeting of the applicable board is not anticipated within 90 days following receipt of the applicant's application for appointment, Board chairs must make an effort to arrange to meet personally with the applicant during that time instead. If applicants do not respond to the invitation to attend a meeting after two phone calls or emails, then the Chair shall notify the Town Clerk of that fact and said application will be removed from further consideration. The applicant will be notified by the Town Clerk that their application is no longer under consideration due to lack of responsiveness.
- h. The chair of each board shall submit a Chair Applicant Report to the Town Clerk within one week of the applicant's required attendance at an advisory board meeting or meeting with the Chair, as applicable.
- i. The Chair shall provide the Chair Applicant Report for the current member to the Board of Aldermen, just as with new applicants.

- j. Copies of all applications and Chair Applicant Reports received shall be forwarded to the Mayor and Board of Aldermen. If there are contested appointments, an information matrix of the current Board's makeup will also be included.
- k. If there are no applicants for the Board in question, the Chair may contact applicants that have applied for other boards.
- l. If a Chair Applicant Report for every applicant not been received from board chairs within three weeks of the Board of Aldermen meeting during which appointments will be made, the Town Clerk shall contact the chair and request a status report.
- m. The Mayor and Board of Aldermen shall endeavor to make appointments to boards and commissions to fill annual expired terms no later than March 1.
- n. Appointments to unexpired terms of 12 or fewer months will be simultaneously appointed to the following 3-year term.

## Appointment Procedure

Per Section 2-41 of the Town Code, the Board of Aldermen's appointment procedure is as follows:

Unless the Board agrees by majority vote or consensus to follow another procedure, the Board shall use the following procedure to appoint individuals who have completed the application process note above to various subordinate boards and offices:

- (1) The mayor shall open the floor to nominations, whereupon the names of possible appointees shall be put forward by the members and debated. Upon the conclusion of the debate, the mayor shall propose each name in alphabetical order, and the members shall cast their votes. [Please see "Voting Method," below.]
- (2) If only one appointee is to be selected, the voting shall continue until one nominee receives a majority of the votes cast, where-upon he or she shall be appointed.
- (3) If more than one appointee is to be selected, then each member shall have as many votes as there are slots to be filled. A member must cast all of his or her votes, and cast them for different nominees. The nominees receiving the highest number of votes shall be appointed.

## Voting Method

- a. The Town Clerk will provide a ballot listing the names of all applicants presented in the agenda packet to each Board Member.
- b. Prior to voting, the Board shall open the floor for discussion of the applications, as outlined in the Appointment Procedure, above.
- c. Each Board Member shall sign their name to the ballot and indicate their choice in candidate(s) by marking next to the candidate(s) name.
- d. Each Board Member will vote only for the number of candidates that there are vacant seats to fill.

- e. The Mayor shall collect the ballots and announce the candidate(s) receiving the highest number of votes and indicate the position that each candidate has been appointed to fill.
- f. The Town Clerk shall then read the record of votes for each candidate, indicating fully the voting record of each Board Member and then shall enter the record of votes into the meeting minutes.

## Terms

- a. Advisory board and commission members are appointed to staggering three-year terms that expire annually in February. The exception is the Carrboro Tourism Development Authority, whose members are appointed to one-year terms that expire annually in January.
- b. Members are limited to two full terms on most advisory boards.\* After completing two full terms, a member must take off one year before applying for re-appointment to the same advisory board. However, a member may apply to serve on another advisory board if he/she desires instead. The Board of Aldermen may make exceptions to this rule under the following circumstances:
  - 1. To retain diversity on an advisory board;
  - 2. To provide continuity in oversight of a major, on-going project;
  - 3. To keep a member who provides expertise otherwise unavailable on an advisory board (e.g., an engineer on the Planning Board or Board of Adjustment); or
  - 4. A lack of qualified applicants for vacant positions.

\*Members of the Board of Adjustment, Environmental Advisory Board, Human Services Advisory Commission, and Transportation Advisory Board may be reappointed to successive terms without limitation (Sections 15-29(c), 15-45(c) 3-7(d), 3-24(c))

## Attendance

- a. The staff liaison of each board or commission shall notify the chair and Town Clerk on an as needed basis if there are members that are presenting attendance problems.
- b. Unless the chair waives the requirement, members shall be removed if they are absent without prior notice from three consecutive meetings or if they miss more than 30% of the meetings during a 12-month period. The Town Clerk shall notify the chair in writing as soon as a member becomes subject to removal under this section. The chair will have 10 days after receipt of such notice to waive the removal. If the chair fails to notify the Town Clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the Town Clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

## Resignations

- a. Resignations must be submitted in writing or via email to the chair, the staff liaison, or the Town Clerk. If the resignation is submitted to the chair or the staff liaison they should forward the resignation to the Town Clerk within 48 hours of receipt.

DRAFT

## Town of Carrboro Advisory Boards & Commissions

The Board of Aldermen appoints citizens to serve on advisory boards and commissions. These volunteers perform a vital role in our community by contributing their time, expertise and talent to the Town. As advisory board members, they serve willingly and without compensation. They consider new town ordinances. They counsel and advise elected officials and listen to citizen appeals. Their role is primarily to provide advice and make recommendations to the Board of Aldermen. All appointed boards are subject to the Open Meetings Law and the Public Records Law and all other laws as defined by the North Carolina General Statutes that pertain to public bodies.

Occasionally, the Board of Aldermen will appoint special focus committees and task forces. Those committees shall work to complete the goals established by the Board of Aldermen and report back to the Board within the established timeframe.

### Boards and Commissions

- Animal Control Advisory Board
- Appearance Commission
- Arts Committee
- Board of Adjustment
- Economic Sustainability Commission
- Environmental Advisory Board
- Greenways Commission
- Human Services Advisory Commission
- Northern Transition Area Advisory Committee
- Orange County Economic Development Commission
- Orange County Human Relations Commission
- Planning Board
- Recreation and Parks Commission
- Transportation Advisory Board
- Youth Advisory Board

### Authorities

The Carrboro Board of Aldermen has appointment responsibility vested from the North Carolina General Statutes regarding appointment to the authorities identified below. The Board may choose to interview applicants for Authority seats by any method that they select. All appointments must be made in open session by the procedures established in the policy.

- OWASA Board of Directors
- Carrboro Tourism Development Authority

## Animal Control Advisory Board

### MEETING DATE AND TIME

- The board meets only to hear appeals and does not have a regular meeting schedule established.

### ANIMAL CONTROL ADVISORY BOARD MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Alternate Member	Appointed by the Board of Aldermen

### Appointing Body

All members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 10-38

(a) The owner of any animal who (i) is required to remove his animal from the town pursuant to Section 10-12, (ii) who has been assessed and has paid a civil penalty, or (iii) whose permit is denied or revoked pursuant to articles III, IX, and X, or (iv) whose animal is declared a “dangerous dog”, may appeal to the Animal Control Board of Appeals. An appeal shall be taken within ten (10) days after receiving the written notice of the determination appealed from except that appeals from a determination that a dog is a dangerous or potentially dangerous dog shall be taken within 3 days of notification. An appeal is taken by filing a written notice of appeal with the administrator and stays all enforcement efforts of the administrator until the appeal is disposed of. An appeal from an order to pay civil penalties (Section 10-38(a)(ii)) shall first be reviewed by the Captain of the Patrol Division who shall have the authority to affirm, revise or modify the order. If the owner is unsatisfied with the first civil penalty review, the owner may then appeal to the Animal Control Board of Appeals within ten (10) days of the Captain’s decision.

(b) The Animal Control Board of Appeals shall consist of three (3) members and one (1) alternate appointed by the board of aldermen. The board of aldermen shall designate one member as chairman. The members shall serve three-year staggered terms. The alternate shall also serve a three-year term and shall be appointed initially for a term of three (3) years.

(c) The board shall meet within twenty (20) days after notice of appeal is filed. A quorum of the board shall consist of three (3) members, and all decisions shall be made by majority vote. The board may uphold, reverse, or

modify the determination appealed from, and the administrator shall thereafter continue, modify or cease his enforcement efforts in accordance with the board's decision.

(d) The burden of justifying the administrator's determination shall be on the administrator. Strict rules of evidence need not be followed, but the board may consider only what a witness knows of his own knowledge, and no decision may be based upon hearsay alone.

(e) The board shall reach a decision as expeditiously as possible and shall provide the appellant and the administrator with a written decision, stating the reasons therefore.

DRAFT

## Appearance Commission

### MEETING DATE AND TIME

- 7:30 p.m.
- 1<sup>st</sup> and 3<sup>rd</sup> Thursday of each month

### APPEARANCE COMMISSION MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen. Shall either reside, own property, or operate a business within the town's planning jurisdiction.
Regular Member	Appointed by the Board of Aldermen. Shall either reside, own property, or operate a business within the town's planning jurisdiction.
Regular Member	Appointed by the Board of Aldermen. Shall either reside, own property, or operate a business within the town's planning jurisdiction.
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Regular Member	Appointed by the Board of Aldermen. Shall either reside, own property, or operate a business within the town's planning jurisdiction.
Regular Member	Appointed by the Board of Aldermen. Shall either reside, own property, or operate a business within the town's planning jurisdiction.
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

## Appearance Commission

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code, Chapter 3 and Land Use Ordinance

#### Appearance Commission

(a) There shall be an appearance commission, which shall consist of nine members appointed by the Board of Aldermen. All members of the commission shall either reside, own property, or operate a business within the town's planning jurisdiction.

(b) Appearance commission members shall be appointed for three-year staggered terms, but members may continue to serve until their successors have been appointed. The terms of all seats on the appearance commission on the effective date of this subsection (whether filled or vacant) shall expire on January 31, 1987. Effective February 1, 1987, three members shall be initially appointed for three-year terms, three members for two-year terms, and three members for one-year terms. Vacancies shall be filled for the unexpired terms only.

(c) Members may be appointed to successive terms without limitation.

(d) Members may be removed as follows:

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent for three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause related to performance of duty.

(e) In making appointments to the commission, the Board of Aldermen shall seek to appoint persons with impartial and broad judgment, and when possible, persons with training or experience in a design profession. As wide a range of community interests as possible should be represented on the commission. The Board of Aldermen shall seek to appoint at least one person who lives in a neighborhood preservation district, one person who lives in an historic preservation district, and three persons who have demonstrated special interest, experience, or education in history, architecture, or related fields.

(f) Members of the Appearance Commission shall be administered an oath of office as prescribed by Section 3-35(c) and (d) of the Town Code.

## Meetings and Officers of Appearance Commission

(a) The appearance commission shall establish a regular meeting schedule and shall meet frequently enough so that it can take action in conformity with section 15-66 (Applications to be Processed Expeditiously).

(b) Since the commission has only advisory authority, it need not conduct its meetings strictly in accordance with the quasi-judicial procedures set forth in Articles IV and VI. However, it shall conduct its meetings so as to obtain necessary information and to promote the full and free exchange of ideas.

(c) Minutes shall be kept of all board procedures and the vote of every member on each issue shall be recorded.

(d) All commission meetings shall be open to the public, and whenever feasible, the agenda for each board meeting shall be available in advance of the meeting.

(e) A quorum, consisting of four members, shall be present for the commission to take official action, and all actions shall be taken by majority vote.

(f) The appearance commission shall select one of its members to serve as chair and one member to serve as vice-chair when the commission exercises the powers and duties of the appearance commission. The appearance commission shall select one of its members to serve as chair and one member to serve as vice-chair when exercising the powers and duties of the neighborhood preservation district commission or the historic district commission. The commission may, but need not, choose the same members to serve as officers in these two different capacities. These officers will be chosen annually at the commission's first meeting in March and shall serve for terms of one year unless their terms of appointment to the commission sooner expire. Vacancies shall be filled for the unexpired term only. A member may be selected to serve as chair in either capacity for not more than two consecutive full one-year terms. The chairman and vice-chairman may take part in all deliberations and vote on all issues.

## Powers and Duties of Appearance Commission

(a) The appearance commission may:

(1) Initiate, promote, and assist in the implementation of programs for general community beautification within the town's planning jurisdiction.

(2) Seek to coordinate the activities of individuals, agencies, organizations and groups, public and private, whose plans, activities and programs bear upon the appearance of the town and its environs.

(3) Direct the attention of the mayor and the Board of Aldermen to ways in which the town government may take direct action affecting the appearance of the town and its environs.

(4) Make recommendations upon any permit or other item referred to the commission by the Board of Aldermen, planning board, board of adjustment, or administrator. Without limiting the generality of the foregoing, the commission's recommendations regarding development permit applications may address the appearance or design of proposed development projects.

- (5) Appoint subcommittees (consisting of commission members) or advisory groups (consisting of commission members, persons who are not non-commission members or any combination thereof) to advise and assist the commission in carrying out its duties.
- (6) Take any other action authorized by this chapter or any other ordinance or resolution of the Board of Aldermen.
- (b) The appearance commission shall report orally or in writing, as requested by the board, at least quarterly to the mayor and Board of Aldermen. It shall submit its requested budget of funds needed for operation during the ensuing fiscal year to the town manager no later than April
- (7). All accounts and funds of the commission shall be administered in accordance with the requirements of the Municipal Fiscal Control Act.
- (c) The appearance commission is hereby authorized to receive contributions from private agencies, foundations, organizations, individuals, the state or federal government, or any other source, in addition to any sums which may be appropriated for its use by the Board of Aldermen. It may accept and disburse such contributions for special purposes or projects, subject to any specified conditions which it deems acceptable, whether or not such projects are included in the approving budget.
- (d) The appearance commission may adopt rules and regulations governing its procedures and operations not inconsistent with the provisions of this chapter.
- (e) The appearance commission shall exercise all the powers and duties of the neighborhood preservation district commission as set forth in Article XXI, Part 1, of this chapter.
- (f) The appearance commission shall exercise all the powers and duties of the historic district commission as set forth in Article XXI, Part 2 of this chapter.

## Arts Committee

### MEETING DATE AND TIME

- 6:00 p.m.
- 2nd Monday of each month

### ARTS COMMITTEE MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Regular Member	Appointed by the Board of Aldermen
Executive Director of the Carrboro ArtsCenter	The tenth member shall be a person designated by the Executive Director of the Carrboro ArtsCenter to attend the meetings of the Committee and fill in the seat reserved for the designee of the ArtsCenter. The ArtsCenter Executive Director may designate different persons to attend different committee meetings.
Chapel Hill Arts Committee Member	The eleventh member shall be a person designated by the Chapel Hill Arts Committee to attend the meetings of the Committee and fill the seat reserved for the designee of the Chapel Hill Arts Committee.
Economic Sustainability Member	The twelfth member shall be a member of the Economic Sustainability Commission designated by the Economic Sustainability Commission to attend meetings of the Arts Committee and fill the seat reserved for the designee of the Economic Sustainability Commission.
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

## Arts Committee

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 3-41

#### Arts Committee Established

- a) There shall be an Arts Committee consisting of twelve members. Nine regular members shall be appointed by the Board of Aldermen. The tenth member shall be a person designated by the Executive Director of the Carrboro ArtsCenter to attend the meetings of the Committee and fill in the seat reserved for the designee of the ArtsCenter. The ArtsCenter Executive Director may designate different persons to attend different committee meetings. The eleventh member shall be a person designated by the Chapel Hill Arts Committee to attend the meetings of the Committee and fill the seat reserved for the designee of the Chapel Hill Arts Committee. The twelfth member shall be a member of the Economic Sustainability Commission designated by the Economic Sustainability Commission to attend meetings of the Arts Committee and fill the seat reserved for the designee of the Economic Sustainability Commission. (Amend. 4/16/13)
- (b) Regular members of the committee shall be appointed for three-year staggered terms, but members may continue to serve until their successors have been appointed. The terms of the members shall continue as they exist on the effective date of this amendment, and the term of the ninth regular member (whose seat is added to the committee by this amendment) shall initially expire on January 1, 2015. Vacancies shall be filled for the unexpired terms only.

Regular members may be removed as follows:

- (1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.
- (2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal notice shall be effective on the date of such notice.
- (3) Members may also be removed by the appointing authority, after a hearing, for any good cause shown related to performance of duty.

# Arts Committee

## Meetings and Officers of Arts Committee

(a) The arts committee shall establish and publish a regular meeting schedule. In addition, special meetings may be called by the chairman or vice-chairman whenever necessary.

(b) A quorum for the arts committee shall consist of a majority of the non-vacant seats on the committee. All actions of this committee, including the selection of art to be displayed in or on Town property, shall be taken by majority vote of those present and voting, a quorum being present. (Amend. 10/2/07)

(c) The committee shall designate one of its members to serve as chair and one member to serve as vice-chair. These officers shall be selected annually at the committee's first meeting in February and shall serve for terms of one year. A member may be selected to serve as chair for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. (Amend. 12/8/08)

## Powers and Duties of Arts Committee

The arts committee shall:

1. Recommend to the board of aldermen a policy for the selection of art to be displayed in or on public facilities.
2. Coordinate arrangements to have art work displayed on town property, in conjunction with the staff of the Recreation and Parks Department.
3. Work collaboratively with the community on projects related to the arts. Members of the arts committee may assist in community fund raising activities, but any funds received by the committee or by members acting in their official capacity must be accounted for, and all expenditures by the committee must be made, in accordance with the provisions of the Local Government Budget and Fiscal Control Act. Such funds may be received and expended by the Town only for purposes for which the Town is statutorily authorized to expend public funds.
4. Report to the Board as requested and perform such additional duties as the Board may request from time to time.

## Board of Adjustment

### MEETING DATE AND TIME

- 7:00 p.m.
- 3rd Wednesday of each month

### BOARD OF ADJUSTMENT MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Regular Member	Appointed by the Board of Aldermen, In-Town Residency
Orange County Board of Commissioners Appointee*	Shall reside within the Town's extraterritorial planning area
Orange County Board of Commissioners Appointee*	Shall reside within the Towns joint planning area
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

\*If, despite good faith efforts, residents of the extraterritorial planning and joint planning areas cannot be found to fill

these seats, then the Orange County Board of Commissioners may appoint other residents of the county – including residents of the Town of Carrboro.

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## Board of Adjustment

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 15-29

#### Board of Adjustment Established

(a) There shall be a board of adjustment consisting of nine members. Seven members, appointed by the Board of Aldermen, shall reside within the town. One member, appointed by the Orange County Board of Commissioners, shall reside within the town's extraterritorial planning area. One member, appointed by the Orange County Board of Commissioners, shall reside within the town's joint planning transition area. If, despite good faith efforts, residents of the extraterritorial planning and joint planning transition areas cannot be found to fill the seats reserved for residents of such area, then the Orange County Board of Commissioners may appoint other residents of the county (including residents of the Town of Carrboro) to fill these seats. If the Orange County Board of Commissioners fails to make these appointments within ninety days after receiving a resolution from the Board of Aldermen requesting that they be made, the Board of Aldermen may make them. (AMENDED 05/26/81; 05/27/86; 11/14/88)

(b) Board of adjustment members shall be appointed for three-year staggered terms, but members may continue to serve until their successors have been appointed. The terms of all seats on the board of adjustment on the effective date of this subsection (whether filled or vacant) shall expire on January 31, 1987. Effective February 1, 1987, two in-town residents and one extraterritorial area resident shall be appointed for one-year terms, two in-town residents and one extraterritorial area resident shall be appointed for two-year terms, and three in-town residents shall be initially appointed for three-terms. Effective July 1, 1988, one joint planning transition area resident shall be appointed to fulfill the remaining term of one extraterritorial planning area resident. Vacancies may be filled for the unexpired terms only. (AMENDED 05/27/86; 11/14/88)

(c) Members may be reappointed to successive terms without limitation.

(d) All members may participate in and vote on all issues before the board, regardless of whether the property involved is located within the town, within the extraterritorial planning area, or within the joint planning transition area. (AMENDED 11/14/88)

(e) Members may be removed as follows: (AMENDED 05/27/86)

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent for three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

## Board of Adjustment

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause related to performance of duty.

(f) Members of the Board of Adjustment shall be administered an oath of office as prescribed by Section 3-25(c) and (d) of the Town Code. (AMENDED 10/09/90)

### Meetings and Officers of Board of Adjustment

(a) The board of adjustment shall establish a regular meeting schedule and shall meet frequently enough so that it can take action in conformity with Section 15-66 (Applications to be Processed Expeditiously).

