



Town of Carrboro

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

Meeting Agenda Town Council



Tuesday, April 13, 2021

7:00 PM

Remote Meeting - View Livestream or Cable TV

18

7:00-7:05

A. ROLL CALL

7:05-7:20

B. POETRY READING, RESOLUTIONS, PROCLAMATIONS, AND ACKNOWLEDGEMENTS

1. [21-106](#) Charges Issued to Recently Appointed Advisory Board Members

7:20-7:30

C. ANNOUNCEMENT OF UPCOMING MEETINGS

7:30-7:40

D. REQUESTS FROM VISITORS AND SPEAKERS FROM THE FLOOR

Comments are limited to three minutes per speaker.

7:40-7:50

E. CONSENT AGENDA

1. [21-105](#) Approval of Minutes from the March 31, 2021 Meeting
2. [21-104](#) Approval of a one-time Pandemic Response Payment to Essential Town of Carrboro Employees.
PURPOSE: The purpose of this item is to provide supplemental pay to essential employees of the Town who have maintained continuity of operations and service delivery to citizens during the COVID-19 pandemic.
Attachments: [Attachment A - Resolution for Payment to Essential Employees](#)
3. [21-111](#) Approval of Compliance Documents Required by the NC Department of Commerce as Part of Carrboro's Community

Development Block Grant - Coronavirus (CDBG-CV) Award.

PURPOSE: To approve four plans required by the NC Department of Commerce as part of Carrboro's Community Development Block Grant - Coronavirus (CDBG-CV) award.

Attachments: [Attachment 1 - Carrboro CDBG-CV Fair Housing Plan](#)
[Attachment 2 - Carrboro CDBG-CV Language Access Plan](#)
[Attachment 3 - Carrboro CDBG-CV Section 3 Plan](#)
[Attachment 4 - Carrboro CDBG-CV Equal Employment and Procurement Plan](#)

F. OTHER MATTERS

7:50-8:45

1. [21-108](#) Presentation from Orange County Home Preservation Coalition

PURPOSE: The purpose of this item is for the Town Council to receive a presentation from the Orange County Home Preservation Coalition (OCHPC).

Attachments: [Attachment A OCHPC Presentation](#)
[Attachment B Program Report](#)

8:45-9:15

2. [21-109](#) Annual Update from Orange County Partnership to End Homelessness

PURPOSE: The purpose of this item is for the Town Council to receive the 2020 Annual Report from Orange County Partnership to End Homelessness (OCPEH).

Attachments: [Attachment A OCPEH 2020 Annual Report](#)

9:15-9:25

3. [21-110](#) Review and Acceptance of the 2021 Annual Report on the Schools Adequate Public Facilities Ordinance (SAPFO) from the Technical Advisory Committee

PURPOSE: The Orange County Board of County Commissioners has referred the 2021 draft report for review. The Board of Commissioners has requested comments from partner local governments this month. A resolution that accepts the report has been attached.

Attachments: [A - Resolution](#)
[Attachment B - Transmittal from Chair Renee Price](#)
[C - Draft 2021 SAPFOTAC Report](#)
[D - LUO Sec 15-88-15-88.7 and MOU](#)

9:25-9:45

4. [21-112](#) Town Council Discussion of Possible Amendments to the Town of Carrboro Advisory Board Recruitment and Appointment Policy
- PURPOSE:** The purpose of this item is to allow the Town Council to discuss requested changes by Council Member Slade policy as it relates to recruitment and appointments to advisory boards.

Attachments: [Attachment A -Council Member Slade's Draft Amendments](#)
[Attachment B - Council Member Slade's Email](#)

G. MATTERS BY COUNCIL MEMBERS

- H. CLOSED SESSION 143-318.11(A)(3) To consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged. General policy matters may not be discussed in a closed session and nothing herein shall be construed to permit a public body to close a meeting that otherwise would be open merely because an attorney employed or retained by the public body is a participant. The public body may consider and give instructions to an attorney concerning the handling or settlement of a claim, judicial action, mediation, arbitration, or administrative procedure. If the public body has approved or considered a settlement, other than a malpractice settlement by or on behalf of a hospital, in closed session, the terms of that settlement shall be reported to the public body and entered into its minutes as soon as possible within a reasonable time after the settlement is concluded.**



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Agenda Item Abstract

File Number:21-106

Agenda Date: 4/13/2021

File Type:Agendas

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Version: 1

Charges Issued to Recently Appointed Advisory Board Members



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Approval of Minutes from the March 31, 2021 Meeting



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TITLE:

Approval of a one-time Pandemic Response Payment to Essential Town of Carrboro Employees.

PURPOSE: The purpose of this item is to provide supplemental pay to essential employees of the Town who have maintained continuity of operations and service delivery to citizens during the COVID-19 pandemic.

DEPARTMENT: Human Resources, Finance

CONTACT INFORMATION: Julie Eckenrode, jeckenrode@townofcarrboro.org
<<mailto:jeckenrode@townofcarrboro.org>>

Arche McAdoo, amcadoo@townofcarrboro.org <<mailto:amcadoo@townofcarrboro.org>>

INFORMATION: On March 10, 2020, Governor Cooper, by Executive Order 116, declared a state of emergency to prevent the spread of COVID-19. On March 27, 2020, Executive Order 121 imposed a statewide Stay at Home Order, which directed people to stay at home except to visit essential businesses, exercise outdoors or help family members. The Order also banned gatherings of more than 10 people and directed everyone to physically stay at least 6 feet apart from others.

More Executive Orders followed in connection with the pandemic, which dramatically impacted the manner in which Town services could be provided and the modified work practices and schedules necessary for Town employees to continue delivery of critical public services.

During this time, the employees of the Town have demonstrated creativity, flexibility, resilience, and perseverance in the face of uncertainty to maintain essential critical components of all the Town's infrastructure segments.

The FY2020-21 Adopted Budget included a variety of austerity measures to preserve the Town's financial health. One of these measures was the elimination of across the board pay adjustments for all employees.

Under the American Rescue Plan Act signed into law on March 11, 2021, the Town of Carrboro is estimated to receive \$6.2 million. These funds may be used for a number of purposes, including the provision of premium pay for "essential" workers needed to "maintain continuity of operations of essential critical infrastructure sectors" and additional sectors designated as critical to protecting the health and well-being of Town residents.

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Given that all Town employees have been determined to be essential employees necessary to maintain continuity of operations and protect the health and well-being of Town residents, it is recommended that the Town provide a one-time Pandemic Response Payment to essential employees. "General" permanent employees will receive \$900 and certain classes of employees will receive additional hazard pay on top of this amount for a total payment of \$1600. These classes include sworn police and fire department employees, building inspectors and members of the IT department who have continued to have constant interaction with the public and/or faced other hazards related to the pandemic. Permanent employees who were actively on payroll during as of April 1, 2020 will receive the full payment amount. Employees hired during the time of May 1, 2020 through April 15, 2021 and active part-time permanent employees will receive a pro-rated payment. The payment would occur in April or May 2021.

The Pandemic Response Payments will be funded by the Town's American Rescue Plan funding.

FISCAL & STAFF IMPACT: Human Resources and the Finance Department estimate that the Pandemic Response Payments will total \$224,795 including appropriate payroll taxes and retirement contributions.

RECOMMENDATION: It is recommended that the Town Council adopt the attached Resolution and budget amendment authorizing a one-time Pandemic Response Payment to essential employees.