(b) The chairman or vice chairman of the board may call a special meeting by signing a written statement stating the time, place, and reason for the meeting. The staff shall notify the remaining members as soon as possible thereafter by whatever means appear most reasonably calculated to effect such notice. (AMENDED 10/24/89)

(c) The board shall conduct its meetings in accordance with the quasi-judicial procedures set forth in Articles IV, V, and VI.

(d) All meetings of the board shall be open to the public, and whenever feasible the agenda for each board meeting shall be made available in advance of the meeting.

### Officers

(a) The Board of Adjustment shall designate one of its members to serve as chairman and one member to serve as vice-chair. These officers shall be selected annually at the board's first regular meeting in February and shall serve for terms of one year unless their terms of appointment to the board sooner expire. A member may be selected to serve as chair for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. (AMENDED 05/26/81; 01/10/84; 02/20/90; 01/27/09)

(b) The chairman and vice-chairman may take part in all deliberations and vote on all issues.

### Quorum

(a) A quorum for the board of adjustment shall consist of the number of members equal to a majority of the non-vacant seats on the board, but in no case shall a quorum consist of less than four members. A quorum is necessary for the Board to take official action. (AMENDED 12/16/86)

(b) A member who has withdrawn from the meeting without being excused as provided in Section 15-32 shall be counted as present for purposes of determining whether a quorum is present.

The arts committee shall:

5. Recommend to the board of aldermen a policy for the selection of art to be displayed in or on public facilities.

6. Coordinate arrangements to have art work displayed on town property, in conjunction with the staff of the Recreation and Parks Department.
7. Work collaboratively with the community on projects related to the arts. Members of the arts committee may assist in community fund raising activities, but any funds received by the committee or by members acting in their official capacity must be accounted for, and all expenditures by the committee must be made, in accordance with the provisions of the Local Government Budget and Fiscal Control Act. Such funds may be received and expended by the Town only for purposes for which the Town is statutorily authorized to expend public funds.
8. Report to the Board as requested and perform such additional duties as the Board may request from time to time.

## Powers and Duties

(a) The board of adjustment shall hear and decide:

- (1) Appeals from any order, decision, requirement, or interpretation made by the administrator, as provided in Section 15-91.
  - (2) Applications for special use permits, as provided in Subsection 15-46(a).
  - (3) Applications for variances, as provided in Section 15-92.
  - (4) Applications for special exception permits, as provided in Section 15-92.1. (AMENDED 06/21/94)
  - (5) Questions involving interpretation of the zoning map, including disputed district boundary lines and lot lines, as provided in Section 15-93.
  - (6) Applications for major subdivisions containing between five and twelve lots. (AMENDED 07/21/87)
  - (7) Any other matters the board is required to act upon by any other town ordinance.
- (b) The board may adopt rules and regulations governing its procedures and operations not inconsistent with the provisions of this chapter.

## Economic Sustainability Commission

### MEETING DATE AND TIME

- 7:30 p.m.
- 2nd Wednesday of each month

### ECONOMIC SUSTAINABILITY MEMBERSHIP

Seat Category	Seat Requirements
Downtown Resident	Appointed by the Board of Aldermen, Reside within the Downtown Area of Town
Town Resident	Appointed by the Board of Aldermen, Reside within the Town
Town Resident	Appointed by the Board of Aldermen, Reside within the Town
Business Owner	Appointed by the Board of Aldermen, Owner of Business within the Town
Business Owner	Appointed by the Board of Aldermen, Owner of Business within the Town
Business Owner	Appointed by the Board of Aldermen, Owner of Business within the Town
At-Large	Appointed by the Board of Aldermen
At-Large	Appointed by the Board of Aldermen
At-Large	Appointed by the Board of Aldermen
Liaison Member – Arts Committee	The tenth member (the “liaison member”) shall be a member of the Arts Committee designated by the Arts Committee to attend meetings of the Economic Sustainability Commission and fill the seat reserved for the designee of the Arts Committee.
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

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## Economic Sustainability Commission

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 3-24.3

#### Economic Sustainability Commission Established

(a) There shall be an Economic Sustainability Commission composed of ten members, nine of whom shall be appointed by the Board of Aldermen. The Board shall endeavor to appoint members such that the membership of the Commission will include three residents of the Town, at least one of whom shall reside within the downtown area, three owners of businesses within the Town, and three at-large members. The tenth member (the “liaison member”) shall be a member of the Arts Committee designated by the Arts Committee to attend meetings of the Economic Sustainability Commission and fill the seat reserved for the designee of the Arts Committee. Subsections (b), (c), and (d) shall not apply to the liaison member. (Amend. 4/10/90, 6/7/05, 4/16/13)

(b) Members of the commission shall serve three-year staggered terms, but members may continue to serve until their successors are appointed and qualified. The terms of three seats shall expire on February 1, 2006 and every third anniversary thereafter. The terms of three seats shall expire on February 1, 2007 and every third anniversary thereafter. The terms of three seats shall expire on February 1, 2008 and every third anniversary thereafter. (Amend. 5/27/86, 4/10/90, 6/7/05)

(c) Commission members may be appointed for a maximum of two successive terms (or any part thereof). A member who has served for two successive terms (or any part thereof) shall be eligible for re-appointment only after an absence from the commission of at least one year.

(d) Members may be removed as follows: (Amend. 5/27/86)

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause related to performance of duty.

# Economic Sustainability Commission

## Meetings and Officers of Economic Sustainability Commission

(a) The commission shall hold regular meetings at least monthly at such times and places as it shall designate. (Amend. 6/7/05)

(b) A quorum for the commission shall consist of five members, except that if there are two or more vacant seats, a quorum shall consist of four members. All actions of the commission shall be taken by majority vote of those present and voting, a quorum being present. (Amend. 6/7/05)

(c) Abstention from voting is strongly discouraged except in circumstances when a member has a direct financial interest in the outcome of the matter at issue. Abstention shall not be required in any case, but members are expected to disclose potential conflicts of interest that are not apparent from the nature of the matter at issue.

(d) The commission shall designate one of its members to serve as chairperson and one to serve as vice-chairperson. These officers shall be selected annually at the commission's first meeting in April and shall serve for terms of one year unless their terms of appointment to the commission sooner expire. A member may be selected to serve as chairperson for not more than two consecutive full one-year terms. The chairperson and vice-chairperson may take part in all deliberations and vote on all issues. (Amend. 12/8/08)

## Powers and Duties of Economic Sustainability Committee

(a) The commission may: (Amend. 6/7/05)

(1) Evaluate commercial growth, development, and redevelopment to ensure projects correspond with the town's sustainability goals and the triple bottom-line sustainability principles:

- Do no harm to the environment and protect natural resources.
- Adhere to the principles of social justice and equity in economic and community development efforts.
- Return strong stakeholders value.

(2) Promote the development and expansion of diverse job opportunities, providing for economic opportunity and mobility.

(3) Administer the Revolving Loan Fund.

(4) Work closely with the Town Manager or his designee for dealing with sustainability issues.

(5) Make studies and recommend to the Board plans, goals, and objectives relating to the growth, development, and redevelopment of the town.

(6) Recommend to the Board site-specific plans for the commercial development of various lots within the town, showing recommended types of development for these specific lots.

(7) Recommend to the Board plans for the improvement of access to and circulation within the town by motorists (including parking), public transportation users, bicyclists, and pedestrians.

(8) Upon request of the board of adjustment or board of aldermen, make recommendations to the respective board on requests for special or conditional use permits or land use ordinance text or zoning map changes.

(9) Perform any other duties assigned by the Board.

(b) The commission may adopt rules and regulations governing its procedures and operations not inconsistent with the provisions of this chapter.

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## Environmental Advisory Board

### MEETING DATE AND TIME

- 6:30 p.m.
- 1st Thursday of each month

### ENVIRONMENTAL ADVISORY BOARD MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Regular Member	Appointed by the Board of Aldermen, Must Reside, Own Property, or Operate a Business within the Town's Planning Jurisdiction
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

## Environmental Advisory Board

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 15-45

#### Environmental Advisory Board Established

(a) There shall be an Environmental Advisory Board (EAB), which shall consist of seven members appointed by the Board of Alderman. All members of the EAB shall either reside, own property, or operate a business within the town's planning jurisdiction.

(b) EAB members shall be appointed for three year staggered terms, but members may continue to serve until their successors have been appointed. The initial terms of all members shall expire on January 31, 1996. Effective February 1, 1996, three members shall be appointed for three year terms, two members for two year terms, and two members for one year terms. Vacancies shall be filled for the unexpired terms only.

(c) Members may be appointed to successive terms without limitation.

Regular members may be removed as follows:

(1) The chair shall file or caused to be filed with the town clerk an attendance report after each meeting identifying those members who are present or absent.

(2) Unless the chair waives the requirement, members shall be removed if they are absent for three consecutive meetings or if they miss more than 30% of the meetings during a twelve-month period. The town clerk shall notify the chair in writing as soon as a member becomes subject to removal under this section. The chair will have ten days after receipt of such notice to waive the removal. If the chair fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirements should be waived, the town clerk will send the removal notice to the member. This removal shall be effective on the date of such notice.

(3) Members may also be removed by the Board of Aldermen

# Environmental Advisory Board

## Organization and Meetings of the Environmental Advisory Board

- (a) The EAB shall establish a regular meeting schedule. All meetings shall be open to the public and notification of such meetings shall conform to the requirements of the Open Meetings Law. Powers and Duties of Arts Committee
- (b) A quorum shall be present for the EAB to take official action, and all actions shall be taken by majority vote. A quorum shall consist of four members if all seats on the EAB are filled and three members if there are one or more vacancies on the board.
- (c) The EAB shall select one of its members to serve as chair and one member to serve as vice-chair. These officers will be chosen annually at the EAB's first meeting in March and shall serve for terms of one year unless their terms of appointment to the EAB sooner expire. Vacancies shall be filled for the unexpired term only. A member may be selected to serve as chair for not more than two consecutive full one-year terms. The chair and vice-chair may take part in all deliberations and vote on all issues. (AMENDED 01/27/09)

## The Environmental Advisory Board may:

- (1) Advise the Board of Alderman on policies, ordinances, and administrative procedures regarding environmental protection and the conservation of natural resources. The areas of review for the EAB include new development, solid waste, air quality, stormwater management, climate protection and resilience, energy conservation, solar energy, groundwater, natural resources, and other areas.
- (2) Provide recommendations for green building and low impact development as part of new development and redevelopment, including site planning and design, energy efficiency and renewable energy, water efficiency, materials efficiency and waste reduction, indoor environmental quality, and the minimization of pollution and stormwater runoff.
- (3) Adopt a set of guiding principles or goals for the EAB and review these goals periodically to determine if they are being obtained.
- (4) Take any other action authorized by this chapter or any other ordinance or resolution of the Board of Alderman

## Greenways Commission

### MEETING DATE AND TIME

- The Greenways Commission shall hold regular meetings at least quarterly. Historically, meetings have occurred on the 3<sup>rd</sup> Monday of a month and have not occurred in the middle of the summer or near the winter holiday.

### GREENWAYS COMMISSION MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Non-Voting Liaison	Carrboro Board of Aldermen Liaison
Non-Voting Liaison*	Carrboro Board of Aldermen Liaison

\*Optional 2<sup>nd</sup> Board Liaison Member

## Greenways Commission

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 3-24.7

#### Greenways Commission Established

(a) There shall be a Greenways Commission composed of one or two members of the Board of Aldermen appointed by the Board as liaison members, plus six other members appointed by the Board of Aldermen. All persons appointed or reappointed to the Commission after the effective date of this subsection shall be residents of the Town, and residency within the Town shall be a continuing requirement for membership on the Commission. However, any member of the Commission who does not reside within the Town on the effective date of the amendment to this subsection shall be allowed to remain as a member of the Commission until that member's term expires and a successor has been appointed and qualifies (Amend. 9/18/12).

(b) Staff representation shall be requested from the following groups to maximize coordination of greenway planning and construction in and around the Town:

OWASA (1 representative)

Town of Chapel Hill (1 representative)

University of North Carolina – Chapel Hill (1 representative)

Orange County (1 representative)

These members will be non-voting and recommended appointees will be submitted by their respective agency to the Board of Aldermen for acceptance.

(c) Members of the commission, other than the Board liaison members, shall serve three-year staggered terms, but members may continue to serve until their successors are appointed and qualified. The terms of the members shall continue as they exist on the effective date of this amendment.

(d) The Board liaison member(s) shall serve at the pleasure of the Board

Regular members may be removed as follows:

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town

## Greenways Commission

clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal notice shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause shown related to performance of duty.

### Meetings and Officers of Greenways Commission

(a) The commission shall hold regular meetings at least quarterly at such times and places as it shall designate. (Amend. 8/23/11)

(b) A quorum shall consist of a majority of the non-vacant seats on the commission except that in no case shall a quorum consist of fewer than four members.(Amend. 3/16/10, 1/14/14)

(c) Abstention from voting is strongly discouraged except in circumstances when a member has a direct financial interest in the outcome of the matter at issue. Abstention shall not be required in any case, but members are expected to disclose potential conflicts of interest that are not apparent from the nature of the matter at issue.

(d) The commission shall designate one of its members to serve as chairperson and one to serve as vice-chairperson. These officers shall be selected annually at the commission's first meeting in April and shall serve for terms of one year unless their terms of appointment to the commission sooner expire. A member may be selected to serve as chairperson for not more than two consecutive full one-year terms. The chairperson and vice-chairperson may take part in all deliberations and vote on all issues. (Amend. 12/8/08)

### Powers and Duties of Greenways Commission

(a)The commission shall recommend to the Board policies, programs, and actions that may assist the town in safeguarding the water quality, environment and livability of the community by establishing greenways. For purposes of this section, the term "greenways" refers to unbroken chains of preserved open space surrounding stream and wildlife corridors, headwaters, water recharge areas, and significant ecosystems that also provide bicycle and pedestrian connections between neighborhoods and for the community. The commission may also encourage effective stewardship and management of such greenways and promote educational, recreational, and public health usage consistent with the protection of this resource.

(b) The commission may adopt rules and regulations governing its procedures and operations not inconsistent with the provisions of this chapter.

## Human Services Advisory Commission

### MEETING DATE AND TIME

- 7:30 P.M.
- Meetings only occur during the Town's budget cycle (Between February and June)

### HUMAN SERVICES ADVISORY COMMISSION MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member	Appointed by the Board of Aldermen, Must Reside within Town
Regular Member/ETJ Resident	Appointed by the Board of Aldermen, Must Reside within Town or Town's ETJ
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

## Human Services Advisory Commission

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 3-7

#### Human Services Advisory Commission Established

(a) There shall be a Human Services Advisory Commission consisting of seven members appointed by the Board of Aldermen. Members shall be residents of the Town of Carrboro and one member may be a resident of either the town or the town's extraterritorial planning area.

Regular members may be removed as follows:

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause.

(4) Members who represent the local school system shall automatically be removed from the commission if their affiliation with these units ends. (Amend. 5/27/86, 12/8/08)

(c) The members of the commission shall serve three-year staggered terms. The terms of all members appointed on the effective date of this subsection and the terms of all seats that are vacant on the effective date of this sub-section shall expire on January 31, 1987. Effective February 1, 1987, three members shall be appointed for initial terms of three years, two members shall be appointed for initial terms of two years, and two members shall be appointed for initial terms of one year. (Amend. 5/27/86)

(d) Members of the commission may be appointed to successive terms without limitation.

## Human Services Advisory Commission

### Meetings and Officers of Human Services Advisory Commission

- (a) The commission shall meet primarily at budget time, but may also be requested to meet at any time throughout the year that a request for funding is received by the town from any non- departmental agency. The commission shall publish a schedule of its proposed meetings in accordance with the Open Meetings Law.
- (b) A quorum for the commission shall consist of four members, except that if there are two or more vacant seats, a quorum shall consist of three members. All actions of the commission shall be taken by majority vote and those present and voting, a quorum being present.
- (c) The Board of Aldermen shall appoint a chairperson and vice-chairperson of the commission. These officers shall serve annual terms unless their terms of appointment to the commission sooner expire. A member may be selected to serve as chairperson for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. The chairperson and vice-chairperson may take part in all deliberations and vote on all issues. (Amend. 12/8/08)

### Powers and Duties of the Human Services Advisory Commission

- (a) The principal function of the commission shall be to study all funding applications received by the town from non- departmental agencies and to make recommendations to the Board of Aldermen on these funding requests. The Board of Aldermen may establish a specific budget amount and direct that the sum total of all the commission's funding recommendations not exceed this budgeted amount.
- (b) The commission shall perform such other duties as may be assigned from time to time by the Board of Aldermen.

## Northern Transition Area Advisory Committee

### MEETING DATE AND TIME

- 7:30 p.m.
- 3rd Monday of each month

### NORTHERN TRANSITION AREA ADVISORY COMMITTEE MEMBERSHIP

Seat Category	Seat Requirements
Regular Member – Orange County Appointee	Appointed by the Orange County Board of Commissioners*, Resident of the Northern Transition Area
Regular Member – Orange County Appointee	Appointed by the Orange County Board of Commissioners*, Resident of the Northern Transition Area
Regular Member – Orange County Appointee	Appointed by the Orange County Board of Commissioners*, Resident of the Northern Transition Area**
Regular Member – Carrboro Appointee	Appointed by the Board of Aldermen, Resident of the Northern Transition Area**
Regular Member – Carrboro Appointee	Appointed by the Board of Aldermen, Resident of the Northern Transition Area**
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

\*If the Board of Commissioners fails to make these appointments within ninety days after receiving a resolution from the Board of Aldermen requesting that they be made, the Board of Aldermen may make them.

\*\*For the purposes of this section, the Northern Transition Area shall include those unannexed portions of the Northern Study Area. The Northern Study Area is defined as follows: The boundaries of this area are Carrboro’s joint planning jurisdiction line to the north and Carrboro’s Town limits to the south. The Carrboro/Chapel Hill joint planning jurisdiction line serves as the boundary to the east. It begins north of Eubanks Road, follows Rogers Road to Homestead, then proceeds southwest on Homestead road to High School Road and finally turns south and east to the railroad right-of-way. A primary ridge line serves as the northwest boundary line just east of Union Grove Church Road down to Dairyland Road, where the road serves as the boundary heading southeast until it intersects, and Old NC 86 serves as the boundary then turning southeast and running along Hillsborough Road to Greensboro Street.

## Northern Transition Area Advisory Committee

### Appointing Body

Members are appointed by the Town of Carrboro Board of Aldermen and the Orange County Board of Commissioners.

### Enabling Legislation – Town Code Section 15-27

#### Northern Transition Area Advisory Committee Established

(a) There shall be a Northern Transition Area Advisory Committee consisting of five members, three appointed by the Orange County Board of Commissioners and two by the Board of Aldermen. If the Board of Commissioners fails to make these appointments within ninety days after receiving a resolution from the Board of Aldermen requesting that they be made, the Board of Aldermen may make them. All members shall be residents of the Northern Transition Area. For the purposes of this section, the Northern Transition Area shall include those unannexed portions of the Northern Study Area. The Northern Study Area is defined as follows: The boundaries of this area are Carrboro's joint planning jurisdiction line to the north and Carrboro's Town limits to the south. The Carrboro/Chapel Hill joint planning jurisdiction line serves as the boundary to the east. It begins north of Eubanks Road, follows Rogers Road to Homestead, then proceeds southwest on Homestead road to High School Road and finally turns south and east to the railroad right-of-way. A primary ridge line serves as the northwest boundary line just east of Union Grove Church Road down to Dairyland Road, where the road serves as the boundary heading southeast until it intersects, and Old NC 86 serves as the boundary then turning southeast and running along Hillsborough Road to Greensboro Street.

(b) Members of the committee shall be appointed for three year staggered terms, but members may continue to serve until their successors have been appointed. Initially the terms of all membership seats on the committee shall expire on January 31, 2000. Thereafter, one county appointee and one town appointee shall be appointed for three-year terms, one county appointee and one town appointee shall be appointed for two-year terms, and one county appointee shall be appointed for a term of one year. All members shall thereafter be appointed for terms of three years but shall be limited to no more than two consecutive three-year terms.

Regular members may be removed as follows:

(1) The same provisions that govern the removal of planning board members (Subsection 15-21(e)) shall apply to committee members.

## Northern Transition Area Advisory Committee

### Meetings and Officers of Northern Transition Area Advisory Committee

- (1) The committee shall establish a regular meeting schedule. Minutes shall be kept of all meetings.
- (2) A quorum for the committee shall consist of three members. A quorum is necessary for the committee to take official action.
- (3) All actions of the committee shall be taken by majority vote, a quorum being present.
- (4) The committee shall designate one of its members to serve as chair and one member to serve as vice-chair. These officers shall be selected annually at the committee's first regular meeting in February and shall serve for terms of one year unless their terms of appointment to the committee sooner expire. A member may be selected to serve as chair for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. The chair and vice-chair may take part in all deliberations and vote on all issues.