RESOLUTION TO AWARD ONE-TIME PANDEMIC RESPONSE PAYMENT TO
TOWN OF CARRBORO ESSENTIAL EMPLOYEES

WHEREAS, on March 10, 2020, Governor Cooper, by Executive Order 116, declared a state of emergency to prevent the spread of COVID-19; and,

WHEREAS, on March 27, 2020, Executive Order 121 imposed a statewide Stay at Home Order, directing people to stay at home except to visit essential businesses, exercise outdoors or help family members; banned gatherings of more than 10 people; and directed everyone to physically stay at least 6 feet apart from others; and,

WHEREAS, the pandemic dramatically impacted the manner in which Town services could be provided and required modified work practices and schedules for Town employees to continue delivery of critical public services; and,

WHEREAS, Town Employees have demonstrated creativity, flexibility, resilience, and perseverance in the face of uncertainty to maintain essential critical components of all the Town's infrastructure segments; and, to protect the health and well-being of Town residents; and,

WHEREAS, the American Rescue Plan Act signed into law on March 11, 2021, will provide an estimated \$6.2 million to the Town of Carrboro for a number of purposes, including premium pay for "essential" workers needed to "maintain continuity of operations of essential critical infrastructure sectors" and protect the health and well-being of Town residents.

WHEREAS, all Town employees have been determined to be essential employees necessary to maintain continuity of Town operations and protect the health and well-being of Town residents; and

WHEREAS, the Town Council deems it fitting and proper to provide a one-time Pandemic Response Payment to essential employees.

NOW THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF CARRBORO THAT:

1. "General" permanent employees will be provided a one-time payment of \$900.
2. The following employee classes will be provided additional hazard pay for a total one-time payment of \$1,600: sworn police and fire department employees, building inspectors, and members of the IT department.
3. Permanent employees who were actively on payroll during as of April 1, 2020 will be provided the full payment amount in section 1 and 2 above.
4. Employees hired during the time of May 1, 2020 through April 15, 2021 and active part-time permanent employees will receive a pro-rated one-time payment.
5. Payment of the one-time Pandemic Response Payment to essential employees. Is expected to occur the last payroll in April 2021.

BE IT FURTHER RESOLVED BY THE TOWN COUNCIL OF CARRBORO THAT:

1. The FY 2020-21 Adopted Budget is amended by appropriating from the unassigned fund balance the amount of \$224,795 for transfer to the General Fund to cover the cost of these one-time Pandemic Response Payments and associated benefits to essential employees.
2. Funds from the American Rescue Plan Act are expected to replenish the Town's fund balance used to pay one-time Pandemic Response Payments to essential employees of the Town.
3. The Town Manager is authorized to implement and carryout all provisions of this resolution without further Council Action.

This Resolution is effective upon adoption by the Carrboro Town Council.

A copy of this resolution shall be forwarded to the Finance Officer within 3 days.



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Version: 1

TITLE:

Approval of Compliance Documents Required by the NC Department of Commerce as Part of Carrboro's Community Development Block Grant - Coronavirus (CDBG-CV) Award.

PURPOSE: To approve four plans required by the NC Department of Commerce as part of Carrboro's Community Development Block Grant - Coronavirus (CDBG-CV) award.

DEPARTMENT: Housing and Community Services

CONTACT INFORMATION: Rebecca Buzzard, Director, rbuzzard@townofcarrboro.org
<<mailto:rbuzzard@townofcarrboro.org>>

INFORMATION: On August 25, 2020, Governor Roy Cooper announced the availability of \$28 million from federal Community Development Block Grant - Coronavirus (CDBG-CV) funding to be disbursed to support rental and utility payments and prevent evictions for those with a demonstrated need.

The Town of Carrboro applied for and was awarded CDBG-CV funds to be used with the Orange County's existing Emergency Housing Assistance (EHA) program for Carrboro residents. The program prevents evictions and homelessness by providing financial assistance to help residents with low incomes secure and maintain stable housing. EHA assistance is available to households in Orange County that earn no more than 60% of the area median income, have an urgent need for housing assistance, and lack resources to cover the cost of their housing need.

As part of the CDBG-CV grant compliance requirements, the Town must adopt the following plans that will apply to activities using CDBG-CV funds, and use the templates provided by the NC Department of Commerce:

- Fair Housing Plan (Attachment 1)
- Language Access Plan (Attachment 2)
- Section 3 Plan (Attachment 3)
- Equal Employment and Procurement Plan (Attachment 4)

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The Town has contracted with Orange County to administer the grant and therefore these documents must be in line with the County's adopted plans and procedures. In order to adopt these plans, the Town Council must authorize the Mayor to sign the Fair Housing Plan, Language Access Plan, Section 3 Plan, and Equal Employment and Procurement Plan.

FISCAL & STAFF IMPACT: Approval of these plans is required in order to maintain Carrboro's \$900,000 CDBG-CV grant. There is no staff impact.

RECOMMENDATION: Staff recommends that the Town Council approve and authorize the Mayor to sign the Fair Housing Plan, Language Access Plan, Section 3 Plan, and Equal Employment and Procurement Plan for activities funded with Carrboro's CDBG-CV award.

Recipient's Plan to Further Fair Housing

Grantee: Town of Carrboro

Grant No: 20-V-3525

Recipient's Address: 301 West Main Street
Carrboro, NC 27510

Contact Person: Rebecca Buzzard

Contact Phone #: 919-918-7438

Contact Email: rbuzzard@townofcarrboro.org

TDD #: 800-826-7653

I. Indicate if the Recipient will be affirmatively furthering fair housing for the first time or has implemented specific activities in the past.

First Time X

Past Activities

II. Identify and analyze obstacles to affirmatively furthering fair housing in recipient's community. (Use additional pages as necessary)

In 2020, Orange County worked with the Center for Urban and Regional Studies at the University of North Carolina Chapel Hill to conduct an Analysis of Impediments to Fair Housing Choice (AI). The AI includes an analysis of Orange County laws, regulations, and administrative policies, procedures, and practices that affect the location, availability, and accessibility of housing throughout the County, which includes the Town of Carrboro. The AI also includes an assessment of conditions, both public and private, that affect fair housing choice.

The AI identified the following impediments to fair housing, which apply to Carrboro:

- **A lack of affordable housing has resulted in severe rent burdens among many renters, especially those with low and moderate incomes.** A majority of renters in the county are rent burdened—spending over 30% of household income toward rent and utilities; this figure exceeds 85% for households earning below \$35,000 and is still over half for households earning \$35,000–\$49,999. Meanwhile, over 80% of households earning under \$20,000 are severely rent burdened (meaning they pay over half their income toward rent and utilities), as are nearly 40% of households earning \$20,000–\$34,999.
- **African Americans and Hispanics face difficulties receiving conventional mortgage loans.** The denial rate for first-lien, conventional mortgages for African Americans is consistently over four times that of Whites, and the denial rate for Hispanics is between two and four times that of Whites as well. The most common reasons for denial, as noted in the HMDA data, are credit history for African Americans (33% of all denial reasons) and debt-to-income ratio for Hispanics (49% of all denial reasons).

- **Based on the number of fair housing complaints filed, disabled persons face difficulties accessing fair housing.** Nearly half of all fair housing complaints filed in the 2010–2018 period were filed due to discrimination based on disability. Given that the county’s population with a disability is approximately 12,500, and that over a quarter of the elderly are also disabled, this is a significant barrier to fair housing.
- **Zoning throughout Orange County largely restricts the development of denser, more affordable housing.** Only a handful of areas in Orange County are zoned for moderately dense residential development (over four lots or units per acre), and resident opposition can complicate or inhibit the development of denser housing in those areas. Given the high cost of land in service-rich neighborhoods of Carrboro and Chapel Hill, low-density zoning can prevent the construction of affordable housing.

Based on the impediments above, the AI makes the following recommendations. :

- Seek more funds for subsidized housing. Low- and moderate-income households are disproportionately rent-burdened, and recently, rents have increased faster than wages.
- Educate landlords, property managers, and other housing providers about fair housing law and reasonable accommodation, especially as they pertain to persons with disabilities.
- Offer educational courses on mortgage lending and building credit scores that are geared toward African American and Hispanic borrowers.
- Encourage cooperation and coordination between the affordable housing advisory boards in the county.
- Explore funding options for a best-practices Rapid Rehousing program to serve homeless individuals and families in Orange County.
- Identify ways to protect residents of mobile home parks who may be under threat of displacement.
- Consider areas to strategically up-zone to promote the development of affordable housing.

III. Will the above activities apply to the total municipality or county?

Yes X No If no, provide an explanation.

IV. Briefly describe the quarterly activities that the recipient will undertake over the active period of the grant to affirmatively further fair housing in their community. A time schedule and estimated cost for implementation of these activities must be included. *Activities must be scheduled for implementation at least on a quarterly basis.*

Grantee Name: Town of Carrboro – All activities being undertaken by the County include implementation within the Town limits.

Quarterly Fair Housing Activity	Months	Year	Estimated Cost	Actual Cost
Seek more funds for subsidized housing. Orange County Housing and Community Development Department, and its partners in the Towns of Carrboro, Chapel Hill, and Hillsborough are constantly seeking funding opportunities for affordable housing in the community, and will continue to do so ongoing throughout the CDBG-CV grant period. Examples of recent funding secured for affordable housing – in addition to this CDBG-CV grant – include Coronavirus Relief Funds (CRF) allocated to the County and Town of Carrboro, CRF funds from the NC Department of Health and Human Services, and Emergency Solutions Grant (ESG) funds from the NC Department of Health and Human Services.	Jan-Mar	2021	\$0	
	Apr-Jun	2021	\$0	
	Jul-Sep	2021	\$0	
	Oct-Dec	2021	\$0	
	Jan-Mar	2022	\$0	
	Apr-Jun	2022	\$0	
	Jul-Sep	2022	\$0	
	Oct-Dec	2022	\$0	
	Jan-Mar	2023	\$0	
	Apr-Jun	2023	\$0	
Explore funding options for a best-practices Rapid Rehousing program to serve homeless individuals and families in Orange County. Orange County Housing and Community Development Department and the Orange County Partnership to End Homelessness set up and funded a best-practice Rapid Rehousing program in 2020, using ESG funds, ESG – Coronavirus (ESG-CV) funds, and HOME Investment Partnerships Program (HOME) funds. They estimate that at full capacity – with two full-time case managers with full caseloads – the annual budget requirement will be \$432,000.	Jan-Mar	2021	\$108,000	
	Apr-Jun	2021	\$108,000	
	Jul-Sep	2021	\$108,000	
	Oct-Dec	2021	\$108,000	
	Jan-Mar	2022	\$108,000	
	Apr-Jun	2022	\$108,000	
	Jul-Sep	2022	\$108,000	

	Oct-Dec	2022	\$108,000	
	Jan-Mar	2023	\$108,000	
	Apr-Jun	2023	\$108,000	
<p>Identify ways to protect residents of mobile home parks who may be under threat of displacement.</p> <p>Orange County Housing and Community Development Department is working with the Towns of Chapel Hill, Carrboro, and Hillsborough to align mobile home park displacement prevention and relocation strategies.</p> <p>The County currently has funds for mobile home park infrastructure upgrades (about \$1 million) and a small amount of funds for mobile home replacement and relocation when a resident faces displacement. The County and the Towns plan to create a joint plan to ensure how a rapid response when opportunities to prevent displacement of mobile home park residents and/or assist with relocation arise, and propose broadening the allowable uses of existing funds to provide the flexibility needed to respond to mobile home needs as they arise.</p> <p>Once the joint plan is developed, we estimate an annual budget of at least \$500,000 will help fund expenses related to park upgrades, relocation, etc.</p>	Jan-Mar	2021	\$125,000	
	Apr-Jun	2021	\$125,000	
	Jul-Sep	2021	\$125,000	
	Oct-Dec	2021	\$125,000	
	Jan-Mar	2022	\$125,000	
	Apr-Jun	2022	\$125,000	
	Jul-Sep	2022	\$125,000	
	Oct-Dec	2022	\$125,000	
	Jan-Mar	2023	\$125,000	
	Apr-Jun	2023	\$125,000	

V. Describe recipient’s method of receiving and resolving housing discrimination complaints. This may be either a procedure currently being implemented or one to be implemented under this CDBG grant. Include a description of how the recipient informs the public about the complaint procedures.

All Carrboro residents are directed to the Orange County Department of Human Rights and Relations, which follows the Orange County Civil Rights Ordinance:

<http://orangecountync.gov/DocumentCenter/View/2673/Orange-County-Civil-Rights-Ordinance-PDF>

- a) Any person or persons wishing to file a complaint of housing discrimination in Orange County may do so by submitting the complaint to the Orange County Human Relations Commission.
- b) Complaints shall be in writing, signed and verified by the Complainant. Complaints shall state the facts upon which the allegation of an unlawful discriminatory practice is based and shall contain such other information and be in such form as the Commission requires.
- c) Commission staff shall assist Complainants, if necessary, in reducing Complaints to writing and shall assist in setting forth the information in the Complaint as may be required by the Commission.
 - 1) The Complaint must be filed with the Commission no later than one (1) year from the date of the occurrence, or cessation of the alleged unlawful practice.
- d) The Commission staff shall serve upon the Respondent and Complainant, in accordance with the North Carolina Rules of Civil Procedure, a copy of the Complaint and a notice advising the Respondent and Complainant of his or her procedural rights and obligations under this Ordinance within ten (10) days after the Complaint is filed with the Commission.
- e) A Respondent may file an answer to the Complaint within ten (10) days after receiving a copy of the Complaint. Answers shall be signed and verified by the Respondent and shall be filed with the Commission.
- f) With leave of the Commission staff, which leave shall be granted whenever it would be reasonable and fair to do so, Complaints and Answers may be amended at any time. Amendments shall be reduced to writing, signed, verified, and filed with the Commission. Amendments shall relate back to the date the original Complaint or Answer was filed.
- g) The Commission staff shall, within thirty (30) days after the filing of a Complaint, commence an investigation into the allegations contained in the Complaint.

- h) In conducting an investigation, the Commission staff shall have access at all reasonable times to premises, records, documents, individuals, and other evidence or possible sources of evidence to ascertain the factual basis of the allegations contained in the Complaint. Further, the Commission staff may examine, record, and copy such materials and take and record the testimony or statements of such persons as reasonably necessary for the furtherance of the investigation.
- i) In conducting an investigation, the Commission staff may, in accordance with the North Carolina Rules of Civil Procedure:
 - 1) issue subpoenas compelling access to or production of documents, materials, or other evidence;
 - 2) issue subpoenas compelling witnesses, including any party, to appear and give testimony before the Commission staff;
 - 3) issue subpoenas compelling witnesses, including any party, to appear and give testimony at a deposition;
 - 4) take depositions of witnesses, including any party; and
 - 5) issue interrogatories to a Respondent.
- j) Upon written application to the Commission staff, a Respondent shall be entitled to the issuance of interrogatories directed to the Complainant, to the issuance of a reasonable number of subpoenas for the taking of depositions, and to the issuance of a reasonable number of subpoenas for the production of evidence.
- k) In the case of refusal to obey a subpoena, answer an interrogatory, answer a question propounded in a deposition, or answer a question propounded during an interview conducted by the Commission staff pursuant to this section, the Commission staff or the Respondent may make a motion in the Superior Court to compel a person to obey the subpoena, answer the interrogatory, or answer the question. The North Carolina Rules of Civil Procedure shall apply to the making of such motions. If a person fails to obey an order issued pursuant to this subsection, the court may apply any or all of the sanctions available in Rule 37 of the North Carolina Rules of Civil Procedure.
- l) Whenever the Commission staff concludes on the basis of a preliminary investigation of a Complaint that prompt judicial action is necessary to carry out the purposes of this Ordinance, the Commission may commence a civil action in the Superior Court for injunctive relief pending final disposition of the Complaint. Any injunctive relief shall be ordered in accordance with Rule 65 of the North Carolina Rules of Civil Procedure. The commencement of a civil action to obtain injunctive relief shall not affect the continuation of the Commission staff's investigation or the initiation of a separate civil action provided for in this Ordinance.
- m) Complaints may be resolved at any time by informal conference, conciliation, or persuasion. Nothing said or done in the course of such informal procedure may be

made public by the Commission or used as evidence in any subsequent proceeding without the written consent of the person concerned. However, all resolutions of complaints shall be reduced to writing, shall be signed by the Complainant, the Respondent, and by the Commission staff and shall be enforceable as a binding contract by the Commission pursuant to the applicable provisions of North Carolina law, statutory and common.