### Powers and Duties of the Northern Transition Area Advisory Committee

- (1) Review zoning amendment requests and special and conditional use permit applications for developments within the Northern Transition Area and make recommendations on the same to the board of adjustment or Board of Aldermen, respectively.
- (2) Initiate studies related to the special character of the Northern Study Area.
  - a) Inventory of areas of cultural, archaeological, or historical significance.
  - b) Inventory of open space character and scenic qualities.
  - c) Inventory of agricultural uses
    1. Land in Use Value
      - a. Horticultural
      - b. Agricultural
      - c. Timber
    2. Farming as business
      - a. Large field crops
      - b. Metro farms, specialty crops

## Northern Transition Area Advisory Committee

d) Inventory of biological value Art.

1. Tree species diversity, exceptional tracts of forest land

2. Rare occurrences (i.e. Upland Depression Swamp)

3. Wildlife

a. Audubon annual bird count

b. Deer population

(3) Use the studies above as the basis of its development of, and recommendations for, additional policies, objectives, goals, plans, ordinances, and administrative actions that will preserve and enhance that special character, and relate to its growth.

(4) Develop and recommend to the Board of Aldermen policies, ordinances, administrative procedures and other means for carrying out plans in an efficient and coordinated manner.

(5) Track and review other studies and plans that will have an impact on the Northern Study Area – including those of the Chapel Hill Town Council, The Orange County Board of County Commissioners and their appointed committees – and give feedback to the originating governing body.

(6) Meet annually with the Carrboro Planning Board for a joint planning session.

(7) Submit regular reports to the Orange County Board of Commissioners

(8) Perform other duties as assigned by the Board of Aldermen.

## Planning Board

### MEETING DATE AND TIME

- 7:30 p.m.
- 1<sup>st</sup> and 3<sup>rd</sup> Thursday of each month

### PLANNING BOARD MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Regular Member	Appointed by the Board of Aldermen, Reside within the Town
Extraterritorial Planning Area Member	Appointed by the Orange County Board of Commissioners*
Joint Planning Transition Area Member	Appointed by the Orange County Board of

	Commissioners*
Non-Voting Liaison	Carrboro Board of Aldermen Liaison

\*If the Board of Commissioners fails to make these appointments within ninety days after receiving a resolution from the Board of Aldermen requesting that they be made, the Board of Aldermen may make them.

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## Planning Board

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 15-21

#### Planning Board Established

(a) There shall be a planning board consisting of eleven members. Nine members appointed by the Board of Aldermen, shall reside within the town. One member, appointed by the Orange County Board of Commissioners, shall reside within the town's extraterritorial planning area. One member, appointed by the Orange County Board of Commissioners, shall reside within the town's joint planning transition area. If the Orange County Board fails to make these appointments within ninety days after receiving a resolution from the Board of Aldermen requesting that they be made, the Board of Aldermen may make them. (AMENDED 5/26/81; 5/27/86; 11/14/88; 09/13/94; 4/25/06)

(b) Planning board members shall be appointed for three year staggered terms, but members may continue to serve until their successors have been appointed. Vacancies shall be filled for the unexpired terms only. (AMENDED 05/27/86; 11/14/88; 4/25/06)

(c) The term of one of the new in-town members shall expire January 31, 2009 (this seat replaces the vacant seat of an ETJ member whose term would have expired on that date) and the term of the other new in-town member shall expire January 31, 2007 (this seat replaces the vacant seat of a transition area member whose term would have expired on that date). (AMENDED 4/25/06)

(d) All members may participate in and vote on all issues before the board, regardless of whether the issue affects property within the town or within the extraterritorial planning area.

Regular members may be removed as follows:

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal notice shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause shown related to performance of duty.

## Planning Board

### Meetings and Officers of Planning Board

- (a) The planning board shall establish a regular meeting schedule and shall meet frequently enough so that it can take action in conformity with Section 15-66 (Applications to be Processed Expeditiously).
- (b) Since the board has only advisory authority, it need not conduct its meetings strictly in accordance with the quasi-judicial procedures set forth in Articles IV, V, and VI. However, it shall conduct its meetings so as to obtain necessary information and to promote the full and free exchange of ideas.
- (c) Minutes shall be kept of all board procedures and the vote of every member on each issue shall be recorded.
- (d) All board meetings shall be open to the public, and whenever feasible the agenda for each board meeting shall be made available in advance of the meeting.
- (e) Whenever the board is called upon to make recommendations concerning a conditional use permit request, special use permit request, or a minor zoning amendment proposal, the planning staff shall post on or near the subject property one or more notices that are sufficiently conspicuous in terms of size, location, and content to provide reasonably adequate notice to potentially interested persons of the matter that will appear on the board's agenda at a specified date and time. Such notice(s) shall be posted at least seven days prior to the meeting at which the matter is to be considered.
- (f) The planning board shall designate one of its members to serve as chair, one member to serve as first vice-chair and one member to serve as second vice-chair. These officers shall be selected annually at the board's first regular meeting in February and shall serve for terms of one year unless their terms of appointment to the board sooner expire. A member may be selected to serve as chair for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. (AMENDED 01/10/84; 01/27/09)
- (g) The chair, first vice-chair and second vice-chair may take part in all deliberations and vote on all issues." (AMENDED 01/27/09)

### Powers and Duties of Planning Board

- (a) The planning board may:
- (1) Make studies and recommend to the Board of Aldermen plans, goals and objectives relating to the growth, development and redevelopment of the town and the surrounding extraterritorial planning area.
  - (2) Develop and recommend to the Board of Aldermen policies, ordinances, administrative procedures and other means for carrying out plans in a coordinated and efficient manner.
  - (3) Make recommendations to the Board of Aldermen concerning proposed conditional use permits and proposed land use ordinance and zoning map changes as provided by Section 15-57 and 15-322.
  - (4) Perform any other duties assigned by the Board of Aldermen.
- (b) The planning board may adopt rules and regulations governing its procedures and operations not inconsistent with the provisions of this chapter.

## Recreation and Parks Commission

### MEETING DATE AND TIME

- 7:00 p.m.
- 1st Monday of each month

### RECREATION AND PARKS COMMISSION MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of Orange County
Regular Member	Appointed by the Board of Aldermen, Resident of Orange County
Non-Voting Liaison Carrboro Board of Aldermen	Appointed by the Board of Aldermen from its membership
Non-Voting Liaison CHCCS	Selected by the Chapel Hill-Carrboro City Schools Board of Education from its membership at its organizational meeting and appointed by the Carrboro Board of Aldermen.

## Recreation and Parks Commission

### Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

### Enabling Legislation – Town Code Section 3-27

#### Recreation and Parks Commission Established

(a) There shall be a recreation and parks commission composed of ten voting members appointed by the Board of Aldermen, and two non-voting liaison members. Eight of the voting members shall be residents of the Town and two shall be residents of Orange County, outside the Town's corporate limits. However, if despite its good faith efforts the Town is unable to fill the out-of-town seats with qualified out-of-town residents, then the seats may be filled by Town residents. One non-voting member shall be appointed by the Board of Aldermen from its membership at its organizational meeting, and one non-voting member shall be selected by the Chapel Hill-Carrboro City Schools Board of Education from its membership at its organizational meeting and appointed by the Carrboro Board of Aldermen.

(Amend. 5/11/80, 1/27/87, 12/8/08, 4/22/14)

(b) Members of the commission shall serve three-year staggered terms, but members may continue to serve until their successors are appointed and qualified. Initially, the terms of all seats on the commission on the effective date of this subsection (whether filled or vacant) shall expire on January 31, 1987. Effective February 1, 1987, two in-town at-large members and one out-of-town at large member shall be initially appointed for three year terms; three in-town at-large members and one out-of town at-large member shall be initially appointed for two-year terms; and two in-town at large members and the school representative shall be initially appointed for one-year terms. Vacancies shall be filled for the unexpired terms only. (Amend. 5/13/80, 5/27/86, 12/8/08)

Regular members may be removed as follows:

(1) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(2) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal notice shall be effective on the date of such notice.

(3) Members may also be removed by the appointing authority, after a hearing, for any good cause shown related to performance of duty.

## Recreation and Parks Commission

### Meetings and Officers of Recreation and Parks Commission

- (a) The commission shall hold regular meetings at such times and places as it shall designate.
- (b) A quorum for the commission shall consist of six members if there are no vacant seats, five members if there are one or two vacant seats, and four if there are three or more vacant seats. All actions of the commission shall be taken by majority vote, a quorum being present.
- (c) The commission shall designate one of its members to serve as chairperson and one member to serve as vice-chairperson. These officers shall be selected annually at the board's first regular meeting in June and shall serve for terms of one year unless their terms of appointment to the commission expire sooner. A member may be selected to serve as chairperson for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. The chairperson and vice-chairperson may take part in all deliberations and vote on all issues. (Amend. 1/24/84, 12/8/08)

### Powers and Duties of the Recreation and Parks Commission

- (a) The commission shall advise the Board of Aldermen and the administration (i.e., the Manager or recreation director) concerning:
  - (1) The acquisition of real or personal property to be used for park or recreation purposes and the maintenance and use of all town-owned, leased or operated parks and recreational facilities;
  - (2) The operation of all recreation programs;
  - (3) Future needs for the acquisition of additional recreation facilities or the expansion of recreational programs and alternative means of acquiring such facilities or operating such programs.
- (b) The commission shall report to the board of aldermen as requested by the Board and shall undertake such studies or perform such duties as the Board may request from time to time.
- (c) The commission may adopt rules and regulations governing its procedures not inconsistent with the provisions of this article.

## Transportation Advisory Board

### MEETING DATE AND TIME

- 7:30 p.m.
- 1<sup>st</sup> and 3<sup>rd</sup> Thursdays of each month

### TRANSPORTATION ADVISORY BOARD MEMBERSHIP

Seat Category	Seat Requirements
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Regular Member	Appointed by the Board of Aldermen, Resident of the Town, Town's extraterritorial planning jurisdiction, or the town's joint planning transition area
Regular Member	Appointed by the Board of Aldermen, Resident of the Town
Non-Voting Liaison	Appointed by the Board of Aldermen from its membership

# Transportation Advisory Board

## Appointing Body

All regular members are appointed by the Town of Carrboro Board of Aldermen.

## Enabling Legislation – Town Code Section 3-24

### Transportation Advisory Board Established

(a) There shall be a transportation advisory board (TAB) consisting of eight members appointed by the board of aldermen. Six members shall be residents of the town, and one member shall be a resident either of the town, the town's extraterritorial planning jurisdiction, or the town's joint planning transition area. All such members ("regular members") shall be interested in or have expertise relevant to the duties of the TAB. The eighth member (the "liaison member") shall be a member of the board of aldermen and shall act as a liaison between the board of aldermen and the TAB. (Amend. 4/22/2003, 4/7/2009)

Regular members may be removed as follows:

(a) The chairman shall file or cause to be filed with the town clerk an attendance report after each meeting identifying those members who were present or absent.

(b) Unless the chairman waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than thirty percent of the meetings during a twelve month period. The town clerk shall notify the chairman in writing as soon as a member becomes subject to removal under this section. The chairman will have ten days after receipt of such notice to waive the removal. If the chairman fails to notify the town clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the town clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

(c) Members may also be removed by the appointing authority, after a hearing, for any good cause related to performance of duty.

(d) The liaison member shall be appointed by the Board every two years at, or shortly after, the Board's organizational meeting when other appointments to Board committees are made. Regular TAB members shall be appointed for three-year staggered terms, but members may continue to serve until their successors have been appointed. The terms of all regular seats on the TAB on the effective date of this subsection (whether filled or vacant) shall expire on January 31, 1987. Effective February 1, 1987, three members shall be initially appointed for three-year terms, two members shall be initially appointed for two-year terms, and two members shall be initially appointed for one-year terms. Vacancies shall be filled for the unexpired terms only. (Amend. 5/27/86)

(e) Members may be appointed to successive terms without limitation.

# Transportation Advisory Board

## Meetings and Officers of Transportation Advisory Board

- (a) The TAB shall hold regular meetings at least twice monthly at such times and places as it shall designate.
- (b) A quorum for the TAB shall consist of four regular members, except that if there are two or more vacant seats, a quorum shall consist of three regular members. All actions of this board shall be taken by majority vote of those present and voting, a quorum being present. The liaison member may participate in all deliberations but shall have no vote.
- (c) The TAB shall designate one of its members to serve as chairperson and one member to serve as vice-chairperson. These officers shall be selected annually at the board's first regular meeting in November and shall serve for terms of one year unless their terms of appointment to the board sooner expire. A member may be selected to serve as chairperson for not more than two consecutive full one-year terms. Vacancies shall be filled for the unexpired terms only. The chairperson and vice-chairperson may take part in all deliberations and vote on all issues. (Amend.1/24/84, 12/8/08)

## Powers and Duties of the Transportation Advisory Board

- (a) The TAB shall conduct studies and advise and make recommendations to the board of aldermen concerning all matters relating to the transportation within the Town of Carrboro and the surrounding area, including, but not limited to, the need for the construction, operation, relocation, or improvement of streets, sidewalks, and bikeways, as well as the establishment and improvement of alternative methods of mass transportation.
- (b) The TAB shall report to the board of aldermen as requested by the Board and shall undertake such studies or perform such duties as the Board may request from time to time.
- (c) The TAB may adopt rules and regulations governing its procedures not inconsistent with the provisions of Sections 3-24 through 3-24.2.

## Youth Advisory Board

### MEETING DATE AND TIME

- TBD

### YOUTH ADVISORY BOARD MEMBERSHIP

Seat Category	Seat Requirements
Regular Member, Carrboro High School	Selected by the Mayor's Office
Regular Member, Carrboro High School	Selected by the Mayor's Office
Regular Member, Carrboro High School	Selected by the Mayor's Office
Regular Member, Chapel Hill High School	Selected by the Mayor's Office
Regular Member, Chapel Hill High School	Selected by the Mayor's Office
Regular Member, Chapel Hill High School	Selected by the Mayor's Office
Regular Member, Private School/Homeschool	Selected by the Mayor's Office
Regular Member, Private School/Homeschool	Selected by the Mayor's Office
Regular Member, Private School/Homeschool	Selected by the Mayor's Office
Regular Member, Private School/Homeschool	Selected by the Mayor's Office
Regular Member, Private School/Homeschool	Selected by the Mayor's Office

### Appointing Body

All members are appointed by the Mayor's Office in consultation with the staff liaison.

### Enabling Legislation – Town Code Section 3-24.13

There shall be a Carrboro Youth Advisory Board composed of no fewer than seven (7) and no more than eleven (11) voting members. These members shall be selected by the Mayor's Office in consultation with the staff liaison and shall be composed as follows:

- (1) All members shall be between the ages of 15 and 18 years old, and shall reside, work in or attend public, private or homeschool classes in Carrboro;
- (2) No member may be enrolled as a full-time college student;

- (3) To the extent possible, there shall be an equal number of representatives from Carrboro High School and from Chapel Hill High School, and no more than three (3) members shall attend each of those schools;
- (4) To the extent possible, the membership of the Board should reflect the demographic diversity of the population of students eligible for membership residing or attending school in Carrboro.

(b) The purpose of the Carrboro Youth Advisory Board is to provide young people with an opportunity to participate in an advisory capacity in the decision-making process of local government, and to provide input to the Board of Aldermen about issues affecting young people and regarding how local government policies and actions affect young people. The Mayor's Office in consultation with the staff liaison will select members in the fall of each school year for a one year term which coincides with the current school year. Members may be reappointed for up to three (3) terms.

(c) The Carrboro Youth Advisory Board shall report to the Mayor. The Assistant to the Town Manager shall serve as staff to the Carrboro Youth Advisory Board and shall serve as Staff Liaison to the Board.

(d) At the first meeting of the Carrboro Youth Advisory Board each school year, the members of the Board shall elect a Chair and a Vice Chair to preside over the Board's meetings. Members shall only be eligible to serve as Chair or Voice Chair for one term.

(e) The Carrboro Youth Advisory Board shall meet one time each month. All meetings of the Carrboro Youth Advisory Board shall be open to the public, and shall be subject to North Carolina's open meeting statutes. The Mayor or the Staff Liaison may request information from members of the Board between Board meetings from time to time, and Board members are expected to be available and responsive to such requests.

(f) A simple majority of the members of the Board shall constitute a quorum.

(g) Board members shall be expected to attend and actively participate in all Board meetings. It is also expected that Board members will be asked, or required, to attend occasional leadership development programs and Board of Aldermen meetings (or other Town Advisory Board meetings). Board members are expected to actively participate in the preparation of written reports to the Board of Aldermen on matters which are referred to the Board for comment, and may be asked to make presentations to the Board of Aldermen.

(h) Members of the Carrboro Youth Advisory Board may be removed by the Board of Aldermen if they are absent from two (2) consecutive Board meetings without having notified the Board Chair and the Staff Liaison that they will be unable to attend. Members may also be removed from the Board by the Board of Aldermen for conduct detrimental to the performance and function of the Board.

## ORANGE COUNTY ADVISORY BOARDS WITH CARRBORO MEMBERSHIPS

### Orange County Human Relations Commission

#### Meetings

- 7:15 p.m.
- 2nd Monday of each month
- Orange County Government Services Building  
208 S. Cameron St.  
Hillsborough, NC 27278

#### Appointments

The Orange County Human Relations Commission has two seats reserved for Carrboro residents. The Board of Aldermen will consider applications for the Commission and recommend appointment to the Commission via resolution to the Board of County Commissioners. The Board of County Commissioners makes the final appointment decision.

#### Duties and Responsibilities

The Town of Carrboro has two representatives on the Orange County Human Relations Commission. As a member, you will:

- Seek to prevent and eliminate bias and discrimination because of race, color, creed, religion, ancestry, national origin, sex, affectional preference, disability, age, marital status, or status with regard to public assistance, by means of education, persuasion, conciliation and enforcement, and utilize all of the powers at its disposal to execute the provisions of this title.
- Advise the Board of County Commissioners with respect to matters relating to the Commission's purpose.
- Cooperate with and seek to advise and coordinate the activities of persons or groups interested in the objectives of this title.
- Receive, or on the basis of its own information, initiate, complaints alleging discrimination and conduct such investigations and inquiries as may reasonably appear necessary to find the facts with respect thereto.
- Conduct public meetings and hearings, and gather and disseminate information to governmental agencies and to the public.

## APPOINTMENTS TO AUTHORITIES

### OWASA BOARD OF DIRECTORS

#### Meetings

- 7:00 p.m.
- 2nd Thursday of each month  
OWASA Building  
400 Jones Ferry Road  
Carrboro, NC 27510
- 4th Thursday of each month  
Chapel Hill Town Hall  
405 Martin Luther King Jr. Blvd.  
Chapel Hill, NC 27514

#### Appointments

The OWASA Board of Directors has two seats reserved for Carrboro residents appointed by the Board of Aldermen. The Board of Aldermen will consider applications for the Board of Directors and make those appointments by the method established in this policy.

#### Term

Terms will be for a period of two years and expire in June.

#### Duties and Responsibilities

The Town of Carrboro has two representatives on the Orange Water and Sewer Authority (OWASA) Board of Directors. As members of the OWASA Board, you will:

- Assist in establishing operating policies in such areas as personnel, purchasing, budgeting, water and sewer expansion, reimbursement agreements, rates, billing and similar areas of operation.
- Assist in the overview and approval of general system development, such as new water supplies, new wastewater treatment facilities, water transmission mains, and sewer outfall lines.
- Share in the responsibility for the fiscal integrity of the Orange Water and Sewer Authority.
- Report to the Carrboro Board of Aldermen as requested by the board and perform such duties as the Board may request from time to time.

## TOURISM DEVELOPMENT AUTHORITY

### Meetings

- Determined in advance by TDA and posted
- Town Hall  
301 West Main Street  
Carrboro, NC 27510

### Appointments

The CTDA shall consist of three members appointed by the Board of Aldermen. Members need not reside within the town, but at least one-third of the members must be individuals who are affiliated with businesses that collect the tax in the town, and at least three-fourths of the members must be individuals who are currently active in the promotion of travel and tourism in the town.

### Term

The initial terms of all appointees shall expire on January 31 of the year that follows the initial appointments. Subsequent terms shall run from February 1 of one year to January 31 of the following year. Vacancies shall be filled for the remainder of the unexpired term. Members may be appointed to successive terms without limitation.

Members shall serve at the pleasure of the Board of Aldermen and may be removed by the Board at any time with or without cause.

### Duties and Responsibilities

The CTDA shall expend the net proceeds of the tax levied under this Chapter for the purposes provided in this Section 8A-4. The Authority shall promote travel, tourism, and conventions in the town, sponsor tourist-related events and activities in the town, and finance tourist-related capital projects in the town. The town's finance officer shall serve ex officio as the finance officer for the CTDA.

The CTDA shall report quarterly and at the close of the fiscal year to the Board of Aldermen on its receipts and expenditures for the preceding quarter and for the year in such detail as the Board may require.

#### Section 8A-4. Distribution and Use of Tax Revenue.

The town shall, on a quarterly basis, remit the net proceeds of the occupancy tax to the Carrboro Tourism Development Authority (CTDA). The CTDA shall use at least two-thirds of the funds remitted to it under this section to promote travel and tourism in Carrboro and shall use the remainder for tourism-related expenditures. The following definitions apply in this section:

- (1) Net Proceeds. Gross proceeds less the cost to the town of administering and collecting the tax, as determined by the finance officer, not to exceed three percent (3%) of the first five hundred thousand dollars (\$500,000) of gross proceeds collected each year and one percent (1%) of the remaining gross receipts collected each year.
- (2) Promote travel and tourism. To advertise or market an area or activity, publish and distribute pamphlets and other materials, conduct market research, or engage in similar promotional

activities that attract tourists or business travelers to the area. The term includes administrative expenses incurred in engaging in these activities.

- (3) Tourism-related expenditures. Expenditures that, in the judgment of the CTDA, are designed to increase the use of lodging facilities, meeting facilities, and convention facilities in the town by attracting tourists or business travelers to the town. The term includes tourism-related capital expenditures.

DRAFT

Board Chair Applicant Report

Board: \_\_\_\_\_ Name of Chair: \_\_\_\_\_

\*\*\*\*\*

Name of Applicant: \_\_\_\_\_

When Advisory Board Chair called or e-mailed to reconfirm applicant's interest in serving, was the Applicant still interested?

\_\_\_ Yes  
\_\_\_ No (Briefly explain: \_\_\_\_\_)

Did the Applicant attend an Advisory Board meeting prior to BOA review?

\_\_\_ Yes (Date: \_\_\_\_\_)  
\_\_\_ No (Briefly explain: \_\_\_\_\_)

If the Advisory Board is not meeting for 90 days, did Advisory Board Chair meet with Applicant?

\_\_\_ Yes (Date: \_\_\_\_\_)  
\_\_\_ No (Briefly explain: \_\_\_\_\_)

If able to meet, did the Applicant demonstrate a clear understanding of the time commitment, roles and responsibilities of serving on the Advisory Board?

\_\_\_ Yes  
\_\_\_ No

Briefly explain: \_\_\_\_\_

Additional Comments from Chair (upon review of the application and/or board matrix, express any additional comments you wish to make to the BOA):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



# TOWN OF CARRBORO

Application for Membership on a Committee/Board

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_

IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO? \_\_\_\_\_

TELEPHONE: [HOME] ( \_\_\_\_\_ ) \_\_\_\_\_ [BUSINESS] ( \_\_\_\_\_ ) \_\_\_\_\_  
E-MAIL ADDRESS: \_\_\_\_\_

DATE OF BIRTH \_\_\_\_\_ RACE: \_\_\_\_\_ SEX: \_\_\_\_\_  
OCCUPATION \_\_\_\_\_

ARE YOU A REGISTERED ORANGE COUNTY VOTER? \_\_\_\_\_  
LENGTH OF RESIDENCE IN ORANGE COUNTY \_\_\_\_\_  
LENGTH OF RESIDENCE IN THE TOWN OF CARRBORO \_\_\_\_\_

*I wish to be considered for appointment to the following committee/board(s):*

_____ Board of Adjustment	_____ OWASA Board of Directors
_____ Animal Control Board of Appeals	_____ Orange County Economic Dev. Com.
_____ Appearance Commission/NPDC	
_____ Arts Committee	_____ Orange County Human Relations Com.
_____ Economic Sustainability Commission	_____ Personnel Advisory Committee
_____ Environmental Advisory Board	_____ Planning Board
_____ Human Services Commission	_____ Recreation & Parks Commission
_____ Greenways Commission	_____ Safe Routes to School Implementation Com.
	_____ Tourism Development Authority*
_____ Northern Transition Area Advisory Com.	_____ Transportation Advisory Board
	_____ Other _____

If you apply for membership on more than one advisory board, please indicate your preference by number, with "1" being your first choice (please limit your selection to two (2) boards). Please note that membership is limited to one advisory board at a time. You shall not be considered for appointment to another board unless you resign before filing an application or you are in the last six months of your current term.

\*EMPLOYER/SELF EMPLOYED \_\_\_\_\_ \*NUMBER OF YEARS EMPLOYED \_\_\_\_\_

\*PROVIDE EXAMPLES OF HOW YOU ARE INVOLVED IN THE PROMOTION OF TRAVEL AND TOURISM IN THE TOWN OF CARRBORO?  
(\*REQUIRED ONLY FOR TOURISM DEVELOPMENT AUTHORITY APPLICATION)







# Town of Carrboro

Town Hall  
301 W. Main St.  
Carrboro, NC 27510

## Agenda Item Abstract

**File Number:**16-263

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**Agenda Date:** 9/13/2016

**File Type:**Agendas

**In Control:** Board of Aldermen

**Version:** 1

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### **TITLE:**

Report on Human Services Assessment

**PURPOSE:** To provide background information for board discussion on existing human services, identify gaps in services, and what are the greatest needs.

**DEPARTMENT:** Economic and Community Development

**CONTACT INFORMATION:** Annette D. Stone, AICP Economic and Community Development Director

**INFORMATION:** Staff was asked to look into the Human Services systems in place in Orange County and to identify any gaps in services that might exist. Orange County, Chapel Hill and Carrboro annually collaborate to provide funding to the many non-profits that help provide vital programs for human service needs throughout the community. Last year, over \$1.7 million was awarded to non-profits in Orange County who serve the youth, elderly, disabled and disadvantaged members of our community. One of the first steps in identifying gaps is determining what the greatest needs are.

Staff members from Carrboro, Chapel Hill and Orange County, along with Human Service Advisory Board members and members from the Third Sector have been working to this summer to streamline the application process for human services funding. A copy of the draft application is attached (Attachment A). The application requires applicants to explain how the program supports the goals of the respective elected board. Included in the application, applicants must identify which human service needs are being met and for what populations with the programs proposed. In 2012, Chapel Hill worked with the UNC School of Government to development a Human Service Needs Assessment (Attachment B). This report lays out the priority funding areas; Affordable Housing, Affordable Healthcare, Education, Family Resources, Jobs/Jobs Training, Food and Transportation. The report is being updated this year as a Capstone Student project and will be expanded to include Carrboro. That report is due to be completed December 2016.

Carrboro staff with the assistance of UNC graduate student, Griffen Rice, conducted interviews and collected surveys from nonprofits and Carrboro business owners. Attached is a matrix of interviews that were conducted (Attachment C) and surveys that were distributed to both non-profits (Attachment D) and the Carrboro business community (Attachment E) in an effort to identify gaps. A frequent comment is the need for public restrooms, which the Town is planning on providing in the newly renovated Town Commons. Another survey suggested adult day centers that could provide a variety of services from health and wellness education to job training to life skills building and other therapeutic activities similar to programs such as the Farm at Penny Lane, Art

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**Agenda Date:** 9/13/2016

**File Type:**Agendas

**In Control:** Board of Aldermen

**Version:** 1

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Therapy Institute and Club Nova.

The Farm at Penny Lane is located on 40 acres in northern Chatham County. The program uses a holistic and sustainable approach to enhance the quality of life for individuals with severe and persistent mental illness by offering opportunities to become healthier and more self-sufficient. The farm is in development and currently includes a community garden, a greenhouse, an apiary with nine beehives, a flock of heritage-breed chickens, and a walking trail. A group of Carrboro, Chapel Hill and Orange County officials toured the facility on August 12<sup>th</sup> to learn more about the program including the tiny houses planned for construction.

The Art Therapy Institute (ATI) is an organization of mental health professionals dedicated to the healing power of the arts. They provide clinical art therapy services to diverse populations, empowering clients to develop their identities through the art-making process. They also offer training to allied professionals and seek to raise awareness in the general community the benefits of arts-based therapy.

Club Nova is designed to serve individuals who have been diagnosed with mental illness such as schizophrenia or bi-polar disorders. The Clubhouse provides a variety of services such as assistance with housing, support in furthering education for vocational or personal enrichment, social and relationship building opportunities. These types of adult day centers can provide life enriching opportunities that extend beyond basic life sustaining needs of food and shelter.

Providing for those with mental and physical disabilities, the most vulnerable including children and the elderly, and other disadvantaged members of our community is a high priority for the Town of Carrboro. Carrboro spends more per capita to provide human services than Orange County or Chapel Hill. Funding programs that meet the greatest needs and identifying gaps should be an on-going process for the Town.

**FISCAL & STAFF IMPACT:** No additional fiscal impacts at this time.

**RECOMMENDATION:** Staff recommends the Board discuss the report.

# FY 2017-2018

## Outside Agency Funding Application

### HUMAN SERVICES

- ORANGE COUNTY
- TOWN OF CARRBORO
- TOWN OF CHAPEL HILL

Orange County (OC)  
200 S. Cameron Street  
Hillsborough, NC 27278



Town of Carrboro (CA)  
301 W. Main Street  
Carrboro, NC 27510



Town of Chapel Hill (CH)  
405 Martin Luther King, Jr. Blvd.  
Chapel Hill, NC 27514



## INFORMATION

Each year, Orange County Government, the Town of Carrboro and the Town of Chapel Hill invite program funding requests from non-profit providers that support the delivery of vital community services.

The application process is very competitive and not all applicants will be awarded funding. Recommendations for funding may be for an award amount less than that requested by the applicant.

Agencies that are currently receiving funds from Orange County, the Town of Carrboro, or the Town of Chapel Hill local governments, and are also applying for new funds, must be in compliance with all terms of their current agreement(s) and must not have any outstanding audit findings, monitoring findings or concerns as determined by the municipality.

Recipients are required to submit written progress reports on their [SMART Measures](#) that include: goals, description of activities/challenges, revisions of timelines/budgets, and other relevant information

Funded projects will be monitored for progress and performance, financial and administrative management, and compliance with the terms of Performance/Development Agreement(s). Monitoring may involve site and/or office visit(s).

Once applications are received, they are reviewed by staff for completeness and eligibility. The applications are presented to a specific application review group, depending on the funding source. The review group will make a recommendation, based on available funding and the priorities identified by the participating jurisdiction. The recommendation is presented to the appropriate Board/Council for consideration and approval. The Board/Council approves/adopts the final allocations.

## TIMELINE

<b>October 18</b>	<b>Funding Application Posted on Websites</b>
<b>November 1</b>	<b>Funding Application Workshop Held</b>
<b>October 18-January 23</b>	<b>Agency Prepares Application</b>
<b>January 10</b> <b>January 24</b>	<b>Q&amp;A Session Held</b> <b>Application Submissions are Due</b>
<b>March - May</b>	<b>Application Review &amp; Agency Presentations</b>
<b>June</b>	<b>Agency Funding Approval by Board/Council</b>
<b>July</b>	<b>Contracts Executed &amp; Programs Begin</b>

## SUBMITTAL INFORMATION

Welcome to the Outside Agency Common Funding application for local/general funds, which will be distributed through this competitive application process. **All entities or organizations requesting funds must complete and submit this application prior to the deadline to be considered for FY 2017-2018 funding.**

The Application Submittal Deadline is: **Tuesday, January 24, 2017 5:00 PM**

In the event of inclement weather, check the website for each Town/County you are applying to, for further instructions.

Please note that late, handwritten, or incomplete applications will not be accepted. (Applications not signed by the Chair or President of the Board of Directors, are considered incomplete.)

An application orientation workshop will tentatively be held on **Tuesday, November 1, 2016 at 9 AM to Noon** to review the application and submittal requirements.

## SUBMITTAL REQUIREMENTS FOR EACH MUNICIPALITY

### Human Services– Town Of Carrboro

Applications are accepted once a year and reviewed by the Town's Human Services Advisory Commission, which makes a recommendation for funding to the Board of Aldermen for final approval.

For more information about the Town of Carrboro Human Services program, see [here](#).

Questions and submittals should be directed to:

**Annette Stone,**  
**301 W. Main Street**  
**Carrboro, NC 27510**  
919-918-7319  
[astone@townofcarrboro.org](mailto:astone@townofcarrboro.org)

#### Submission:

- We strongly encourage applications to be single-spaced, with 12-point arial font and normal margins.
- Application: **One (1) original plus Seven (7) paper copies of the application must be hand delivered or mailed to Annette Stone, 301 West Main Street, Carrboro, NC 27510.**
- Attachments files must be submitted by email. Any .pdf files must be accompanied by the original file format of .doc, .xls, etc.

## Human Services – Town Of Chapel Hill

In 1982, the Town established local funding to support local nonprofit organizations that carry out human service work throughout the community.

Applications are accepted once a year and reviewed by the Town's Human Services Advisory Board, which makes a recommendation for funding to the Town Council for final approval.

For more information about the Town of Chapel Hill Human Services program, see [here](#).

Questions and submittals should be directed to:

**Jackie Thompson**  
**405 Martin Luther King Jr. Blvd.**  
**Chapel Hill, NC 27514**  
919-969-5081  
[jthompson@townofchapelhill.org](mailto:jthompson@townofchapelhill.org)

Submission:

- We strongly encourage applications to be single-spaced, with 12-point arial font and normal margins.
- Application: **Two (2) paper copies of the application with ORIGINAL signatures must be hand delivered or mailed to Jackie Thompson, 405 Martin Luther King, Jr. Blvd., Chapel Hill, NC 27514**
- Attachments: The application submittal must be accompanied by a flash drive with **the application and all attachment** files in electronic format. Any .pdf files must be accompanied by the original file format of .doc, .xls, etc.

## Human Services– Orange County

For more information about the Orange County Human Services program, see [here](#).

Questions and submittals should be directed to:

**Allen Coleman**  
**PO Box 8181**  
**Hillsborough, NC 27278**  
(919) 245-2151  
[acoleman@orangecountync.gov](mailto:acoleman@orangecountync.gov)

Submission:

- **Email application and ALL Attachments prior to the deadline.** Any .pdf files must be accompanied by the original file format of .doc, .xls, etc. Please request a delivery receipt of email with application and attachments.

Agency \_\_\_\_\_

Program(s) \_\_\_\_\_

FOR OFFICE USE ONLY

Received By \_\_\_\_\_

Date/Time \_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_

Section	Subsection
<p><b>1. Cover Page</b></p>	<p>a. <input type="checkbox"/> Applicant Contact Information            b. <input type="checkbox"/> Funding Requests            c. <input type="checkbox"/> Signed Application Cover Page            d. <input type="checkbox"/> Signed Disclosure of Conflicts of Interest</p>
<p><b>2. Agency Information</b></p>	<p>a. <input type="checkbox"/> Agency's Years in operation            b. <input type="checkbox"/> Agency's Purpose/Mission            c. <input type="checkbox"/> Agency's Types of Services Provided            d. <input type="checkbox"/> Agency's Experience with Programs            e. <input type="checkbox"/> Other Pertinent Agency Information            f. <input type="checkbox"/> Schedule of Positions            g. <input type="checkbox"/> Living Wage            h. <input type="checkbox"/> Agency Budget</p>
<p><b>3. Program Information</b>             A separate Section 3 is required for <u>each</u> program.</p>	<p>a. <input type="checkbox"/> Human Services Needs Priority            b. <input type="checkbox"/> Type of Program            c. <input type="checkbox"/> Agency Collaboration            d. <input type="checkbox"/> Summary of Program            e. <input type="checkbox"/> Description of Identified Need            f. <input type="checkbox"/> Description of Population to be Served            g. <input type="checkbox"/> Program Staffing, Capacity, &amp; Expertise            h. <input type="checkbox"/> Program Implementation Timeline            i. <input type="checkbox"/> Value of Investment            j. <input type="checkbox"/> Impact of Reduced/No Allocation            k. <input type="checkbox"/> Other Pertinent Information            l. <input type="checkbox"/> Target Population/Beneficiary Chart            m. <input type="checkbox"/> Work Statement            n. <input type="checkbox"/> Program Budget, Detail, &amp; Cost per Individual</p>
<p><b>4. Attachments</b></p>	<p>a. <input type="checkbox"/> Audit: Organizations receiving \$300,000 or more in Federal financial assistance, and/or organizations with more than \$500,000 of receipts and expenditures in a fiscal year, must secure an audit.            b. <input type="checkbox"/> IRS Federal Form 990            c. <input type="checkbox"/> NC Solicitation License            d. <input type="checkbox"/> IRS Federal Tax-Exemption Letter            e. <input type="checkbox"/> Certificate of Insurance            f. <input type="checkbox"/> List of Board of Directors            g. <input type="checkbox"/> Solid Waste Program Fee (SWPF) Verification</p>

**1. COVER PAGE**

**a) Applicant Contact Information**

Applicant Organization's Legal Name: \_\_\_\_\_

Applicant Organization's Physical Address: \_\_\_\_\_

Applicant Organization's Mailing Address: \_\_\_\_\_

Applicant Organization's Web Address: \_\_\_\_\_

Executive Director: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Tax ID Number: \_\_\_\_\_

**b) Funding Request**

**List all FY17-18 Human Services (HS) Funding Being Requested –  
For All Programs) and the Proposed Use of Funds (2-3 lines or less)**

<u>Program</u>	<u>Carrboro - HS</u>	<u>Chapel Hill - HS</u>	<u>Orange County-HS</u>	<u>Total</u>
Ex. Youth Afterschool Program Afterschool Program Coordinator salary and materials for youth activities and projects	\$10,000	\$15,000	\$5,000	\$30,000
<b>Totals</b>				

**c) To the best of my knowledge and belief all information and data in this application is true and current. The document has been duly authorized by the governing board of the applicant.**

**Signature:** \_\_\_\_\_  
Executive Director

\_\_\_\_\_ Date

**Signature:** \_\_\_\_\_  
Board Chairperson

\_\_\_\_\_ Date

**d) DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST**

Are any of the Board Members or employees of the agency which will be carrying out this program or members of their immediate families, or their business associates...

**YES NO**

- a) Employees of or closely related to employees of the Town of Carrboro, the Town of Chapel Hill, or Orange County?
- b) Members of or closely related to members of the governing bodies of the Town of Carrboro, the Town of Chapel Hill, or Orange County?
- c) Current beneficiaries of the program for which funds are being requested?
- d) Paid providers of goods or services to the program or having other financial interest in the program?

If you have answered YES to any question, **please provide a full explanation below.**

**To the best of my knowledge and belief all of the above information is true and current. I acknowledge and understand that the existence of a potential conflict of interest does not necessarily make the program ineligible for funding, but the existence of an undisclosed conflict may result in the termination of any grant awarded.**

**Signature:** \_\_\_\_\_  
Executive Director

\_\_\_\_\_  
Date

**Signature:** \_\_\_\_\_  
Board Chairperson

\_\_\_\_\_  
Date

## 2. AGENCY INFORMATION (Be Very Brief and Concise)

Please provide the following information about your agency (2 pages OR LESS):

- a) **Years in Operation, Date of Incorporation** (*Month/Year*): \_\_\_\_\_
- b) **Agency's Purpose/Mission** (*no more than a few sentences*):
- c) **Types of Services the Agency Provides** (*bullet format*):
- d) **Agency's History with Providing These Services:**
- e) **Other Pertinent Agency Information** (*Ex. Has the agency experienced any major changes in the past year? Is there a new Executive Director? Are there new initiatives?*)
- f) **Schedule of Positions** (*For Entire Agency*)
- **Full Time Equivalent (FTE)** staff will be noted as 1.00; half time as .50; quarter time as .25, etc.
  - Calculate a Full Time Equivalent for all recorded volunteer hours using the following:  
$$\frac{\text{Total Volunteer Hours}}{2,080} = \text{Volunteer FTE}$$
- # of FTE - Full-Time Paid Positions: \_\_\_\_\_
- # of FTE - Paid Part-Time Positions: \_\_\_\_\_
- # of Volunteers: \_\_\_\_\_ # of FTE - Volunteers: \_\_\_\_\_
- g) **Living Wage**
- Does this agency pay permanent employees a minimum **living wage**? (*Yes / No*) \_\_\_\_\_
- If yes, is this agency an **Orange County Living Wage Certified Employer**? \_\_\_\_\_
- If no, please explain.