Approved By:

Name and Title of Chief Elected or Executive Officer	Signature	Date
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Providing Meaningful Communication with Persons with Limited English Proficiency

*Town of Carrboro
Grant No.: 20-V-3525
NC CDBG-CV Program
January 2021 – June 2023*

The purpose of this Policy is to ensure compliance with Title VI of the Civil Rights Act of 1964, and other applicable federal and state laws and their implementing regulations with respect to persons with limited English proficiency (LEP). Title VI of the Civil Rights Act of 1964 prohibits discrimination based on the ground of race, color or national origin by any entity receiving federal financial assistance. Administrative methods or procedures, which have the effect of subjecting individuals to discrimination or defeating the objectives of these regulations, are prohibited.

POLICY:

In order to avoid discrimination on the grounds of national origin, all programs or activities administered by Orange County for the Town of Carrboro will take reasonable steps to ensure that persons with Limited English Proficiency (LEP) have meaningful access and an equal opportunity to participate in benefits and services for which such persons qualify. This Policy defines the responsibilities the agency has to ensure LEP individuals can communicate effectively.

The language below is from the Orange County Language Access Policy, approved by the Orange County Board of Commissioners on June 16, 2020. Orange County has been selected as grant administrator for the Town of Carrboro; therefore the additional steps apply:

<https://www.orangecountync.gov/DocumentCenter/View/11565/>

I. Policy Statement

It is the policy of Orange County to provide timely meaningful access for Limited English Proficiency (“LEP”) persons to all Orange County government services, programs and activities. All language assistance services are free to all LEP individuals who requests language assistance services.

II. Purpose and Authority

The purpose of this policy is to establish effective guidelines, consistent with Title VI of the Civil Rights Act of 1964 and Executive Order 13166, for Orange County employees to follow when providing services to, or interacting with, individuals who have limited English proficiency (“LEP”). Following this Policy is essential to the success of our mission to provide meaningful access to the LEP community to all Orange County services, programs and activities.

III. Staff Compliance

Orange County personnel shall provide free language assistance services to LEP individuals whom they encounter or whenever an LEP person requests language assistance services. Each County Department Director is responsible to ensure their respective departments have a Language Access Plan, LEP persons have access to the services their department provides, and to ensuring department staff receives training on providing language access services to the LEP community.

IV. Definitions

- A. Bi-lingual staff – A staff person employed by Orange County who has demonstrated proficiency in English and reading, writing, speaking, or understanding at least one other language as authorized by his or her department.
- B. Interpretation – The act of listening to a communication in one language (source language) and orally converting it to another language (target language) while retaining the same meaning. C.
- C. Language Assistance Services – Oral and written language services needed to assist LEP individuals to communicate effectively with staff, and to provide LEP individuals with meaningful access to, and an equal opportunity to participate fully in, the services, activities, or other programs administered by the Department.
- D. Limited English Proficient (LEP) Individuals – Individuals who do not speak English as their primary language and who have a limited ability to read, write, speak, or understand English. LEP individuals may be competent in English for certain types of communication (e.g., speaking or understanding), but still be LEP for other purposes (e.g., reading or writing).
- E. Meaningful Access – Language assistance that results in accurate, timely, and effective communication at no cost to the LEP individual.
- F. Primary Language – An individual's primary language is the language in which an individual most effectively communicates.
- G. Program or Activity – The term "program or activity" and the term "program" mean all of the operations of the Department.
- H. Qualified Translator or Interpreter – An in-house or contracted translator or interpreter who has demonstrated his or her competence to interpret or translate through testing by the Department of Human Rights and Relations, Certification by a qualified entity, or is authorized to do so by contract with the Department and if a County employee approved by his or her department.
- I. Sight Translation – Oral rendering of written text into spoken language by an interpreter without change in meaning based on a visual review of the original text or document.
- J. Translation – The replacement of written text from one language (source language) into an equivalent written text in another language (target language).
- K. Vital Document – Paper or electronic written material that contains information that is critical for accessing a component's program or activities, or is required by law.

V. Language Assistance Measures

Ensuring the quality and accuracy of language assistance services provided by each Department is critical to providing LEP individuals with meaningful access to department programs and activities.

- A. Identification of LEP Communities. Orange County shall assess the number or proportion of LEP persons from each language group in The County to determine appropriate language assistance services. The analysis shall include persons in Orange County with whom your departments comes into contact while carrying out service functions. The assessment shall include all communities who are eligible for services or are likely directly affected by programs or activities. Departments may determine the linguistic characteristics of an LEP population in their Orange County service area by reviewing available data from federal,

state, and local government agencies, community, and faith based organizations. A department should also identifying and tracking the primary language of LEP individuals that seek and receive programs and services. By regularly collecting and updating this data, departments will be able to accurately identify and efficiently address the changing needs of their LEP communities.

- B. Quality of Language Access Services. The Department of Human Rights and Relations is delegated with the authority to ensure that the County will take reasonable steps to ensure that all staff or contracted personnel who serve as translators, interpreters or who communicate “in-language” with LEP persons are competent to do so. Considerations of competency in light of particular tasks may include:
1. Demonstrated proficiency in and ability to communicate information accurately in both English and the other language;
 2. Identifying and employing the appropriate mode of interpreting (e.g., consecutive, simultaneous, or sight translation), translating, or communicating fluently in the target language;
 3. Knowledge in both languages of any specialized terms or concepts particular to the component’s program or activity and of any particularized vocabulary used by the LEP person;
 4. Understanding and following confidentiality, impartiality, and ethical rules to the same extent as Department staff;
 5. Understanding and adhering to their role as interpreters, translators, or bi-lingual staff. Department liaisons shall also take reasonable steps to ensure that when translating text, all staff or contracted personnel who serve as translators are briefed by department staff on the context and intended audience.
 6. Absent exigent circumstances, Departments shall avoid using family members (including children), neighbors, friends, acquaintances, and bystanders to provide language assistance services. Departments shall also avoid using individual opposing parties, adverse witnesses, or victims to a dispute as interpreters. Using family, friends, bystanders, or parties to a dispute to interpret could result in a breach of confidentiality, a conflict of interest, or inadequate interpretation.
- C. Types of Language Assistance Services. There are two primary types of language assistance services: oral and written.
1. Interpretation Services. Oral language assistance service may come in the form of “in-language” communication (a qualified bi-lingual staff member communicating directly in an LEP person’s language) or interpreting. An interpreter renders a message spoken in one language into one or more other languages. Interpretation can take place in-person, through a telephonic interpreter, or via internet or video interpreting. Departments shall ensure the Department of Human Rights and Relations has designated interpreters as “qualified” prior to engaging them for services.
 2. Translation of Vital Documents. Departments should proactively translate vital written documents into the frequently encountered languages of LEP groups served or likely to be affected by the benefit, program or service in Orange County. When Department staff have reason to believe that an individual is LEP, the department must respond to that LEP individual in a language he or she understands. For example, a letter sent to a specific

LEP person should be translated into the appropriate language for that individual to ensure effective communication. Departments should also have a language access plans in place for handling written communication with LEP individuals in less frequently encountered languages.