- Orange County Human Services
    - Orange County Other (DO NOT Include HOME funding here)
  - Other Government Grants
    - Triangle United Way
    - State Government
    - Federal Government (CDBG/HOME/etc.)
    - Private Foundation Grants
  - Other Revenue
- Expenditures
  - Personnel (Salary & Benefits)
  - Rent & Utilities
  - Supplies & Equipment
  - Travel & Training
  - Other Expenses

iii. **Does your agency budget show a Surplus or Deficit?** \_\_\_\_\_

**Is there a significant change? Yes/No** \_\_\_\_\_

Please provide a brief explanation for Surplus or Deficit, and significant changes.

iv. **What is your agency's fiscal year?** \_\_\_\_\_  
 (Example: July 1, 2016 through June 30, 2017)

**3. PROGRAM INFORMATION (Submit a separate Section 3 for each program)**

Program Name: \_\_\_\_\_

Program Primary Contact and Title: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ E-Mail: \_\_\_\_\_

- a) Indicate the type of Human Service Needs Priority, if program applicable:
- Priority Area #1:** safety-net services for disadvantaged residents
  - Priority Area #2:** education, mentorship, and afterschool programming for youth facing a variety of challenges
  - Priority Area #3:** programs aimed at improving health and nutrition of needy residents
- b) Indicate the type of program for which you are requesting funding  
(Check all that apply to this program)

Program Category	Youth	Adult	Elderly	Disabled	Public Housing Neighborhoods/Residents
Affordable Housing					
Affordable Healthcare					
Education					
Family Resources					
Jobs/Jobs Training					
Food					
Transportation					
Other: Please specify					

- c) Provide a bulleted list of other agencies, if any, with which your agency coordinates/collaborates to accomplish or enhance the Projected Results in the Program(s) to be funded. For each, briefly describe the coordinated/collaborative efforts.

**Program Description (3 pages OR LESS)**

**Please provide the following information about the proposed program:**

- d) Summarize the program services proposed and how the program will address a Town/County priority/goal?
- e) Describe the community need or problem to be addressed in relation to the [Chapel Hill Human Services Needs Assessment](#), [Orange County BOCC Goals and Priorities](#), [Town of Chapel Hill Council Goals](#), Carrboro goals, or other community priorities (i.e. Council/Board Goals). Reference local data (using the provided links, i.e. Chapel Hill Human Services Needs Assessment) to support the need for this program.

- f)** Who is your target population of individuals to benefit from this program and how will they be identified and connected with the program?
- g)** Describe the credentials of the program manager and other key staff. *(Ex. Identify Program Manager and credentials, describe training provided to volunteers, etc.)*
- h)** Describe the specific period over which the activities will be carried out and include an implementation timeline.
- i)** Why is funding this program a good investment for the community? How does funding this program add value to the community? (250 words OR LESS)
- j)** Describe what would happen if requested funding is not awarded at all or if a reduced allocation is recommended.
- k)** Include any other pertinent information.

DRAFT

**Additional Program Information**

**I) Target Population**

Complete the following tables, with **numbers** (not percentages) of individuals served and to be served, to the best of your ability,

<b>Program Target Population Demographics</b>				
		Actual 2015-16	Estimated 2016-17	Projected 2017-18
<b>Gender</b>				
	Male			
	Female			
	<b>Total</b>	0	0	0
<b>Ethnicity</b>				
	African-American			
	American Indian or Alaska Native			
	Asian			
	Caucasian			
	Native Hawaiian or other Pacific Islander			
	Other: specify _____			
	<b>Total</b>	0	0	0
	Of the above, how many Hispanic/Latino			
	Of the above, how many non-Hispanic/Latino			
	<b>Total</b>	0	0	0
<b>Age</b>				
	0-5 years			
	6-18 years			
	19-50 years			
	51+ years			
	<b>Total</b>	0	0	0
<b>Geographic Location</b>				
	Alamance County			
	Chatham County			
	Durham County			
	Wake County			
<b>Orange County Breakdown</b>				
	Chapel Hill Public Housing			
	Town of Chapel Hill (Non-Public Housing)			
	Town of Carrboro			
	Town of Hillsborough			
	City of Mebane (Orange County)			
	Orange County (Outside Municipalities)			
	<b>Total</b>	0	0	0

## Work Statement

m) Complete the Work Statement Chart to describe the work to be performed.

*This chart is used to document program activities, program goals, performance measures, and actual results. (Add more rows as needed) If this is a new program, you will only document the projected information. Every program is required to have AT LEAST 1 Program Activity, which should be SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound. Click on [SMART Goals](#) to learn more.*

- **Program Activities** should outline major activities the agency implements to accomplish its program goals. *(i.e. Deliver meals to elderly/disabled residents.)*
- **Program Goal** should explain what the program is trying to achieve/accomplish. Goals are statements about what the program should accomplish. *(i.e. Deliver 100 meals per day, Monday-Friday.)*
- **Performance Measures** describe how you will evaluate the degree in which you achieved the stated goals. *(i.e. Will track the number of meals delivered each day.)*
- **Actual Program Results** use program results to indicate the actual measureable achievement of goals. If goals were not met, please explain. *(i.e. Delivered an average of 105 meals per day.)*

### Work Statement Chart for Program \_\_\_\_\_

<b>1. Program Activity Name</b>	
<b>Program Goal</b>	
<b>Performance Measures</b>	
<b>Previous Year Program Results</b>	
<b>Current Year Estimated Results</b>	
<b>Next Year Projected Results</b>	
<b>2. Program Activity Name</b>	
<b>Program Goal</b>	
<b>Performance Measures</b>	
<b>Previous Year Program Results</b>	
<b>Current Year Estimated Results</b>	
<b>Next Year Projected Results</b>	
<b>3. Program Activity Name</b>	
<b>Program Goal</b>	
<b>Performance Measures</b>	
<b>Previous Year Program Results</b>	
<b>Current Year Estimated Results</b>	
<b>Next Year Projected Results</b>	
<b>4. Program Activity Name</b>	
<b>Program Goal</b>	
<b>Performance Measures</b>	
<b>Previous Year Program Results</b>	
<b>Current Year Estimated Results</b>	
<b>Next Year Projected Results</b>	

**n) Program Budget**

- 1. Submit your program budget.** You may complete the provided template (separate xls file) or you may submit your own budget file (as long as it contains the same information, in the same format, as requested in the provided template).

**Program Budgets are required to define budget amounts for the previous program year, current program year, and next program year for the following categories:**

- Revenues
  - Private Donations
  - Program Generated Revenue
  - Local Government Grants
    - Carrboro Human Services
    - Carrboro Other
    - Chapel Hill Human Services
    - Chapel Hill Other (DO NOT include CDBG funding here)
    - Orange County Human Services
    - Orange County Other (DO NOT Include HOME funding here)
  - Other Government Grants
    - Triangle United Way
    - State Government
    - Federal Government (CDBG/HOME/etc.)
    - Private Foundation Grants
  - Other Revenue
- Expenditures
  - Personnel (Salary & Benefits)
  - Rent & Utilities
  - Supplies & Equipment
  - Travel & Training
  - Other Expenses

- 2. Program Budget Detail – Provide description of “other” budget items, not defined.**

- 3. This program budget represents what percent of the agency budget? \_\_\_\_\_%**

**4. COST PER INDIVIDUAL**

This Cost per Individual must reflect the total program budget divided by the total number of program individuals in this application.

	<b>Actual 2015-16</b>	<b>Estimated 2016-17</b>	<b>Projected 2017-18</b>
<b>Total Cost of Program</b>			
<b>Total # of Individuals</b>			
<b>Cost Per Individual</b>			

## 4. ATTACHMENTS

### Description of Required Attachments

#### **a) Financial Audit**

A recent financial audit that should cover **CY 2015**, for calendar year agencies, and **FY 2015-16**, for fiscal year agencies. For agencies with prior year revenues totaling \$500,000 or more a financial audit, prepared by a certified public accountant is required. Agencies with prior year revenues of less than \$500,000 may submit a completed [Schedule of Receipts and Expenditures](#) form (see application materials), in lieu of an audit/report. Agencies with a certified audit/report should not complete the form.

#### **b) IRS Federal Form 990**

A copy of the agency's 2014 Form 990 is required. The specific form depends upon the agency's financial activity. Review the [IRS' table guide](#), for more details. For Form 990-N (e-postcard) filers, include a copy of the postcard, with the agency's application materials.

#### **c) NC Solicitation License**

A copy of the agency's current solicitation license is required. Organizations that solicit contributions in North Carolina, directly or through a third party, must renew their licenses annually. For more details, refer to the NC Secretary of State's [licensing website](#) and its [Frequently Asked Questions Guide \(PDF\)](#), about exemptions. If exempt per N.C.G.S. § 131F-3, include a copy of the exemption letter with the agency's application materials.

#### **d) IRS Federal Tax-Exemption Letter**

A copy of the agency's IRS tax-exempt letter that confirms its nonprofit status is required. An agency can request a copy of its letter from the [IRS' Customer Account Services](#).

#### **e) Certificate of Liability Insurance**

A copy of the agency's current certificate, from the agency's insurance carrier. Table 1 below outlines insurance types and minimums required, for each jurisdiction. If exempt from Worker's Compensation compliance, include a statement explaining why, with the agency's application materials. *\*Note: If Approved for Funding: Approved agencies must provide an updated insurance certificate. The update should reflect the funding jurisdiction as an additional insured party and certificate holder and provide coverage for the duration of the funding period (July 1 – June 30). Renewal certificates must be sent to the jurisdiction 30 days prior to any expiration date, cancellation or modification of any stipulated insurance coverage.*

**Table 1. Forms of Liability Insurance and Minimum Policy Amounts Required**

INSURANCE	TOWN OF CARRBORO	TOWN OF CHAPEL HILL	ORANGE COUNTY <sup>3</sup>
Worker's Compensation <sup>1</sup>	Limits for Coverage A - Statutory State NC, for each employee  Limits for Coverage B - Employers Liability of: \$1 million Each Occurrence \$1,000,000 BID <sup>2</sup> limit	Limits for Coverage A - Statutory State NC, for each employee  Limits for Coverage B - Employers Liability of: \$100,000 Each Occurrence \$100,000 BID for each employee \$500,000 BID limit	Limits for Coverage A - Statutory State NC, for each employee  Limits for Coverage B - Employers Liability of: \$500,000 each accident, \$500,000 BID for each employee \$500,000 for BID limit
Commercial General Liability	\$100,000 Property Damage Liability \$1,000,000 Bodily Injury and Property Damage Limit	\$1 million Each Occurrence \$2 million Aggregate	\$1 million Each Occurrence \$2 million Aggregate
Automobile Liability	Not Applicable	\$1 million Each Occurrence	\$500,000 Each Occurrence
Professional Liability	Not Applicable	Not Applicable	\$1 million Each Occurrence \$2 million Aggregate

1. Visit the [NC Industrial Commission's website](#) for more information regarding Coverage A. Also, note that if an agency uses subcontractors, it must require subcontractors to have workmen's compensation insurance.
2. Bodily Injury by Disease (BID)
3. Please visit Orange County's [contracts webpage](#) for more information about the County's risk assessment procedures.

**f) List of Board of Directors**

Provide the following information about each board of director's member: name, telephone number, address, occupation or affiliation of each member and the list must identify the principal officers of the governing body, and length of term.

**g) Solid Waste Program Fee (SWPF) Verification**

This fee finances Orange County's recycling and waste reduction program. Submit either a.) proof of payment of the agency's **FY 2016-17** Solid Waste Program Fee, OR b.) a statement on agency letter head indicating exemption and specify the person(s), business, etc. that is responsible for paying this fee.

# Human Service Needs in Chapel Hill

A Needs Assessment for the Town of Chapel Hill's Human Services Advisory Board

**11/5/2012**

**The School of Government, UNC Chapel Hill**

Laura Biediger and Sarah Osmer Viñas

## EXECUTIVE SUMMARY

### BACKGROUND & FINDINGS

In May 2012, the Town of Chapel Hill's Human Services Advisory Board (HSAB) commissioned the School of Government at the University of North Carolina at Chapel Hill to conduct a human service needs assessment. The **purpose of the study was to identify Chapel Hill's greatest human service needs** and avenues for addressing these needs.

To perform this needs assessment, the School of Government research team **conducted focus groups and interviews** with dozens of community leaders and agency providers.

While participants identified many human service needs, **six needs consistently rose to the top:**

- Affordable Housing
- Affordable Healthcare
- Education and Family Resources
- Jobs and Jobs Training
- Food
- Transportation

### RECOMMENDATIONS

Based on this assessment of human service needs in the Chapel Hill community, the research team recommends the HSAB consider the following actions:

- Prioritize the funding of efforts that address the community's key human service needs:
  - Affordable Housing
  - Affordable Healthcare
  - Education and Family Resources
  - Jobs and Jobs Training
  - Food
  - Transportation
- Prioritize the funding of efforts that focus on improving access to services and community engagement while addressing the human service needs in Chapel Hill.
- Consider opportunities for addressing human service needs beyond funding allocations.
- Partner with the School of Government or other firm to develop a strategic funding plan.
- Reassess human service needs in Chapel Hill every five to seven years.

## BACKGROUND

In May 2012, the Town of Chapel Hill's Human Service Advisory Board (HSAB) commissioned the School of Government at the University of North Carolina at Chapel Hill to conduct a human service needs assessment for the Chapel Hill community. The primary **purpose of the study was to identify Chapel Hill's greatest human service needs** and identify avenues for addressing these needs.

Based on feedback from community leaders and agency providers, the School of Government research team identified the most significant human service needs. This report presents the research activities and needs assessment findings, as well as provides an overview of recommendations for next steps for the HSAB.

### Human Services Advisory Board (HSAB)

The HSAB is one of the Town of Chapel Hill's volunteer boards. According to Town ordinance, the board was created to "alert the Council to changes in human service needs in Chapel Hill, to assure that Chapel Hill citizens receive services to which they are entitled, coordinate delivery of human services with other agencies, advise the Council of human service funding needs, and other responsibilities as may be established by the Council."<sup>1</sup>

Over the past three decades, the HSAB has funded many human service organizations serving the Chapel Hill community. Each year, the HSAB receives and reviews over 50 funding applications and makes a recommendation for funding to the Town Council. The board's funding allocation has ranged between \$120,000 and \$321,000 annually. As the number of applications received increases and the range of organizations applying for funding diversifies, the HSAB is exploring opportunities to more effectively meet the complex needs of Chapel Hill.

### Needs Assessment

To ensure their funding recommendations align with the community's greatest human service needs, the HSAB commissioned the School of Government to conduct a human service needs assessment. A needs assessment is a structured way of listening to a community or population to assess their common needs, challenges, assets, and issues before taking action.<sup>2</sup> The purpose of this needs assessment was to assess the most critical human service needs of the Chapel Hill community, which, for purposes of this study, **includes anyone who lives, works, plays, prays, or studies in Chapel Hill.**<sup>3</sup>

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<sup>1</sup> Town of Chapel Hill. (n.d.). *Town of Chapel Hill: Human Services*. Retrieved September 19, 2012, from Town of Chapel Hill: <http://www.townofchapelhill.org/index.aspx?page=131>

<sup>2</sup> KU Work Group for Community Health and Development. (2010). *Chapter 3, Section 3: Conducting Public Forums and Listening Sessions*. Retrieved February 21, 2011, from Community Tool Box: [http://ctb.ku.edu/en/tablecontents/sub\\_section\\_main\\_1021.aspx](http://ctb.ku.edu/en/tablecontents/sub_section_main_1021.aspx)

<sup>3</sup> Town of Chapel Hill. (n.d.). *Town of Chapel Hill: Chapel Hill 2020*. Retrieved September 1, 2012, from Town of Chapel Hill: <http://www.ci.chapelhill.nc.us/index.aspx?page=1656>

## Methodology

In conducting this needs assessment, the School of Government research team used a **two-pronged approach of focus groups and individual interviews** to assess human service needs in Chapel Hill. Due to the limited scope and timeframe of this study, the research team focused primarily on recruiting human service agency representatives and leaders of civic associations and community groups to participate in the focus groups and interviews. While the inclusion of human service agency clients and individual residents certainly would have added to the richness of the analysis, the research team believes that agency representatives and community leaders provided a grounded perspective on human service needs, given their involvement in these issues on a day-to-day basis and broad expertise on human service needs.

**Focus groups.** The research team conducted a series of **six focus groups** to collect detailed information about the community's human service needs. In total, 46 community leaders and agency representatives participated in the focus groups. The research team recruited representatives of human service agencies, as well as leaders of civic organizations, religious institutions, and social justice organizations engaged in the Chapel Hill community. The research team made a concerted effort to include equal participation of representatives from agencies that received funding from the HSAB, as well as representatives from agencies that have not received funding from the board.

At each focus group, **participants identified and ranked Chapel Hill's human service needs** in order of importance. For results from individual focus groups, see the Appendix. The following questions guided focus group conversations:

- *What is your definition of human needs- generally?*
- *What do you think are the human service needs in Chapel Hill? List as many as you can think of.*
- *What are the top 5 human service needs of the community?*
- *With respect to meeting human needs, what are Chapel Hill's strengths?*
- *What are the barriers/obstacles/threats to providing for human service needs in Chapel Hill?*

**Interviews.** The research team also conducted **nine interviews** with community leaders and agency representative. Supplementing focus group data, these interviews provided additional information about human service needs.

<b>Community Stakeholder Characteristics</b>	
Information about focus group and interview participants (n = 55)	
<b>Average age</b>	49 years old
<b>Gender</b>	73% Female 27% Male
<b>Race/Ethnicity</b>	76% Caucasian 16% African-American 2% Asian 2% Native Hawaiian 4% Multi-Racial
<b>Average number of years living/working in Chapel Hill</b>	17 years (range: 1-44 years)
<b>Participants from organizations receiving funding from the HSAB</b>	41%
<b>Frequently represented organizations</b>	Chapel Hill-Carrboro Chamber of Commerce Chapel Hill-Carrboro City Schools Habitat for Humanity Health Carolinians of Orange County Homeowners' Association (various) Justice United Orange County Department on Aging Third Sector Alliance United Way of the Greater Triangle

Participants were asked the following questions during the stakeholder interviews:

- *What is it you do for the \_\_\_\_\_ (name of organization) and how long have you lived/worked in the Chapel Hill area?*
- *What do you think are the key human service needs in Chapel Hill?*
- *What do you think are the three most important human service needs facing the community?*
- *What factors contribute to human service needs you have identified in Chapel Hill?*
- *With respect to meeting human service needs, what are Chapel Hill's strengths? What is being done well?*
- *What do you see as the greatest gap in serving those needs?*
- *What are the barriers/obstacles/threats to providing for human service needs?*

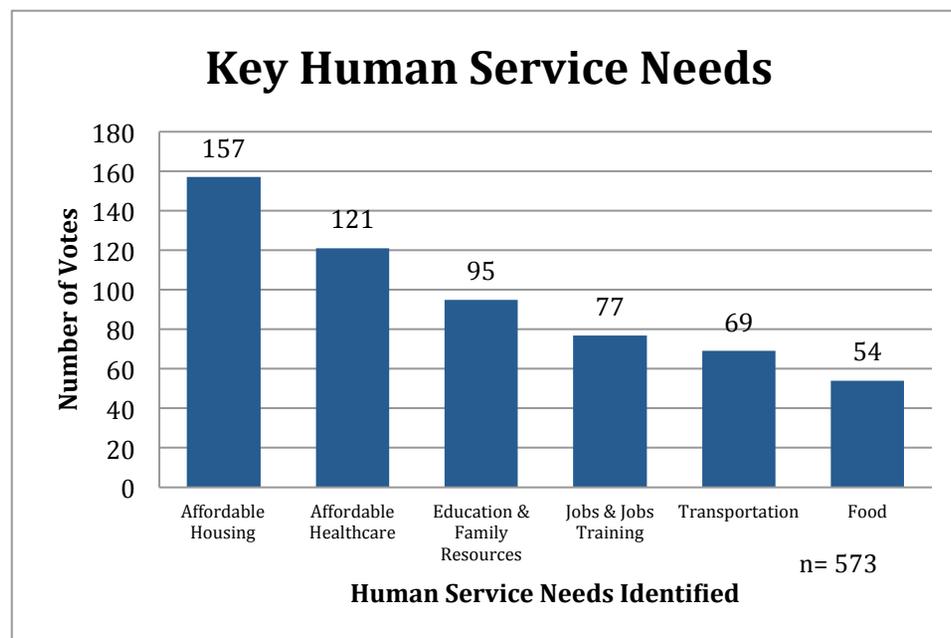
## FINDINGS

### Key Human Service Needs

The human service needs described below were identified by the community leaders and agency providers who participated in the focus groups and interviews. While there were dozens of human service needs identified by participants, **six needs consistently rose to the top.**<sup>4</sup> The most significant human service needs fall into six broad categories: Affordable Housing, Affordable Healthcare, Education & Family Resources, Jobs & Jobs Training, Transportation, and Food. These human service needs are **listed below in order of the frequency participants reported them**, with the human service needs most often cited by community stakeholders listed first. The description for each section includes strengths and weaknesses of meeting these human service needs in Chapel Hill, as explained by participants.

**Affordable Housing** is one of the most significant human service needs in Chapel Hill. The Town recognizes the need for affordable housing and has taken many steps to address this need. However, community stakeholders cite high property taxes, inflated property values, and barriers to development as contributing factors to the need for affordable housing.

- **Affordable housing for low-income individuals and families.** Community stakeholders suggested a need for higher density housing and more businesses to decrease the tax burden on local property owners.
- **Affordable rental properties.** Housing options do not match the affordable housing needs of families.



<sup>4</sup> During the focus groups, participants individually identified human service needs in Chapel Hill, which they wrote on post-it notes. The needs identified were then shared with the entire group. Together, the focus group participants grouped these needs into categories based on likeness. Participants were then asked to rank their top five most important human needs from 5-1, with 5 being the most important and 1 being least important. The facilitators tallied the votes of each need to determine which human needs were of greatest importance to the participants. For the total votes of each focus group, see the Appendix.

- **Emergency and transitional housing.** There is insufficient shelter space available for victims of domestic violence, according to stakeholders. Chapel Hill also does not have adequate housing available for community members in transition.
- **Senior housing.** The community needs more housing options for seniors, especially options for aging-in-place and provision of meals and other services that meet the unique needs of the elderly.

**Affordable Healthcare** is another important need in Chapel Hill. There are innovative and high-quality health services, such as local clinics, charity care, and Piedmont Health Services. Yet, community stakeholders emphasized healthcare is not accessible or affordable for many people. As one stakeholder explained, “Most homeless are single individuals who are experiencing substance abuse and mental health problems or are single mothers who have experienced domestic violence.”

- **Additional health service options.** According to community stakeholders, local health systems are not accessible to many who need them, because they are too expensive and many providers do not accept Medicaid. Focus group participants described existing healthcare networks as “difficult,” “over-saturated,” and “inflexible.”
- **Access to affordable health insurance,** especially for low- to middle-income people and LEP (Limited English Proficiency) populations. According to participants, there is a high ratio of doctors-to-patients locally, but not everyone has access because of a lack of affordable health insurance.
- **Additional mental health service options,** especially for the young and vulnerable populations. Stakeholders expressed the prevalence of provider options, especially private providers, for people with serious mental illness, but the lack of *quality* providers. Further, there is no organization dedicated to prevention or intervention during the early stages of mental health crises. Many people also lack insurance to cover their mental health expenses. Few pro-bono counseling agencies exist.
- **Substance abuse services,** such as alcohol & drug treatment programs.

**Education & Family Resources** is another important community need. Chapel Hill is known for its excellent public school system. As one community stakeholder put it, “the region has an outstanding reputation.” The school system and network of social services is known for providing a variety of services to Orange County families. However, participants believe the education system and network of family services is not meeting the needs of all children and families. According to one stakeholder, with the “tremendous spike in our number of homeless students, free and reduced lunch numbers and English language learners,” many students still need help.

- **Quality, equitable education for everyone.** The public school system is not adequately equipped to effectively teach and support at-risk youth and LEP students. One stakeholder explained, “The public school system is not adequately preparing [students] for successful independent living after high school.”
- **Youth support and activities.** Many participants agreed Chapel Hill lacks sufficient low-cost/free activities that positively engage children and youth, especially those from at-risk and low-income households. Additional specialized services are needed for children with special needs. Many stakeholders claimed nonprofit organizations with the potential to produce positive outcomes for youth and adults are inadequately funded.

- **Affordable childcare.** Local childcare options are too expensive for many low-income and middle-income families.
- **Family supports and resources.** According to stakeholders, the community lacks sufficient financial resources for organizations helping families in greatest need of support.

**Jobs & Jobs Training** is the fourth area of significant need in Chapel Hill. There is low unemployment overall and a sense of stability offered by employers in the area, namely UNC and UNC hospital. Still, community stakeholders cited a lack of quality jobs that allow workers to support themselves and their families.

- **Low-skill jobs.** The area lacks a diversified economic base, with many jobs requiring advanced skill training and education requirements. According to participants, for lower-skilled workers, there are few job opportunities beyond custodial positions.
- **Living wage jobs.** According to community stakeholders, the area needs more jobs paying a living wage, which for Orange County is estimated at approximately \$17 per hour for a two-person household.<sup>5</sup>
- **Job training opportunities.** Community stakeholders also cited a lack of local adult education and job training opportunities that prepare workers to compete for higher paying jobs. There are few internship opportunities and other job training options in the area.

**Transportation** is another significant human need in Chapel Hill. Many people travel to Chapel Hill for work, because it is the employment center of Orange County. However, according to stakeholders, even with a broad-based free public transportation system that covers most of the Town, low-income families and people with disabilities face challenges in accessing places of employment, grocery stores, and certain neighborhoods without bus access.

- **A more walkable community, including connected sidewalks.** Participants indicated Chapel Hill needs a land-use plan that will increase density and walkable developments. Others cited the need to improve infrastructure for active transportation, especially in low-income neighborhoods, through provisions such as bicycle lanes.
- **Expanded operating times and routes of the bus system.** According to community stakeholders, the local bus system schedule is dictated by the University's academic schedule. Stakeholders also identified the need to increase public transportation access to areas on the outskirts of Town, and in Orange County. For individuals without car access, the limited schedule of the bus system is a challenge.
- **Additional door-to-door transportation services,** especially for seniors who do not drive. According to stakeholders, many elderly people need assistance reaching services, such as getting to a doctor's appointment or visiting the pharmacy. There are some such services available, such as the Town's EZ Rider, but many community members are either unaware of their eligibility for this service or live outside of the service area.

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<sup>5</sup> North Carolina Justice Center. (2011). *LIVING INCOME Standard - 2011 -- REVISED\_0.pdf*. Retrieved September 1, 2012, from NC Justice Center: [http://www.ncjustice.org/sites/default/files/LIVING%20INCOME%20Standard%20-%202011--REVISED\\_0.pdf](http://www.ncjustice.org/sites/default/files/LIVING%20INCOME%20Standard%20-%202011--REVISED_0.pdf)

**Food** is another significant human need identified by community stakeholders. Many nonprofit organizations address the need for food, especially local, healthy food options. However, stakeholders explained that some members of the Chapel Hill community still face food insecurity.

- **Affordable food.** Chapel Hill fails to provide adequate affordable food options. According to participants, low-income families, especially those receiving food stamps, cannot afford adequate food for their families. Even for those who are self-sufficient and do not receive public benefits such as food stamps, the affordable food options are limited, according to stakeholders.
- **Access to healthy food.** According to community stakeholders, low-income populations and school children have few opportunities to access healthy food options, such as full-service grocery stores, farmer’s markets, and community gardens.

### Addressing Human Service Needs

In addition to the discussing Chapel Hill’s key human service needs, focus group and interview participants also identified avenues for addressing these needs. Stakeholders expressed their concern that the Chapel Hill community needs greater accessibility to services. They also explained a need for more community engagement opportunities to address human service needs. Through greater access to services and community engagement, participants argued, Chapel Hill would come closer to addressing the community’s many human service needs.

### Increasing Access to Services through Coordination and Communication

The Chapel Hill community is filled with financial and knowledge-based resources and a variety of human services. The Triangle area is home to one of the richest networks of nonprofit organizations in the country. In Chapel Hill, the Third Sector Alliance brings people and organizations together to share information and build alliances among nonprofit organizations. Local non-profit organizations are working to fill human service gaps (even on shoestring budgets) and are rising to the occasion and meet the needs of the community.

While community stakeholders had varied ideas about the need for additional human services in Chapel Hill, there was a general consensus among stakeholders that existing human services were unknown, uncoordinated, and therefore inaccessible to many community members. Participants explained that many people do not receive the services they need because they are “unaware” of the full array of services available or do not know how to navigate “fragmented” service systems. They frequently cited lack of coordination and communication as a reason why community members were unable to address their human service needs.

Focus group participants advocated for an integrated system of human services in which agencies not only assist individuals in addressing a single human service need, but also help individuals to access other services they need. Participants supported the idea of “wrap-around,” services, in which human service providers coordinate and communicate to serve an individual’s multiple needs. Many people have multiple needs because needs are often intertwined and compound one another. For example, a community member facing unemployment, is likely to need assistance with jobs and training, as well as affordable housing, affordable healthcare, education and family resources, food, and transportation. In sum, coordination, wrap-around care, and assistance navigating the system are avenues through which community stakeholders believe Chapel Hill could make greater strides towards addressing the community’s human service needs.

- ***Increase communication of services and how to access them.*** According to community stakeholders, many community members lack awareness of services due to a lack of a central location for and broad geographic distribution of services. Some stakeholders claimed that services that are marketed often use jargon or are transmitted in a language that your average person does not understand. Other stakeholders praised the Senior Center for its informative service directory, but explained no other local service areas have a coordinated process or method for distributing information. New residents also need further information and assistance in locating local human services.
- ***Increase language services for Limited-English Proficiency speakers.*** Some community stakeholders argued that the community needs multilingual access to all social services centers in Orange County. Others claimed there is a deficit of bilingual interpreters in the health sector. Latino and other ethnic minority communities face language barriers to accessing services. According to stakeholders, there is an inadequate supply of interpreters or bilingual service providers, and providers are often not trained to work with translators.
- ***Improve coordination of services.*** Some stakeholders argued that human service needs might be more effectively addressed through better coordination of services. They explained that currently, there is a lack of coordination between service providers, making it difficult for newcomers to navigate this system. According to participants, there is inadequate support for linking services, which are often limited by funding requirements, turf issues, as well as a lack of time, resources, and staff capacity.
- ***Increase strategic planning to address human service needs.*** Related to the need for coordination, participants identified a lack of planning and a lack of strategic approaches to addressing community issues. According to community stakeholders, strategic planning among human service providers would help address the current challenges with human service accessibility.

### **Increasing Community Engagement**

Many stakeholders also identified community engagement as another key tool for addressing human service needs in Chapel Hill. According to participants, most Chapel Hill residents want to improve their community. The community takes pride in its spirit of tolerance, diversity, hospitality, generosity, and intelligence. One stakeholder explained, “There are a lot of people who really care and are really generous, leading to a lot charity and volunteers, especially among retirees.”

At the same time, Chapel Hill’s affluence leads many people to believe there are no significant human service needs locally. According to stakeholders, many community members do not understand the impact their involvement will have on the community, and thus do not become engaged in efforts to address human service needs. Participants identified the following concrete areas for improvement that would strengthen community engagement in addressing local human service needs.

- ***Increase community space and activities*** for all ages, especially within neighborhoods. Such space includes community centers and senior centers. According to participants, having more public activities, recreation, events, and spaces would encourage greater community participation.
- ***Strengthen community outreach efforts.*** According to community stakeholders, Chapel Hill needs additional ways to highlight existing human service needs. Some segments of the community do not see, or ignore, local needs. Some stakeholders argued that there is “ignorance,” “lack of concern,” and “NIMBY-ism.”

- ***Strive for social justice.*** According to participants, there is an image of division in the Town, and a lack of open discussion about these divisions, between the wealthy and low-income people, between people of color and whites. As one stakeholder explained, “There are big inequities between haves and have-nots. Unfortunately this breakdown is along racial lines. African-Americans are leaving our community- to our detriment.” Another stakeholder stated, “We’re a resource-rich community, but an equity-poor community.”
- ***Improve public safety.*** Other stakeholders cited the need for increased focus on safety measures, including violence prevention, personal safety, and public safety, to be addressed in order for people to become more engaged in the community.

## RECOMMENDATIONS

Based on this assessment of human service needs in the Chapel Hill community, the research team recommends the HSAB consider the following action steps. These recommendations are designed to guide the board in responding to the key human service needs identified in this report. Through these steps, the HSAB will be able to continue to deepen its impact by addressing the Chapel Hill community's most significant human service needs, now and in the future.

1. **Prioritize the funding of community efforts that address the human service needs identified through this assessment:**
  - Affordable Housing
  - Affordable Healthcare
  - Education and Family Resources
  - Jobs and Jobs Training
  - Food
  - Transportation

By focusing on the key human service needs identified by community leaders and agency representatives, the HSAB can have a greater impact in addressing these needs. In prioritizing human service needs, the HSAB should also consider its ability to impact the needs identified, as well as its responsibility for addressing these needs. The HSAB should prioritize funding initiatives that are most appropriately addressed at the local level and that can be achieved through the grants awarded by the board.

2. **Prioritize the funding of efforts that focus on improving access to services and community engagement while addressing the human service needs in Chapel Hill.** Stakeholders identified access to services and community engagement as important avenues for addressing the community's human service needs. The HSAB can further strengthen its community impact by giving priority to funding applications that employ these tools for responding to human service needs in Chapel Hill.
3. **Consider opportunities for addressing human service needs beyond funding allocations.** The HSAB should consider opportunities for improving access to services and community engagement. For example, the HSAB could partner with Chapel Hill service providers for a variety of projects: (1) to sponsor events which promote human services, such as the Partnership to End Homelessness's Project Connect; (2) to convene human service providers to dialog about meeting human service needs; or (3) to support the creation and distribution of a comprehensive directory of human services. Of course, the feasibility of these projects and the level of involvement from the HSAB depends on staff and volunteer capacity.

4. **Partner with the School of Government or other firm to develop a strategic funding plan.** A strategic funding plan would provide an annual guide to the board on how to allot funds. The plan would provide the HSAB with a framework for making funding recommendations. In developing this plan, the board should consider whether funds are more effective if targeted to address a few key human service needs or if spread out among initiatives that address a variety of human service needs. In developing the strategic funding plan, best practices from other communities and scholarly literature should also be considered.
5. **Reassess human service needs every five to seven years.** The needs of the Chapel Hill community are dynamic and constantly changing. To ensure the HSAB's funding priorities continue to respond to the community's needs, an assessment of human service needs in Chapel Hill should be conducted periodically. Funding priorities should then be adjusted accordingly.

# Appendix

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1. Defining Human Service Needs
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## 1. Defining Human Service Needs

As a part of the focus group discussions, the research team asked participants to define and provide examples of human service needs. The following are the most common responses received from participants:

- Affection, Caring, Love
- Community, Companionship, Social Interaction, Recreation
- Dignity, Equality, Freedom
- Education, Job, Livable wage
- Food, Shelter, Transportation
- Healthcare, Healthy Environment, Safety
- Maslow's Hierarchy of Needs

## 2. Focus Group Votes

The research team conducted a series of six focus groups to collect detailed information about the community's human service needs. In total, 46 community leaders and agency representatives participated in these focus groups. At each focus group, participants identified and ranked Chapel Hill's human service needs in order of importance. After participants share their individual lists of human service needs, the entire group grouped the needs into categories. Each member in the group voted for the five human service needs it deemed most prevalent. The total votes and prioritized list of needs for each focus group is listed below.<sup>6</sup>

- *What do you think are the human service needs in Chapel Hill? List as many as you can think of.*
- *What are the top 5 human service needs?*

7/19/12, 9:30am	
Votes	Human Service Needs
43	<b>Access to Affordable Healthcare-</b> Urgent care centers; Clinic hours beyond 8-5; Access to mental health for uninsured; Health equity (including mental health)
28	<b>Jobs-</b> Job opportunities; Jobs for lower skilled workers; Industry
22	<b>Affordable Housing-</b> Shelter; More affordable housing (low-income housing)
22	<b>Food-</b> More full-service grocery stores in low-income communities; Immediate hunger needs met; Affordable, healthy foods
17	<b>Transportation-</b> Public transportation (routes in lower income communities); Convenient transportation
12	<b>Built Environment-</b> Bicycle lanes; Tobacco-free public places; Shade at parks; Less buildings; Walking paths; Trails/greenways; Clean water and sewage, infrastructure in rural areas; Sidewalks
11	<b>Affordable child care-</b> Parent/child (0-5) support services; Early childhood services
8	<b>Mental Health and Substance Abuse-</b> Funding for human services (particularly mental health, non-UCR funds); Knowledge & understanding of mental illness and available services; More substance abuse treatment options; Substance abuse help
6	<b>Education-</b> Quality education; Community Outreach; Education equity; Adult education
5	<b>Safety</b>
4	<b>Fairness-</b> Racial justice (especially environmental infrastructure); More community input concerning neighborhoods; Information-sharing for community events; Respect for all
2	<b>LEP services-</b> Language services for non-English speakers; Mental health and health services for LEP community; Services for LEP population
0	<b>Activities-</b> Connectedness; Meaningful activity for all ages; Youth activities

<sup>6</sup> The School of Government focus group did not include an overall rank order or vote.