- a. Departments shall prioritize translation of vital documents. Classification of a document as “vital” depends upon the importance of the program, information, encounter, or service involved, and the consequence to the LEP person if the information in question is not provided accurately or in a timely manner. The determination of what documents are considered “vital” is left to the discretion of individual department, which are in the best position to evaluate their circumstances and services within their language access planning materials.
- b. Types of vital documents – There are two types of Vital Documents, those meant for the general public or a broad audience, and those that are specific communications regarding a case or matter between an individual and the Department. Each department should exercise its discretion in creating a process for identifying and prioritizing vital documents or texts to translate. Departments should ensure all translations are completed by translators who are designated as “qualified” by the Department of Human Rights and Relations.
- c. Documents that may be considered “vital” may include, but are not limited to, certain:
 - i. Administrative complaints, release, or waiver forms;
 - ii. Claim or application forms;
 - iii. Public outreach or educational materials (including web-based material);
 - iv. Letters or notices pertaining to policies changes or updates;
 - v. Written notices of rights, denial, loss, or decreases in benefits or services, or hearings;
 - vi. Forms or written material related to individual rights;
 - vii. Notices of community meetings or other community outreach;
 - viii. Notices regarding the availability of language assistance services provided by the component at no cost to LEP individuals;
- D. Notice of Language Assistance Services. Departments must inform LEP individuals of their eligibility for benefits, programs, and services in a language they understand. Departments should assess all points of contact, telephone, in-person, mail, and electronic communication its staff has with the public and LEP individuals when determining the best method of providing notice of language assistance services. A Department should not only provide oral and written language access services, but also must explain how LEP individuals can access available language assistance services.

VI. Staff Training

- A. Language Access Training is mandatory for department directors, supervisors, interpreters, translators, or frontline staff who encounter LEP individuals. Staff shall receive training on identifying LEP customers and the procedures for accessing language assistance services provided by the County. New employees will receive training at new employee orientation on

available language access resources. Yearly training will be available to existing staff to ensure effective implementation of the policies and procedures.

- B. Supervisors will be responsible for department level training on the department's language access plan. They will provide training for all staff before this new plan is implemented. Included in the training will be a review of the Language Access Policy and Procedures; training on utilizing translation services for written materials, and utilizing currently used language and sign language interpreter services. Subsequent training of new or existing staff will be the responsibility of the manager/supervisor.
- C. Training for language access services will include training on LEP services, cultural sensitivity, and customer service to help staff deliver effective and efficient language access services to our LEP clients. The training will be delivered via a blended approach, using a variety of tools, such as in-person classroom style training, and on-line webinars designed to enhance skills, including the language skills of our employees.

VII. Bilingual Staff

Orange County has a multi-lingual hiring preference for positions that provide direct, critical services to LEP clients, these position are advertised to attract bi-lingual candidates. Positions, the County Manager determines provide direct critical services to the LEP community, may require that bi-lingual persons serve in those positions. Prior to becoming an Orange County employee, a candidate shall be tested to ensure that are competent in each required language. Bi-lingual employees may receive additional remuneration.

VIII. Performance Measurement

Orange County shall conduct an audit of language assistance services on an annual basis. An audit consists of monitoring, evaluating and updating the Language Access Policy, plan and procedures as needed.

IX. Language Access Plan

The Department of Human Rights shall develop a Language Access Plan and procedures under the direction and with the approval of the County Manager. The Language Access Plan and any procedures shall assist County departments in defining tasks, setting deadlines and priorities, assigning responsibility, and allocating the resources necessary to come into or maintaining compliance with language access requirements. It will also describes how departments will meet the service delivery standards.

ADDITIONAL DEFINITIONS:

Limited English Proficient (LEP) individual – Any prospective, potential, or actual recipient of benefits or services from the agency who cannot speak, read, write or understand the English language at a level that permits them to interact effectively with health care providers and social service agencies.

Vital Documents – These forms include, but are not limited to, applications, consent forms, all compliance plans, bid documents, fair housing information, citizen participation plans, letters containing important information regarding participation in a program; notices pertaining to the reduction, denial, or termination of services or benefits, the right to appeal such actions, or that require a response from beneficiary notices advising LEP persons of the availability of free language assistance, and other outreach materials.

Title VI Compliance Officer: The person or persons responsible for administering compliance with the Title VI LEP policies.

Substantial number of LEP: 5% or 1,000 people, whichever is smaller, are potential applicants or recipients of the agency and speak a primary language other than English and have limited English proficiency.

PROCEDURES:

The Town of Carrboro and the Towns of Chapel Hill and Hillsborough follow the Orange County procedures outlined below, establishing a unified system for all residents located within Orange County:

1. IDENTIFYING LEP PERSONS AND THEIR LANGUAGE

On behalf of the grant recipient, Orange County will promptly identify the language and communication needs of the LEP person. Staff will use a language identification card (or “I speak cards,”) provided by the Rural Economic Development Division (REDD) and LEP posters to determine the language. In addition, when records are kept of past interactions with individuals or family members, the language used to communicate with the LEP person will be included as part of the record.

2. OBTAINING A QUALIFIED INTEPRETER

List the current name, office telephone number, office address and email address of the Title VI compliance officer:

Marlyn Valeiko, LEP Specialist
Orange County Human Rights and Relations Department
Phone: 919-245-2498
Email: mvaleiko@orangecountync.gov
Office Address: 1000 Corporate Dr, Suite 400
Hillsborough, NC 27278

(Note: The agency must notify the REDD Compliance Office immediately of changes in name or contact information for the Title VI compliance officer.)

Check all methods that will be used:

- ☐ Maintaining an accurate and current list showing the language, phone number and hours of availability of bilingual staff (*provide the list*):
- ☒ Contacting the appropriate bilingual staff member to interpret, in the event that an interpreter is needed, if an employee who speaks the needed language is available and is qualified to interpret;
- ☒ Obtaining an outside interpreter if a bilingual staff or staff interpreter is not available or does not speak the needed language.

(Identify the agency(s) name(s) with whom you have contracted or made arrangements)

- **American Sign Language:** Communication Services for Deaf and Hard of Hearing
- **Arabic:** Samar Shawa
- **Chinese (Mandarin):**
 - Cindy Chen
 - Daniel Qiao
- **Karen:** Margaret Toe
- **Burmese:** Margaret Toe
- **Spanish:**
 - Benjamin Beaton
 - Lissette Saca
 - Lucia Centeno
 - Patricia Nadabar
 - Spanish Without Borders
 - TILDE Language Justice Cooperative
- **Various Languages:**
 - CHICLE Language Institute
 - FLUENT Language Solutions
 - Telelanguage
 - Refugee Community Partnership (Chin, Karen, Burmese, Kinyamulenge, Kinyarwanda, Kirundi, Lingala, Swahili, French)
 - United Language Group

☐ Have/has agreed to provide qualified interpreter services. The agency's (or agencies') telephone number(s) is/are (*insert number (s)*), and the hours of availability are (*insert hours*).

☐ Other (*describe*):

All staff will be provided notice of this policy and procedure, and staff that may have direct contact with LEP individuals will be trained in effective communication techniques, including the effective use of an interpreter.

Some LEP persons may prefer or request to use a family member or friend as an interpreter. However, family members or friends of the LEP person will not be used as interpreters unless specifically requested by that individual and **after** the LEP person has understood that an offer of an interpreter at no charge to the person has been made by the facility. Such an offer and the response will be documented in the person's file. If the LEP person chooses to use a family member or friend as an interpreter, issues of competency of interpretation, confidentiality, privacy, and conflict of interest should be considered. If the family member or friend is not competent or appropriate for any of these reasons, competent interpreter services will be provided to the LEP person.