7/19/2012 1PM

Votes	Human Service Need
30	<b>Affordable Housing-</b> Funding for affordable rental properties; Affordable workforce housing; shelter
21	<b>Mental Health Services-</b> Affordable mental health services for undocumented and limited English proficiency populations; Mental health care access for young and vulnerable
20	<b>Access to Affordable Healthcare-</b> More primary care services options; Resources for self-care/healthy living; Access to doctors; Affordable dental services; affordable eyeglasses; health services for low-income people
20	<b>Access to Healthy Food-</b> access to affordable healthy food; affordable healthy food choices
14	<b>Affordable Childcare-</b> access to childcare for working parents; early education
12	<b>Transportation-</b> access to easy to use transportation; transportation options to HS centers that is accessible; parking; specifically N. Orange County; bus service
11	<b>Immigrant Issues-</b> center for newly arrived refugees; access to immigration services - day laborer support; ability for refugee/immigrant access to education and livelihood; multilingual access to all locations of social services; literacy services for English/other; communication capabilities with immigrant populations
10	<b>Jobs-</b> access to education opportunities that do not include college; job training programs; apprenticeship opportunities; living wage jobs; wage/salaries that reflect the work being done
6	<b>Safety-</b> violence prevention; personal safety; public safety
2	<b>Substance abuse Services</b>
1	<b>Access and Coordination of Resources-</b> agencies working together through online site (sharing information); coordinated access to human service needs services; access to resources- "one-stop-shop"; employers access to resources for employees--"one-stop-shop"
1	<b>Senior care</b>
1	<b>Social Justice-</b> justice; civil rights; voice
0	<b>Clothing</b>
0	<b>Recreational services</b>
0	<b>Community-</b> voice in determining neighborhood development; community support; place to worship; conversation/discussion; assembly
0	<b>Family resources-</b> access to resources for parents; family support
0	<b>Education-</b> youth support; good schools

7/24/12 4PM

**Votes Human Service Need**

- 25 **Affordable Housing**- especially rental; space for community activities within neighborhoods; safe neighborhoods; better understanding/respect for those dealing with homelessness; too many people out of homes, not making enough to live with bare essentials.
- 15 **Jobs**- employment; safe and dignified work conditions for day laborers; loss of middle class--more low income and more high income people.
- 14 **Youth supports**- mentors and advocates; after school programs-affordable and accessible; youth activities for lower income kids; support for at-risk children and teens; tutors for low-income children/teens.
- 13 **Quality education for all**- strong, equitable public education; education for everyone; financial management training; job training; literacy.
- 12 **Healthcare for low-income people**- mental healthcare for low-income people; substance abuse treatment for the poor; access to preventive healthcare; quality healthcare.
- 6 **Access to healthy food for all**- safe food; people do not eat nutritionally; food for all.
- 3 **Broad community engagement**- avenues to express needs to be heard; lots of services not enough working together towards same goals; engagement of the whole community.
- 1 **Transportation** - on nights and weekends for employment.
- 1 **Legal services.**
- 0 **Living wage for all employees.**
- 0 **Beauty and artistic expression.**
- 0 **Civil rights**- Freedom to worship; freedom from discrimination; anti-racism orientation to work/services.
- 0 **Mediation**- conflict resolution services; ombuds program for landlord/tenant issues.
- 0 **Family supports**- affordable daycare; elder care.
- 0 **Fitness opportunities.**
- 0 **More bike-friendly streets.**

7/24/12, 2pm

**Votes Human Service Need**

- 23 **Housing-** Senior housing; Affordable housing; Assisted living; More density of services, shopping, neighborhoods to make our community walkable; More high-density housing; Family care homes; Congregate senior housing with meals/services; Aid Homeless; Listening
- 19 **Transportation-** Consolidated transportation; Connected sidewalks; Accessibility; Less noise; Better access to cultural events; Door-to-door transportation for seniors who do not drive
- 12 **Senior Centers-** Senior programs, etc.
- 9 **Volunteers- Giving** back; Mentoring; Tutoring; Patience; Intensity
- 8 **Town Operations-** More businesses to reduce tax burden on residents; Revitalize downtown; Good relationship with UNC; Streamlined system of permitting with Planning Department
- 7 **Jobs-** Persistence
- 6 **Education & Training-** K-12 Education; Jobs Training; Computer Access; Less Bullying; Less Ignorance; Focus
- 3 **Events-** Socialization, recreation, fun; More family-oriented events; Cultural; Courage; Less Fear; Grit; Inclusion
- 2 **Health Services-** Affordable dental care; Affordable hearing aids; Medical care (Mental); Resilience; Simplicity; Smiling
- 1 **Food-** Hunger
- 0 **Safety**
- 0 **Less Envy**

7/25/12, 10am

**Votes Human Service Need**

- 28 **Affordable Housing-** Affordable living, education, food, etc.
- 26 **Child Care & Education-** Access to child care; Additional/specialized child care for kids with special needs; Juvenile delinquency and drop-out prevention
- 25 **Emergency Shelter & Homeless-** Emergency food services; Domestic violence shelter; Respite for children with special needs
- 17 **Employment & Job Training-** Employment stability; Jobs; Training programs for real-life jobs
- 13 **Affordable Health Care-** Mental health programs/services; Streamlined mental health care; Alcohol & drug treatment; Substance abuse prevention
- 8 **Access & Transportation-** Accessibility at UNC; Ease of access to services; Transportation (outlying areas, seniors to doctors); Additional recreation options for children with disabilities
- 5 **Family & Children-** Family law access; Support for children of divorce
- 5 **Food-** Adequate food and nutrition
- 4 **Senior Housing-** Innovative senior housing/community; Modern nursing home/residential care
- 4 **Safety-** Pedestrian safety; safe home & school environments

### 3. Stakeholder Organizations

Individuals who participated in this study's focus groups and interviews were associated with the following organizations and community groups:

Affordable Housing Taskforce	Morgan Creek Foundation
Augustine Literacy Project	Nonprofit Roundtable
Autism Society of NC	Orange County Board of Commissioners
Boys and Girls Club	Orange County Board of Health
Bridge II Sports	Orange County Dept. on Aging
Carol Woods	Orange County Health Dept.
Chapel Hill Community Church	Orange County Juvenile Justice Prevention Council
Chapel Hill Historic Society	Orange County Partnership for Young Children
Chapel Hill Parks & Recreation	Orange County Rape Crisis Center
Chapel Hill Police Department	Orange Politics
Chapel Hill/Carrboro Chamber of Commerce	Partnership to End Homelessness
Chapel Hill-Carrboro City Schools	PTA Thrift Shop
Charles House Association	Rebuilding Together of the Triangle
Child Care Services Association	Saint Thomas Moore Catholic Church
Community Home Trust	Seymour Center
Community Watch	Silver Creek
Compass Center for Women & Families	Society of Friends (Quaker)
Cooperative Extension	Third Sector Alliance
Dispute Settlement Center	Town of Chapel Hill
Eno Triangle Pony Club	TROSA
Food Bank of Central and Eastern NC	UNC Center for Excellence in Community Mental Health
Friends of the Seymour Center	UNC School of Government
Habitat for Humanity	UNC School of Public Health
Health Carolinians of Orange Co.	UNC Wellness Center at Meadowmont
Healthy Carolinians	United Church of Chapel Hill
Holy Family Episcopal Church	United Voices of Efland
Justice United	United Way of the Greater Triangle
KidSCOpe	UNC - Chapel Hill
Meals on Wheels	Volunteers for Youth
Mental Health America of the Triangle	

## 4. Local Human Service Resources

Below is a list of a few of the human services provided in Chapel Hill, grouped according to the Key Human service needs addressed by the organizations, which are identified in this assessment. This list includes nonprofit organizations, faith-based groups, civic organizations, and governmental entities.

### Affordable Housing

- Adelaide Walters Apartments
- Chapel Hill Downtown Partnership
- Community Alternatives for Supportive Abodes (CASA)
- Community Home Trust
- Covenant Place
- EmPOWERment, Inc.
- First Baptist & Manley Estates
- Freedom House Recovery Center
- Habitat for Humanity of Orange County
- Homeless Outreach Poverty Eradication (HOPE)
- Housing for New Hope
- Inter-Church Council Housing Corporation
- Interfaith Council for Social Service
- Neighbor House of Hillsborough
- North Carolina Housing Finance Agency
- Orange County Affordable Housing Advisory Board
- Orange County Department of Social Services
- Orange County Emergency Services
- Orange County Housing, Human Rights and Community Development Department
- Orange County Human Relations Commission
- Orange County Partnership to End Homelessness
- Orange County Veterans Services Office
- Orange HOME County Consortium
- Project Connect Orange County
- Residential Services, Inc.
- Town of Chapel Hill Department of Housing
- Town of Chapel Hill HOME Program
- Town of Chapel Hill Housing and Neighborhood Services Division
- Town of Chapel Hill Inspections Division
- Town of Chapel Hill Planning Department
- Town of Chapel Hill Public Housing Program Advisory Board
- UNC Department of City and Regional Planning
- Weaver Community Housing Association

### Affordable Health Care

- Caramore Community, Inc.
- Carolina Outreach Home
- Carrboro Community Health Center
- Chapel Hill-Carrboro Chamber of Commerce
- Compass Center for Women and Families
- Continuum Home Care & Hospice of Orange County
- Durham VA Medical Center
- El Futuro
- Family Violence and Rape Crisis Services
- Freedom House Recovery Center
- Orange County Emergency Medical Services
- Orange County Health Department
- Orange County Rape Crisis Center
- Piedmont Health Services
- Planned Parenthood of Central North Carolina
- Robert and Pearl Seymour Center
- Ronald McDonald House of Chapel Hill
- SECU Family House at UNC Hospitals
- Special Olympics Orange County
- Student Health Action Coalition (SHAC)

- Healthy Carolinians of Orange County
- Horizons Residential Programs
- Inter-Faith Council for Social Services
- Joint Orange Chatham Community Action Agency
- Mental Health America of the Triangle
- Northern Orange Partnership for Alcohol and Drug Free Youth
- OE Enterprises
- OPC Area Program
- OPC Community Operations Center
- Orange County Department on Aging

- The Arc of Orange County
- Triumph LLC
- TROSA (Triangle Residential Options for Substance Abusers)
- UNC Center for Excellence in Community Mental Health
- UNC Health Care
- UNC Horizons
- UNC Institute on Aging
- UNC School of Dentistry
- UNC School of Public Health
- XDS, Inc.

## Education & Family Resources

- APPLES Service-Learning program
- Blue Ribbon Mentor Advocates (BRMA)
- Carrboro Recreation and Parks
- Chapel Hill and Carrboro Human Rights Center
- Chapel Hill Carrboro YMCA
- Chapel Hill Parks and Recreation
- Chapel Hill Police Department
- Chapel Hill Public Library
- Chapel Hill Training-Outreach Project
- Chapel Hill-Carrboro Public School Foundation
- Chapel Hill-Carrboro School System
- CHICLE Language Institute
- Child Care Services Association
- Community Empowerment Fund
- Dispute Settlement Center of Orange County
- Durham Technical College – Orange County campus
- El Centro Hispano
- Family Support Network of North Central Carolina
- FRIENDS National Resource Center for Community-Based Child Abuse Prevention
- Girl Scouts North Carolina Coastal Pines
- Grace Church of Chapel Hill
- Helping Youth by Providing Enrichment (HYPE)

- KidSCOpe Orange County
- Operation New Life
- Orange County Department of Social Services
- Orange County Disability Awareness Council
- Orange County Head Start and Early Head Start
- Orange County Parks & Recreation
- Orange County Partnership for Young Children
- Orange County Public Library
- Orange County Rape Crisis Center
- Orange County Schools
- Orange County Skills Development/JobLink Center
- Scholars' Latino Initiative
- St. Paul AME Church
- The Women's Center
- Triangle Red Cross
- UNC Frank Porter Graham Child Development Institute
- UNC School of Education
- UNC School of Medicine TEACCH Autism Program
- UNC School of Social Work Jordan Institute for Families
- University of North Carolina
- University United Methodist Church
- Volunteers for Youth, Inc.

## Jobs & Jobs Training

- Chapel Hill and Orange County Visitors Bureau
- Chapel Hill-Carrboro Chamber of Commerce
- Chapel Hill-Carrboro City Schools
- Community Empowerment Fund
- Durham Technical Community College
- Orange County Arts Commission
- Orange County Economic Development
- Orange County Literacy Council
- ReCYCLERy
- Town of Chapel Hill Downtown Economic Development Initiative
- Town of Chapel Hill Economic Development
- Town of Chapel Hill Patrols Division
- Town of Chapel Hill Planning Department
- Town of Chapel Hill Public Arts Commission
- UNC

## Transportation

- CHT's Paratransit (EZ Rider) Service
- Durham-Chapel Hill-Carrboro Metro. Planning Organization
- GoTriangle
- Orange County Planning and Inspections Department
- Orange County Schools Transportation Department
- Orange Public Transportation (OPT)
- Orange Unified Transportation Board
- Robertson Express Bus
- Town of Chapel Hill Active Living by Design Advisory Committee
- Town of Chapel Hill Bicycle and Pedestrian Advisory Board
- Town of Chapel Hill Downtown Partnership
- Town of Chapel Hill Parking
- Town of Chapel Hill Public Works
- Town of Chapel Hill Transit
- Triangle Area Rural Planning Organization (TARPO)
- Triangle Regional Transit Program
- Triangle Transit

## Food

- Carrboro Farmers' Market
- Chapel Hill-Carrboro Meals on Wheels
- Farmer Foodshare
- Food Bank of Central & Eastern North Carolina
- Inter-Faith Council for Social Service
- Orange Congregations in Mission
- Orange County Agricultural Preservation Board
- Orange County Department of Social Services
- PORCH
- TABLE, Inc.
- UNC Dining Services

## 5. Acknowledgements

The research team would like to thank the following individuals and groups, who assisted with this study:

- The Seymour Senior Center
- The Carrboro Century Center
- Dr. Maureen Berner, the School of Government
- Margaret Henderson, the School of Government
- Dr. Ricardo S. Morse, the School of Government
- Susan Austin, the School of Government
- Jackie Thompson, Town of Chapel Hill
- The Human Services Advisory Board, Town of Chapel Hill
- All of the individuals who participated in focus groups and interviews

Interviews with Community Organizations – Griffen Rice  
Attachment 3

<b>Organization</b>	<b>Services</b>	<b>Gaps reported</b>	<b>Connections</b>
<b>Non-Profits</b>			
IFC	Food pantry, Food delivery, support circles, emergency assistance, emergency shelter, community kitchen	Permanent supportive housing, Public Information about services available, transportation	OC DSS
Freedom House	1. Recovery Community for mentally ill and substance abuse 2. Walk-in Clinics 3. Case management 4. Halfway Houses 5. Employment Assistance		
CEF	Employment assistance, financial well-being,	In-house case management to community CM	
Cardinal	Rental Assistance	Accepting housing vouchers	Housing NP network
Porch			
Corey Root	Housing NP mapping	Outreach since Housing for a New Hope is leaving	
<b>Business</b>			
Balloons and Tunes	NA	Community outreach from police, public restroom availability	Business community
<b>Carrboro Staff</b>			
Annette Stone	Community and Economic Development	Outreach and alternatives for marginalized members of our community	Business Community
Chief Horton	Police	Public information, diversion program	Freedom House

Interviews with Community Organizations – Griffen Rice  
Attachment 3

<b>Orange County DSS</b>			
Micah Guindon, Accounting Supervisor/Human Services Management Analyst	FNS/SNAP	transportation	Mostly with other DSS services and food access NP such as IFC and Table
Annette Atwater, CPS Supervisor	CPS	mental health facilities- not enough for clients to access when the need arises, transportation services in the Northern part of the county, child advocacy center does not exist in this county, family homeless shelter for entire families not just for women and children, true battered women's shelter.,	Other DSS, Freedom House, IFC, utility companies, PD
Cathy Hill, Senior Income Maintenance Supervisor	Adult Medicaid Programs	Yes, many citizens would probably qualify for our Medicare Aide program that pays the Medicare B premium but the stigma of interacting with the "welfare office". Also some are overwhelmed by the verifications required and effort it takes to obtain the information.	
Elizabeth Phillips, Income Maintenance Supervisor	all public assistance programs (cash assistance, medical assistance, food & nutrition services, crisis intervention, refugee services		IFC, OCIM
Louise Moize, Intake Supervisor	Medicaid Food and Nutrition CIP/ LIEAP		

Suzanne Hitt	Adolescent Parenting Program Emergency Food and Shelter Program Emergency Solutions Grant--Rapid Re- Housing		
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#1



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 10, 2016 9:52:29 AM  
**Last Modified:** Wednesday, August 10, 2016 9:57:20 AM  
**Time Spent:** 00:04:51  
**IP Address:** 24.171.185.222

PAGE 1: Human Service Assessment

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

*Respondent skipped this question*

**Q2: What services do you provide? (OPTIONAL)**

*Respondent skipped this question*

**Q3: Have you applied for grants from Carrboro?**

yes

**Q4: What do you think are the key human service needs in Carrboro?**

mental health support  
youth recreation and connection  
support for family stress

**Q5: What do you think are the three most important human service needs facing the community?**

same

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

families are overwhelmed with demands both economic and social

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Town support of nonprofits is great - the agencies collaborate and are run by good folks

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I worry about unconnected individuals who are lonely, may have mental health issues, may be going through trauma such as divorce, having conflicts with neighbors and employers. If they don't have a social group or church, what do they do?

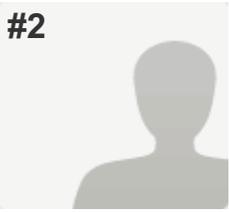
**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Nonprofit agencies don't get together much anymore. The Third Sector Alliance brings them together but maybe the Town could partner with the TSA to sponsor more communication in the sector

**Q10: Comments**

*Respondent skipped this question*

#2



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 10, 2016 9:54:41 AM  
**Last Modified:** Wednesday, August 10, 2016 10:10:11 AM  
**Time Spent:** 00:15:29  
**IP Address:** 98.26.16.30

PAGE 1: Human Service Assessment

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

*Respondent skipped this question*

**Q2: What services do you provide? (OPTIONAL)**

*Respondent skipped this question*

**Q3: Have you applied for grants from Carrboro?**

Yes.

**Q4: What do you think are the key human service needs in Carrboro?**

Affordable housing  
Transportation  
Jobs

**Q5: What do you think are the three most important human service needs facing the community?**

Affordable housing  
Transportation  
Jobs

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Poverty  
Challenges faced by undocumented residents

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Concerned and caring elected officials and staff  
Collaboration among nonprofits

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Limited government and nonprofit resources prevent people from getting the help they need.

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Figure out ways to bring more money into the community to address needs.

**Q10: Comments**

*Respondent skipped this question*

#3



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 10, 2016 10:00:45 AM  
**Last Modified:** Wednesday, August 10, 2016 10:10:11 AM  
**Time Spent:** 00:09:26  
**IP Address:** 152.23.3.150

**PAGE 1: Human Service Assessment**

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Orange County Food Council, board member, Molly De Marco (I'm happy to talk more about my answers)  
molly\_demarco@unc.edu

**Q2: What services do you provide? (OPTIONAL)**

We are not a direct service provider, we convene workgroups to address food security, farmland preservation, economic development.

**Q3: Have you applied for grants from Carrboro?**

Yes, 1, 2016 Outside Agency

**Q4: What do you think are the key human service needs in Carrboro?**

Affordable housing, living wage jobs, transit that connects lower income neighborhoods to jobs (particularly those with non-standard work hours), addressing equity in opportunities and resource allocation.

**Q5: What do you think are the three most important human service needs facing the community?**

*Respondent skipped this question*

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

systemic/institutional racism, people of color are invisible.

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

starting to think about how to address equity, strong living wage policy, staff and elected officials receiving racial equity training

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I'd like to see funding for social justice organizations...many organizations that receive funding are based on the charity model or a band-aid approach....how about also funding organizations that address root causes of the need for human services.

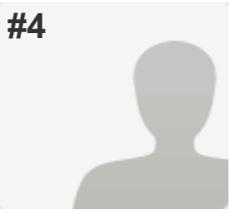
**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

certified kitchens for use by small food enterprises - maintain a list of those in Carrboro that exist, make connections between organizations with certified kitchens and small businesses needing that - such as caterers, food trucks, value-added processors.

**Q10: Comments**

Text on how you are defining 'Human Services' would be helpful here.

#4



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 10, 2016 10:18:19 AM  
**Last Modified:** Wednesday, August 10, 2016 10:36:59 AM  
**Time Spent:** 00:18:39  
**IP Address:** 96.10.76.21

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**PAGE 1: Human Service Assessment**

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**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Dan Sargent, Executive Director with Rebuilding Together of the Triangle

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**Q2: What services do you provide? (OPTIONAL)**

Home repairs for low-income homeowners

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**Q3: Have you applied for grants from Carrboro?**

Yes, both Human Services and Affordable Housing Fund

---

**Q4: What do you think are the key human service needs in Carrboro?**

I think housing availability and affordability are top of mind, and are the needs that we encounter most frequently in our efforts.

---

**Q5: What do you think are the three most important human service needs facing the community?**

Housing Affordability/Availability, Care and Support for Seniors, and probably hunger.

---

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Development strategy, town culture, and just the size of the town, with the pressure from Chapel Hill, drive a lot of these challenges. Those things also provide Carrboro with lots of wonderful things, but you can't take the good without the bad.

---

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

I think that Carrboro does a good job of listening to the needs of the community, and are committed to investing financially in meeting them. I think the community does a lot of things well, but the most important might be the ability and willingness to listen and adjust strategy as needs change.

---

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I don't see significant gaps in service, though my view is limited. I think the issues around housing would be more about program and service capacity, instead of thinking about it as a gap. The needs of the community are not a mystery, but it is difficult to wave a wand and meet them.

---

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

What if the Town hosted a networking event with the Chamber and some/all of the town's nonprofit partners to help make connections and see if there were opportunities to work together. I think the town should avoid the appearance they are picking winners in terms of trying to create partnerships directly, but facilitating the chance for the corporate community to learn more broadly about the work being done across the community could mobilize additional investment and interest from the private sector.

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**Q10: Comments**

Thanks for doing this!

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#5



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 10, 2016 11:59:26 AM  
**Last Modified:** Wednesday, August 10, 2016 12:08:36 PM  
**Time Spent:** 00:09:10  
**IP Address:** 74.243.131.165

**PAGE 1: Human Service Assessment**

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Sarah Black, Director, The Exchange Club's Family Center in Alamance County

**Q2: What services do you provide? (OPTIONAL)**

Child abuse prevention and treatment services. We do in-home visitation services and parenting classes in Orange County (and other counties).

**Q3: Have you applied for grants from Carrboro?**

Yes. Town of Carrboro

**Q4: What do you think are the key human service needs in Carrboro?**

Family Violence (including Child Abuse & Neglect and Domestic Violence), Substance Abuse, Basic Needs Issues (Homelessness, Poverty Issues, Food Disparity).

**Q5: What do you think are the three most important human service needs facing the community?**

See above

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Socioeconomic gaps (gap between rich and poor is getting larger less middle ground) and long term histories of trauma leading to many poor personal choices and lack of development. Generational issues of trauma and poverty.

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Town of Carrboro funding process is done well. Identified needs of community, town plans on addressing the needs. Communication is done well.