Children and other residents will **not** be used to interpret, in order to ensure confidentiality of information and accurate communication.

3. PROVIDING WRITTEN TRANSLATIONS

- i. On behalf of the Town of Carrboro, Orange County will set benchmarks for translation of vital documents into additional languages. *(please ensure to keep records of those documents that apply to your agency)*
- ii. When translation of vital documents is needed, on behalf of the Town of Carrboro, Orange County will submit documents for translation into frequently-encountered languages.
- iii. Facilities will provide translation of other written materials, if needed, as well as written notice of the availability of translation, free of charge, for LEP individuals.

4. PROVIDING NOTICE TO LEP PERSONS

On behalf of the Town of Carrboro, Orange County will inform LEP persons of the availability of language assistance, free of charge, by providing written notice in languages LEP persons will understand. Example: The notification will include, in the primary language of the applicant/recipient, the following language: IMPORTANT: IF YOU NEED HELP IN READING THIS, ASK THE AGENCY FOR AN INTERPRETER TO HELP. AN INTERPRETER IS AVAILABLE FREE OF CHARGE.

All interpreters, translators and other aids needed to comply with this policy shall be provided without cost to the person being served, and individuals and their families will be informed of the availability of such assistance free of charge.

At a minimum, notices and signs will be posted and provided in intake areas and other points of entry, including but not limited to the main lobbies, waiting rooms, etc.

x (Including the Carrboro Town Hall & Century Center entrances).

Notification will also be provided through one or more of the following: outreach documents, telephone voice mail menus, local newspapers, radio and television stations, and/or community-based organizations

x (Including social media, newsflashes, website, and outreach documents to local community based organizations).

5. MONITORING LANGUAGE NEEDS AND IMPLEMENTATION

On an ongoing basis, on behalf of the Town of Carrboro, Orange County will assess changes in demographics, types of services or other needs that may require reevaluation of this policy and its procedures. In addition, on behalf of the Town of Carrboro, Orange County will regularly assess the efficacy of these procedures, including but not limited to mechanisms for securing interpreter services, complaints filed by LEP persons, feedback from residents and community organizations, etc.

I. Compliance Procedures, Reporting and Monitoring

A. Reporting

The agency will complete an annual compliance report and send this report to REDD. (Format will be supplied by REDD)

B. Monitoring

The agency will complete a self-monitoring report on a quarterly basis, using a standardized reporting system proposed by the local government. These reports will be maintained and stored by the Title VI Compliance Officer and will be provided to the REDD upon request.

The agency will cooperate, when requested, with special review by the REDD.

II. Applicant/Recipient Complaints of Discriminatory Treatment

A. Complaints

The agency will provide assistance to LEP individuals who do not speak or write in English if they indicate that they would like to file a complaint. A complaint will be filed in writing, contain the name and address of the person filing it or his/her designee and briefly describe the alleged violation of this policy. The form can be found at <https://www.nccommerce.com/documents/cdbg-compliance-plans>.

The agency will maintain records of any complaints filed, the date of filing, actions taken and resolution.

The agency will notify the appropriate section within REDD of complaints filed, the date of filing, actions taken and resolution. This information will be provided within 30 days of resolution.

B. Resolution of Matter

If the matter cannot be resolved by informal means, the individual will be informed of his or her right to appeal further to REDD. This notice will be provided in the primary language of the individual with Limited English Proficiency.

The REDD Compliance Office will conduct an investigation of the allegations of the complaint. The investigation will afford all interested persons and their representatives, if any, an opportunity to submit evidence relevant to the complaint.

The investigation will not exceed 30 days, absent a 15-day extension for extenuating circumstances.

If the investigation indicates a failure to comply with the Act, the local unit of government, agency Director or his/her designee will so inform the recipient and the matter will be resolved by informal means whenever possible within 60 days.

If the matter cannot be resolved by informal means, then the individual will be informed of his or her right to appeal further to the Department of Justice. This notice will be provided in the primary language of the individual with Limited English Proficiency.

If not resolved by REDD, then complaint will be forwarded to Department of Justice (DOJ), Department of Housing and Urban Development (HUD) Field Office.

SUBMITTED AND ADOPTED BY:

Name of Chief Elected Official

Signature of Chief Elected Official

Date

Local Jobs Initiative
Section 3 Plan
Local Economic Benefit for Low- and Very Low-Income Persons

*NC Department of Commerce and its sub-recipient
Town of Carrboro
NC CDBG-CV Program*

January 2021 – June 2023

I. APPLICATION AND COVERAGE OF POLICY

NC Commerce and any of its sub-recipients are committed to the policy that, to the greatest extent possible, opportunities for training and employment be given to lower income residents of the community development project area and contracts for work in connection with federally assisted community development project be awarded to business concerns located or owned in substantial part by persons residing in the Section 3 covered area, as required by Section 3 of the Housing and Urban Development Act of 1968, ***NC Commerce and any of its sub-recipients*** of the Community Development Block Grant - Coronavirus (CDBG-CV) has developed and hereby adopts the following Plan:

NC Commerce and any of its sub-recipients will comply with all applicable provisions of Section 3 of the Housing and Urban Development Act of 1968, as amended (24 CFR Part 135), all regulations issued pursuant thereto by the Secretary of Housing and Urban Development, and all applicable rules and orders of the Department issued thereunder.

This Section 3 covered project area for the purposes of this grant program shall include ***NC Commerce and any of its sub-recipients*** and portions of the immediately adjacent area.

NC Commerce and any of its sub-recipients will be responsible for implementation and administration of the Section 3 plan. In order to implement the ***NC Commerce and any of its sub-recipient's*** policy of encouraging local residents and businesses participation in undertaking community development activities, the ***NC Commerce and any of its sub-recipients*** will follow this Section 3 plan which describes the steps to be taken to provide increased opportunities for local residents and businesses.

This Section 3 Plan shall apply to services needed in connection with the grant including, but not limited to, businesses in the fields of planning, consulting, design, building construction/renovation, maintenance and repair, etc.

When in need of a service, ***NC Commerce and any of its sub-recipients*** will identify suppliers, contractors or subcontractors located in the Section 3 area. Resources for this identification shall include the Minority Business Directory published through the State Department of Commerce, local directories and Small Business Administration local offices. Word of mouth recommendation shall also be used as a source.

The ***State of North Carolina and any of its sub-recipients*** will include the Section 3 clause and this plan in all contracts executed under this Community Development Block Grant (CDBG) Program. Where necessary, listings from any agency noted above deemed shall be included as well as sources of subcontractors and suppliers. The Section 3 Plan shall be mentioned in the pre- bid meetings and preconstruction meetings.

The prime contractor selected for major public works facility or public construction work will be required to submit a Section 3 Plan which will outline his/her work needs in connection with the project. Should a need exist to hire any additional personnel, the North Carolina Employment Security Commission – Orange County shall be notified and referred to the contractor.

Each contract for housing rehabilitation under the program, as applicable, for jobs having contracts in excess of \$100,000 shall be required to submit a Section 3 Plan. This Plan will be maintained on file in the grant office and shall be updated from time to time or as the grant staff may deem necessary.

Early in our project, prior to any contracting, major purchases or hiring, we will develop a listing of jobs, supplies and contracts likely to be utilized during the project. We will then advertise the pertinent information regarding the project including all Section 3 required information. Community Investment and Assistance (CI) should be contacted with the Bid Materials to distribute the information throughout their list serve to reach out the communities.

II. AFFIRMATIVE ACTIONS FOR RESIDENT AND BUSINESS PARTICIPATION

NC Commerce and any of its sub-recipients will take the following steps to assure that low income residents and businesses within the community development project area and within Orange County are used whenever possible: (Describe below)

- Use the HUD Section 3 Business Registry to identify qualified Section 3 businesses in Orange County
- Assure that qualified businesses and Section 3 residents are solicited whenever they are potential sources of contracts, services or supplies for projects funded by Orange County's CDBG-CV program
- Divide total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by businesses and residents
- Establish delivery schedule, where the requirements permits, which encourages participation by area for businesses and residents

Please check the methods to be used for the Section 3 program in your community:

☒ ***NC Commerce and any of its sub-recipients*** will place a display advertisement in the local newspaper containing the following information:

- i. A brief description of the project
- ii. A listing of jobs, contracts and supplies likely to be utilized in carrying out the project.

- iii. An acknowledgement that under Section 3 of Housing and Community Development Act, local residents and businesses will be utilized for jobs, contract and supplies in carrying out the project to the greatest extent feasible.
- iv. A location where individuals interested in jobs or contracts can register for consideration
- v. A statement that all jobs will be listed through and hiring will be done through the local office of the North Carolina Employment Security Commission; a statement that all contracts will be listed with the North Carolina Division of Purchase and Contracts; and a statement that potential employees and businesses may seek development and training assistance through various state and local agencies, or which Orange County will maintain a list for individuals and business concerns inquiring information

☐ Training and technical assistance will be provided by the local community college for low income residents requiring skills to participate in community development project activities. Referrals will be made to the community college, local Private Industry Councils, Job Training Partnership Act (29 U.S.C. 1579 (a)) (JTPA) Programs, and job training programs provided by local community action agencies as appropriate. Residents and businesses will be encouraged to participate in state and/or federal job training programs that may be offered in the area.

☐ Low income residents and businesses will be informed and educated regarding employment and procurement opportunities in the following ways:

- i. Advertisement in the local newspaper
- ii. Posting of Section 3 Plan at the County Courthouse
- iii. County Board meeting when project activities and schedules are discussed
- iv. Open meetings of Project Advisory Committee when everyone in neighborhood is invited
- v. Notification to other agencies that provide services to low-income people.

☐ Other (describe):

NC Commerce and any of its sub-recipients will, to the greatest extent feasible, utilize lower income area residents as trainees and employees:

1. Encourage rehabilitation contractors to hire local area residents
2. Encourage public works contractors to hire local area residents

NC Commerce and any of its sub-recipients will, to the greatest extent feasible, utilize businesses located in or owned in substantial part by persons residing in the area

1. Contract with local contractors to perform demolition activities, and housing rehabilitation activities.
2. Encourage public improvement contractors to hire local residents for site clearance work, hauling materials, and performing other site improvements.
3. Encourage all contractors to purchase supplies and materials from the local hardware and supply stores

III. RECORDS AND REPORTS

NC Commerce and any of its sub-recipients will maintain such records and accounts and furnish such information and reports as are required under the Section 3 regulations, and permit authorized representatives of State CDBG, and federal agencies access to books, records, and premises for purposes of investigation in connection with a grievance or to ascertain compliance with this Section 3 Plan.

NC Commerce and any of its sub-recipients shall report annually the Section 3 numbers using the form HUD 60002 to State CDBG at the end of the calendar year as part of the Annual Performance Report (APR).

IV. MONITORING COMPLIANCE

NC Commerce and any of its sub-recipients may require each applicable contractor to provide a copy of the Section 3 Plan and will monitor compliance during the performance of the contract. Copies of all advertisements, notice, and published information will be kept to document the implementation of the plan.

V. COMPLAINTS CONTACT

Please provide the main contact in case that any complaint is received from the general public on Section 3 compliance (including name, phone number, address, and email):

Rebecca Buzzard, Housing and Community Services Director
Phone: 919-918-7438
Email: rbuzzard@townofcarrboro.org
Office Address: 301 West Main Street
Carrboro, NC 27510

Adopted this _____ day of _____, 20____.

_____ (Chief Elected Official)

ATTEST: _____ (Clerk)

Town of Carrboro
NC CDBG-CV Grant
Grant Number 20-V-3525

Equal Employment and Procurement Plan

The Town of Carrboro maintains the policy of providing equal employment opportunities for all persons regardless of race, color, religion, sex, national origin, handicap, age, political affiliation, or any other non-merit factor, except where religion, sex, national origin, or age are bona fide occupation qualifications for employment.

In furtherance of this policy, the Town of Carrboro prohibits any retaliatory action of any kind taken by any employee of the locality against any other employee or applicant for employment because that person made a charge, testified, assisted or participated in any manner in a hearing, proceeding or investigation of employment discrimination.

The Town of Carrboro shall strive for greater utilization of all persons by identifying previously underutilized groups in the workforce, such as minorities, women, and the handicapped, and making special efforts toward their recruitment, selection, development and upward mobility and any other term, condition, or privilege of employment.

Responsibility for implementing equal opportunities and affirmative action measures is hereby assigned to the Town Manager and/or other persons designated by the Chief Elected Official to assist in the implementation of this policy statement.

The Town of Carrboro shall develop a self-evaluation mechanism to provide for periodic examination and evaluation. Periodic reports as requested on the progress of Equal Employment Opportunity and Affirmative Action will be presented to the Chief Elected Official.

The Town of Carrboro is committed to this policy and is aware that with its implementation, the Town of Carrboro will receive positive benefits through the greater utilization and development of all its human resources.

Adopted this _____ day of _____, 20__.

(Chief Elected Official)

ATTEST:

(Clerk)



Town of Carrboro

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

Agenda Item Abstract

File Number:21-108

Agenda Date: 4/13/2021

File Type:Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Presentation from Orange County Home Preservation Coalition

PURPOSE: The purpose of this item is for the Town Council to receive a presentation from the Orange County Home Preservation Coalition (OCHPC).

DEPARTMENT: Housing and Community Services

CONTACT INFORMATION: Anne-Marie Vanaman, Management Specialist,
amvanaman@townofcarrboro.org <<mailto:amvanaman@townofcarrboro.org>>

INFORMATION: The [Orange County Home Preservation Coalition](https://orangecountync.gov/2465/Orange-County-Home-Preservation-Coalition) <<https://orangecountync.gov/2465/Orange-County-Home-Preservation-Coalition>> (OCHPC) is a collaborative of organizations that provide home repairs and modifications to Orange County residents. The OCHPC was developed through the Orange County Department on Aging's [Master Aging Plan](http://orangecountync.gov/217/2017-22-Orange-Co-Master-Aging-Plan-MAP) <<http://orangecountync.gov/217/2017-22-Orange-Co-Master-Aging-Plan-MAP>> process. Ryan Lavalley, OCHPC Coordinator, Morgan Cooper, Master's Candidate 2021, UNC Dept. of City and Regional Planning, Dan Sargent, Executive Director of Rebuilding Together of the Triangle, and Erika Brown, Housing Program Manager, Triangle J Council of Governments, will provide an overview of the coalition, its processes and impact on Orange County low-income homeowners, many of whom are older adults. A copy of the presentation can be found as Attachment A. A report on the Partners for Home Preservation program, funded by the Southeast Energy Efficiency Alliance (SEEA), is provided as an information item as Attachment B.

FISCAL & STAFF IMPACT: There is no anticipated fiscal or staff impact for this item.

RECOMMENDATION: Staff recommends the Town Council receive the OCHPC presentation.

Orange County Home Preservation Coalition



Town Council of Carrboro, NC
April 13, 2021

Ryan Lavalley (UNC PiAP/OS&OT, OCDOA)
Morgan Cooper (UNC PiAP/Gillings/DCRP, OCDOA)
Dan Sargent (RTT)
Erika Brown (TJCOG)



OFFICE OF THE PROVOST
Partnerships in Aging Program



Triangle J
Council of Governments

Who are we?