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Carrboro like many communities gets caught up in addressing basic needs from a triage model. More funding needs to be focused on prevention to address the complicated generational issues that cause the basic needs issues. For example feeding the same person over and over again rather than investing in programs that address the continual need for food (teaching, healing, rather than just giving).

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Teach and empower businesses on how they can help address these gaps. Help communicate to the community how to work together to build stronger, healthier families which in turn drives up economic factors.

**Q10: Comments**

*Respondent skipped this question*

#6



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Last Modified:** Thursday, August 11, 2016 9:36:25 AM  
**Time Spent:** 00:27:36  
**IP Address:** 96.10.236.6

PAGE 1: Human Service Assessment

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

*Respondent skipped this question*

**Q2: What services do you provide? (OPTIONAL)**

*Respondent skipped this question*

**Q3: Have you applied for grants from Carrboro?**

Yes.

**Q4: What do you think are the key human service needs in Carrboro?**

crisis/transitional/affordable housing, crisis-related services, long-term mental health services and parenting supports.

**Q5: What do you think are the three most important human service needs facing the community?**

same as #4

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

poverty, gender inequity, intimate partner and interpersonal violence/conflict, lack of parenting skills/mental health care to avoid traumatization of children who will then grow up to adults with avoidable challenges, racism, expense of raising young children (child care costs, etc.), etc.

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Thorough grant vetting process. Seems like a fair, thoughtful and transparent process. Variety of agencies funded.

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

There is a desperate need for crisis/transitional/affordable housing and short-term financial assistance for women and children who are fleeing domestic violence.

Need more low fee or subsidized quality child care.

Need more low fee or subsidized long-term mental health care.

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

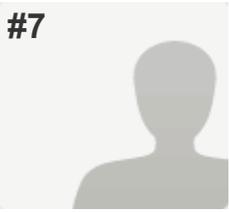
Additional human services funding.

Encouragement of businesses to donate to non-profits or provide financial sponsorships.

**Q10: Comments**

*Respondent skipped this question*

#7



**COMPLETE**

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**Last Modified:** Thursday, August 11, 2016 12:21:27 PM  
**Time Spent:** 00:09:15  
**IP Address:** 45.37.126.131

**PAGE 1: Human Service Assessment**

**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Stacey Yusko  
Executive Director  
Chapel Hill-Carrboro Meals on Wheels

**Q2: What services do you provide? (OPTIONAL)**

meals delivered to the home at lunch 5 days a week

**Q3: Have you applied for grants from Carrboro?**

yes

**Q4: What do you think are the key human service needs in Carrboro?**

access to food, affordable housing and job counseling

**Q5: What do you think are the three most important human service needs facing the community?**

same as above  
food, shelter, jobs

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Simple aging, adequate supplies of affordable housing, Economic environment, lack of education

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Carrboro does a good job of trying to meet as many needs as possible. I can't comment on specifics because I am not informed enough. I just know that I feel Carrboro has the interest of their citizens at heart

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I think it's hard to find affordable housing. And I think there aren't enough jobs

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

I don't think there's anything that there are issues that Carrboro isn't willing to address - I feel it's more a matter of adequate funding which just isn't possible. Trying to balance the tax burden vs social services is very tricky - All Carrboro can do is to keep having the human services hearings where nonprofits defend their grant requests and allow time for education of mission and determine how effectively the funds are being used.

**Q10: Comments**

*Respondent skipped this question*

#8



**COMPLETE**

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**Last Modified:** Thursday, August 11, 2016 3:11:36 PM  
**Time Spent:** 00:08:07  
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**PAGE 1: Human Service Assessment**

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**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Ashley Thomas, Founder and E.D., Bridge II Sports

**Q2: What services do you provide? (OPTIONAL)**

Adapted sports for individuals with physical disabilities to include youth, adults, and veterans

**Q3: Have you applied for grants from Carrboro?**

Yes

**Q4: What do you think are the key human service needs in Carrboro?**

Access to opportunities. There are many needs within communities. Having an opportunity to safe house, recreation, schools, etc., are most important. When individuals have opportunity, then, they have a way to change.

**Q5: What do you think are the three most important human service needs facing the community?**

Housing, Health, Employment

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Limited funds, knowledge, and need to collaborate in order to streamline opportunities.

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Genuinely caring leaders who are willing to hear and then try to solve the challenge.

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Staying healthy when mobility is effective can be difficult. Adapted equipment is expensive and takes up a lot of space to store. The effect have great consequence when that basic need of activity is not accessible with further heath issues being impacted.

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

I think Carrboro does a great job with communicating and being open to see. Connecting dots within the municipal system can be of great value.

**Q10: Comments**

I value the support we have received and the guidance we get when presenting our need at the County meetings. Thank you.

#9



**COMPLETE**

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**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

*Respondent skipped this question*

**Q2: What services do you provide? (OPTIONAL)**

*Respondent skipped this question*

**Q3: Have you applied for grants from Carrboro?**

Yes

**Q4: What do you think are the key human service needs in Carrboro?**

Services to low-income families with young children

**Q5: What do you think are the three most important human service needs facing the community?**

access to quality child care  
access to mental health services  
job training and education supports

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

support for infrastructure and capacity of non-profit service providers - declining funding and inflexible funding that will not support operational/overhead costs undermine ability to deliver services

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Town funding for non-profits - prioritization and commitment of the Town, the dedicated funding process

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

There is a good range/variety of services that address most sectors of the community and their needs. Gaps have to do with limited capacity/resources to serve the number who need or could benefit from services

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Revisit the most recent funding application process - it became more cumbersome and challenging; Additional funding put into that process would of course also help address gaps

**Q10: Comments**

*Respondent skipped this question*

#10



**COMPLETE**

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**Last Modified:** Tuesday, August 16, 2016 9:11:58 PM  
**Time Spent:** 00:18:18  
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**PAGE 1: Human Service Assessment**

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**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Chapel Hill - Carrboro Human Rights Center, Inc.  
Immigrant & Refugee Community Partnership

Kevin J. Noonan, Executive Director

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**Q2: What services do you provide? (OPTIONAL)**

HRC/IRCP's core programs are:

"Bridge Builders" which matches volunteers with individual families to help them overcome cultural barriers.

"Food for the Family" supports weekly food distributions which are run by recipient volunteers.

"Linc ESL" is a collaboration with UNC students to provide ESL training to people who are immigrants/refugees.

"Youth Empowerment/Education" provides opportunities for student dialogue about the challenges of cultural integration.

"Tech & Jobs Collaborative" provides access to digital literacy and equipment to assist with jobs and assimilation. Graduates of this program receive a refurbished computer.

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**Q3: Have you applied for grants from Carrboro?**

Yes

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**Q4: What do you think are the key human service needs in Carrboro?**

Additional support for people who arrived as immigrants and refugees.

---

**Q5: What do you think are the three most important human service needs facing the community?**

Affordable Housing  
Jobs with living wages  
Additional funding to the school system.

---

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

People find it increasingly difficult to afford housing in town. There are not enough jobs which pay living wages. Teachers are not adequately compensated.

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**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Carrboro seems to have progressive leadership which is sensitive to the needs of human services.

---

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Due to the absence of resettlement agencies (in town) the people who are resettled here do not have regular support.

This is the gap which we try to fill but we have no regular source of funding.

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**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Additional funding.

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**Q10: Comments**

We appreciate your willingness to look into these issues.

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#11



**COMPLETE**

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**Last Modified:** Wednesday, August 17, 2016 7:15:43 AM  
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**PAGE 1: Human Service Assessment**

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**Q1: What is your name, position, and Non-Profit? (OPTIONAL)**

Kevin Hicks  
Executive Director  
Triangle Bikeworks

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**Q2: What services do you provide? (OPTIONAL)**

Organized cycling opportunities for youth of color

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**Q3: Have you applied for grants from Carrboro?**

Yes, the 2016-2017 grant cycle

---

**Q4: What do you think are the key human service needs in Carrboro?**

A place for youth to gather, inter sectionally, in an open and welcoming environment.

---

**Q5: What do you think are the three most important human service needs facing the community?**

poverty, food insecurity, youth services

---

**Q6: What factors contribute to human service needs have you identified in Carrboro?**

Lack of spaces specifically for youth of all ages

---

**Q7: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Carrboro listens and attempts to meet the needs of its citizens.

---

**Q8: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Youth services are provided by Recs & Parks but that only goes so far. Youth don't have spaces unique to them. Other youth services are picked up by NGOs. Carrboro could invest in providing spaces for youth of all ages or at least assist the private sector/NGOs in doing so.

---

**Q9: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Because youth cross between Carrboro and Chapel Hill the two towns should form a partnership specifically for the effort of funding a space for youth.

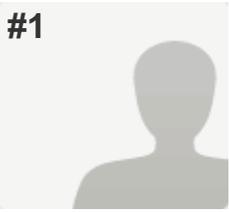
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**Q10: Comments**

Thanks for asking

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#1



**COMPLETE**

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**Last Modified:** Wednesday, August 10, 2016 9:56:36 AM  
**Time Spent:** 00:02:59  
**IP Address:** 24.211.133.87

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PAGE 1

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**Q1: What is your name and business? (OPTIONAL)**

Emily Kreutzer, Carrboro Plumbing

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**Q2: How long have you had a business in Carrboro?**

9 years

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**Q3: What do you think are the key human service needs in Carrboro?**

Local housing and employment

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**Q4: What do you think are the three most important human service needs facing the community?**

Food, access to health care and employment

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**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Affordable housing and employment opportunities in the area

---

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Small community with a big heart. Provides services of a larger community. Town does good job communicating with businesses and residents.

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**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Unknown

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**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Unknown

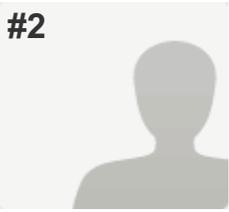
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**Q9: Comments**

*Respondent skipped this question*

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#2



**COMPLETE**

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**Last Modified:** Wednesday, August 10, 2016 11:53:36 AM  
**Time Spent:** 00:21:44  
**IP Address:** 71.52.248.183

PAGE 1

**Q1: What is your name and business? (OPTIONAL)**

Art Menius Consulting

**Q2: How long have you had a business in Carrboro?**

4 years sorta

**Q3: What do you think are the key human service needs in Carrboro?**

Ensuring that all residents have food to eat and a place to live

**Q4: What do you think are the three most important human service needs facing the community?**

housing  
food  
jobs

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

the hidden poverty in Carrboro and the lack of a safety net that is much larger than what we can provide

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Carrboro cares and we believe in diversity. We have town elected and paid leadership that is far more progressive than pretty much any place. IFC and Club Nova are great assets.

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

The root - other than the limits to what the town can afford - lie in language and cultural barriers. We have such diverse communities now that old communications methods no longer work. We can reach the smaller populations only from within, which requires a big investment in cultivation of people within each community.

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Make the HHS funding process much more simple and flexible. The current, awkward and time consuming process proves overwhelming for the smaller non-profits who do not have the capacity for the data collection and application writing that it demands. If nothing else, different processes for those with budgets under \$100K from those above. Consider leaving the tri-lateral process and have Carrboro be a stand alone.

**Q9: Comments**

*Respondent skipped this question*

#3



**COMPLETE**

**Collector:** Web Link 1 (Web Link)

**Started:** Wednesday, August 10, 2016 7:29:28 PM

**Last Modified:** Wednesday, August 10, 2016 7:43:48 PM

**Time Spent:** 00:14:20

**IP Address:** 174.109.119.179

PAGE 1

**Q1: What is your name and business? (OPTIONAL)**

*Respondent skipped this question*

**Q2: How long have you had a business in Carrboro?**

A few years

**Q3: What do you think are the key human service needs in Carrboro?**

Get people jobs so they can feed themselves and pay taxes.

**Q4: What do you think are the three most important human service needs facing the community?**

Jobs, teaching people to take responsibility for for their actions, teaching English to eliminate the permanent underclass.

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Lack of opportunity due to over regulation, complex and expensive business environment and disproportionate tax burden. Smoking too much marijuana!

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Love the bars and micro-brews.

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I'm not sure but I know it will involve spending more of my money that would otherwise go to hiring people!

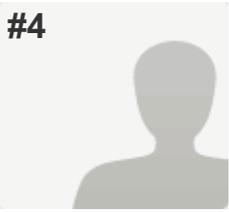
**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Not sure.

**Q9: Comments**

Carrboro is a nice place. Lots to do, different types of people. Just because people are different doesn't mean they are automatically safe to be around. Don't let behavior get out of hand or else people stop coming.

#4



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Last Modified:** Wednesday, August 10, 2016 8:35:09 PM  
**Time Spent:** 00:05:42  
**IP Address:** 74.215.22.71

PAGE 1

**Q1: What is your name and business? (OPTIONAL)**

Pat Garavaglia  
Balloons and Tunes

**Q2: How long have you had a business in Carrboro?**

35 years

**Q3: What do you think are the key human service needs in Carrboro?**

I see no unmet human services needs in Carrboro aside from affordable housing

**Q4: What do you think are the three most important human service needs facing the community?**

*Respondent skipped this question*

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Again, I see the biggest human services crisis is in getting affordable housing built in Chapel Hill/Carrboro

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

*Respondent skipped this question*

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

*Respondent skipped this question*

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

*Respondent skipped this question*

**Q9: Comments**

We are very lucky to have a first class Dept. of Social Services in Orange County. They really care about our citizens and even though they are located in Chapel Hill and Hillsborough, there are free buses that go right to the door of DSS off of Homestead Road.

#5



**COMPLETE**

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**Last Modified:** Thursday, August 11, 2016 8:52:33 AM  
**Time Spent:** 00:03:54  
**IP Address:** 208.85.168.101

PAGE 1

**Q1: What is your name and business? (OPTIONAL)**

Calibrate, Inc.

**Q2: How long have you had a business in Carrboro?**

7 years

**Q3: What do you think are the key human service needs in Carrboro?**

Affordable housing, healthcare, food

**Q4: What do you think are the three most important human service needs facing the community?**

Affordable housing, healthcare, food

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Poverty, education, high cost of housing, employment opportunities

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Support for Hispanic citizens

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Homeless and mentally ill. Not sure

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

*Respondent skipped this question*

**Q9: Comments**

*Respondent skipped this question*

#6



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
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**Last Modified:** Sunday, August 14, 2016 6:35:53 PM  
**Time Spent:** 00:15:43  
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PAGE 1

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**Q1: What is your name and business? (OPTIONAL)**

Pizzeria Mercato

**Q2: How long have you had a business in Carrboro?**

December 2015

**Q3: What do you think are the key human service needs in Carrboro?**

Shelter, resources and facilities for our homeless & dependency-challenged population; a population that will increase dramatically if the IFC kitchen is approved.

**Q4: What do you think are the three most important human service needs facing the community?**

See #3

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Lack of underwriting and a cohesive plan limit Town responses. A progressive and well-considered approach to generating services and amenities is currently not apparent.

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Lots and lots of sincere and heartfelt good intentions.

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

The Town should install 24/7 public restrooms on Town Hall property to accommodate the needs of the un-sheltered and indigent population.  
Subsidization and grant development needs to be encouraged and developed now, to create housing and shelter programs for those without those resources.

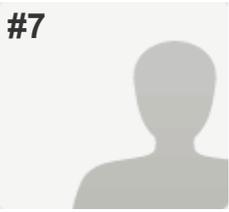
**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Develop a comprehensive plan and program to accommodate the needs of community kitchen patrons during the time frame (most of the day) when services will not be available for this subset of the kitchen patrons population at large.

**Q9: Comments**

*Respondent skipped this question*

#7



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, August 15, 2016 2:12:39 PM  
**Last Modified:** Monday, August 15, 2016 2:16:59 PM  
**Time Spent:** 00:04:19  
**IP Address:** 12.70.250.82

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**Q1: What is your name and business? (OPTIONAL)**

*Respondent skipped this question*

**Q2: How long have you had a business in Carrboro?**

24 years

**Q3: What do you think are the key human service needs in Carrboro?**

help for the working poor and food insecure

**Q4: What do you think are the three most important human service needs facing the community?**

affordable housing  
transportation  
access to food

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

very high cost of living, reduction in affordable apartments due to renovations into 'luxury' units with student housing in mind, our bus system, while free, isn't very efficient and it's challenging to utilize

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

We recognize the need for affordable housing.

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

*Respondent skipped this question*

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

*Respondent skipped this question*

**Q9: Comments**

*Respondent skipped this question*

#8



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Monday, August 15, 2016 4:07:19 PM  
**Last Modified:** Monday, August 15, 2016 4:17:16 PM  
**Time Spent:** 00:09:57  
**IP Address:** 99.173.134.62

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**Q1: What is your name and business? (OPTIONAL)**

Mike Komives  
Job and Career Search Advisoer

**Q2: How long have you had a business in Carrboro?**

10 years

**Q3: What do you think are the key human service needs in Carrboro?**

Assisting people who are unemployed, homeless, destitute, or lack training for jobs.

**Q4: What do you think are the three most important human service needs facing the community?**

Greater availability of services to assist people described in #3 above

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

- a) Carrboro is a growing community
- b) lack of public awareness of what agency services are available, and how to access them and/or how to guide people to find help

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Caring local officials, agencies -- police and fire department personnel are first rate. Town council has reputation for access. Volunteers -- IFC, local churches, Habitat for Humanity, and many, many others

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

I don't have specific information... who does, and how is this accessible to public

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Commercial building regulations need to be less restrictive and more collaborative.

**Q9: Comments**

Generally a good job is being done. Keep it up; make more information available on Carrboro Web site.

#9



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Tuesday, August 16, 2016 1:09:29 PM  
**Last Modified:** Tuesday, August 16, 2016 1:16:48 PM  
**Time Spent:** 00:07:19  
**IP Address:** 45.20.208.81

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**Q1: What is your name and business? (OPTIONAL)**

*Respondent skipped this question*

**Q2: How long have you had a business in Carrboro?**

16 years

**Q3: What do you think are the key human service needs in Carrboro?**

Mental health support, affordable housing, living wage

**Q4: What do you think are the three most important human service needs facing the community?**

Mental health support, affordable housing, living wage

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

Lack of funding, prioritizing

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

Have taken steps to meet needs, but more to be done

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Lack of funding and/or prioritization to the extent needed to fill the gap.

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Promote true sense of community, inclusive of EVERYONE, even those perceived as "problems"

**Q9: Comments**

*Respondent skipped this question*

#10



**COMPLETE**

**Collector:** Web Link 1 (Web Link)  
**Started:** Wednesday, August 17, 2016 4:49:31 PM  
**Last Modified:** Wednesday, August 17, 2016 5:03:42 PM  
**Time Spent:** 00:14:11  
**IP Address:** 24.211.141.3

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**Q1: What is your name and business? (OPTIONAL)**

Barbara Jessie-Black  
PTA Thrift Shop, Inc.

**Q2: How long have you had a business in Carrboro?**

Since 1978

**Q3: What do you think are the key human service needs in Carrboro?**

Workforce housing and community members who are unsheltered

**Q4: What do you think are the three most important human service needs facing the community?**

Workforce housing and community members who are unsheltered and without mental health support

**Q5: What factors contribute to human service needs have you identified in Carrboro?**

As it relates to housing: affordability for community members who work in the service industry, etc. As it relates to unsheltered community members and the lack of mental health support: not understanding the mental health implications of unsheltered community members and not having adequate support for them.

**Q6: With respect to meeting human service needs, what are Carrboro strengths? What is being well done?**

There are several nonprofits working on human services issues and doing it reasonably well. Club Nova has an excellent program, as do El Centro and IFC.

**Q7: What service gaps exist and why? Do you see a subset of citizens not receiving services because they don't exist or for other reasons? What can be done to fill these gaps in services?**

Community members who sleep at the shelter have no place to spend their time during the day, so are seen as 'loitering' the streets and panhandling. If there were a 'safe' place for members to spend time, store their belongings, there would be less 'loitering'. The 'rules' for 'behavior' would be similar to those at the shelter. If you treat people with respect and as community members and not outsiders or 'other' you get respect in return. Services aren't received because what I mentioned doesn't exist as well as the mindset of fear of the 'other.'

**Q8: What ways can the town of Carrboro assist businesses and Non-Profits to help close any service gaps?**

Creating some type of 'safe' zone for our community members who are seen as 'loitering' the streets during hours when they are unable to be in the shelter. Something as simple as allowing people to shower and get clean clothing would do much to change the perception of who is 'other.'

**Q9: Comments**

thanks for the survey. There are communities in the country (Phoenix, AZ) which have models of 'day centers' that might serve as a model for our community.