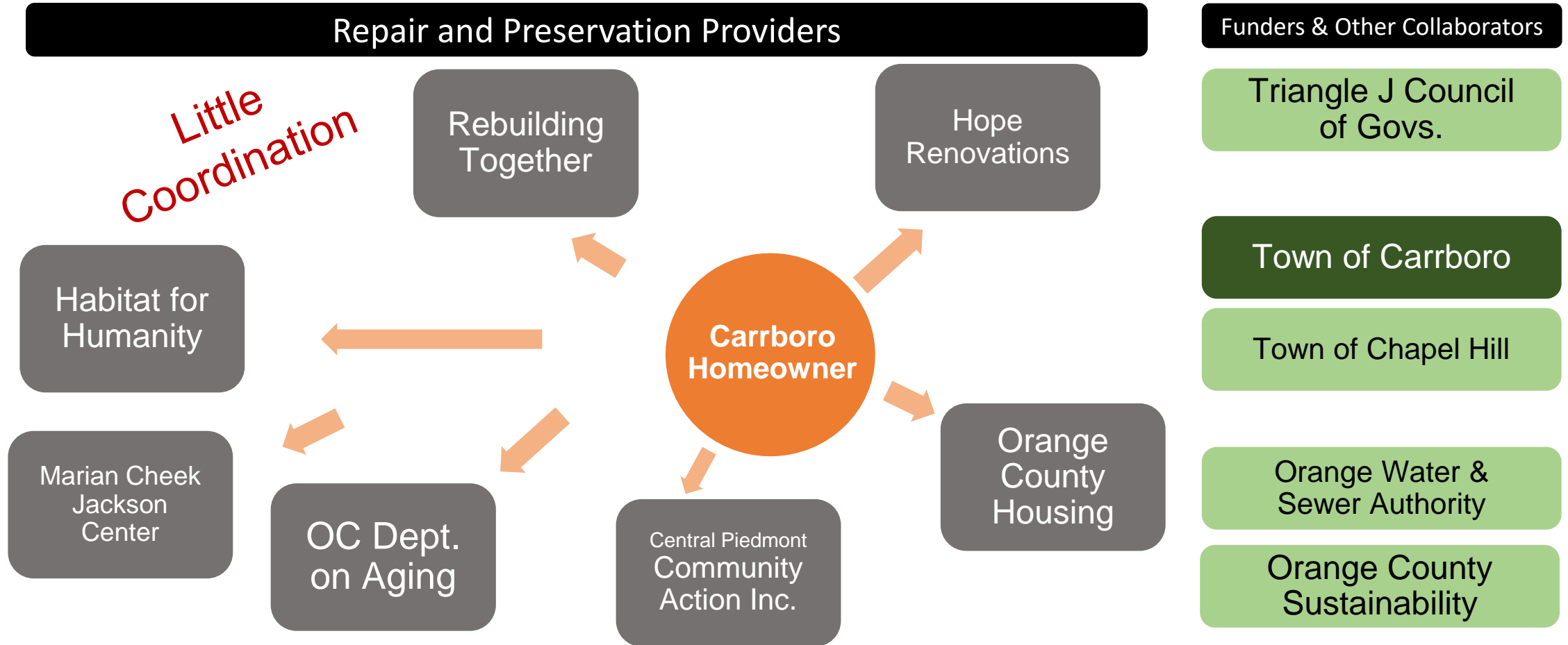
Born from the OCDOA Master Aging Plan Process in 2017

Includes:

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



The Challenges Before



A burdensome application process for homeowners and inefficient use of funds

What we do and how we do it

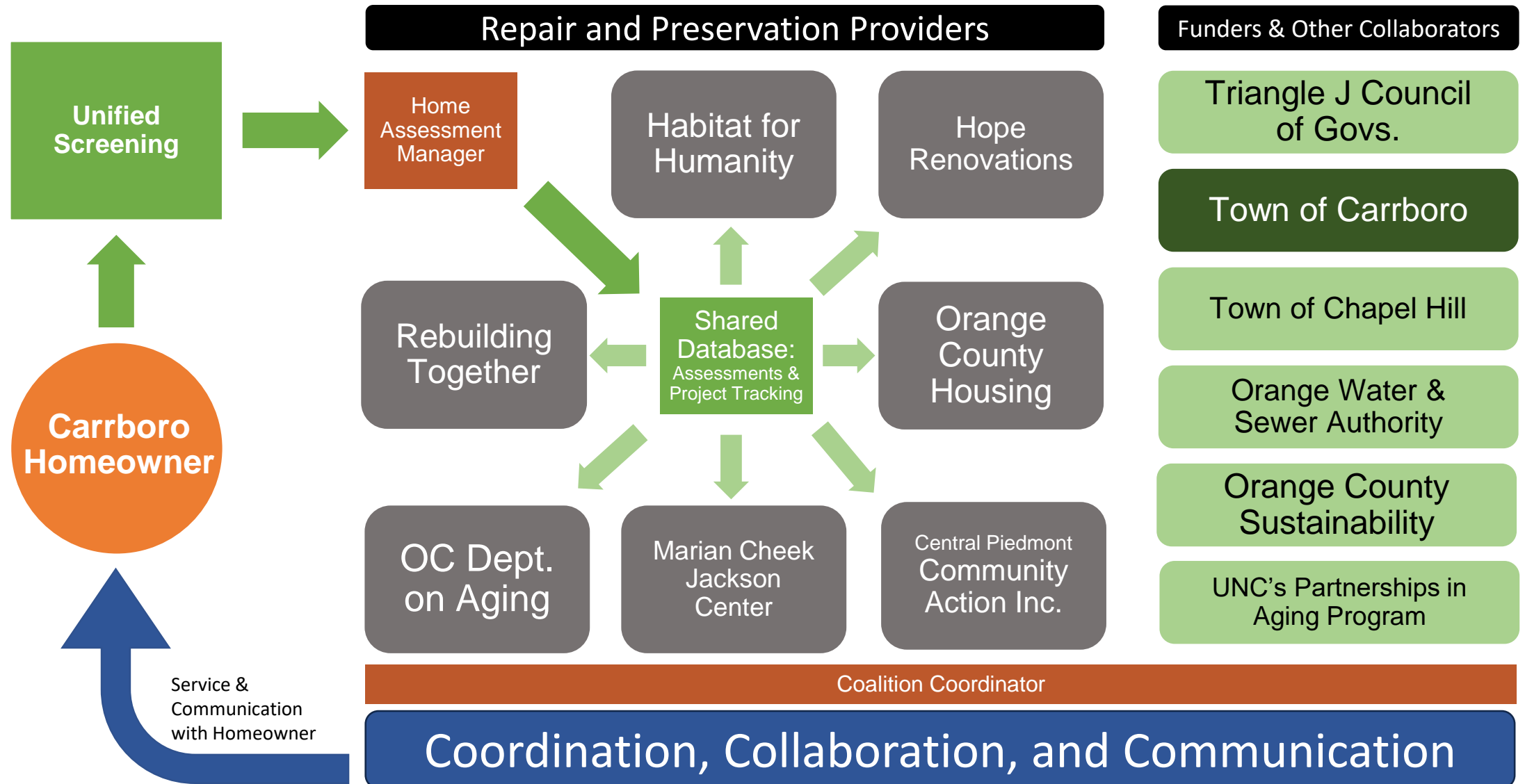
Objectives:

- Increase access to and comprehensiveness of home repair and energy-efficiency services
- Decrease administrative burden of applying for service
- Decrease organizational inefficiencies
- Decrease weatherization and energy efficiency service deferrals
- Improve quality of life for applicants

Tools:

- Streamlined intake
- Centralized home assessment processes
- Coordinated case management
- Collaborative data sharing mechanisms
- Unified data collection and evaluation processes

The Model Now



Data From Jan 2019 - April 1, 2021

171 households in Orange County,
of which **19 are in Carrboro**

Carrboro Applicant Profile



AGE: Carrboro applicants are older than the general adult population of the Town. ~75% are 50+. ~64% are 60+. Most were 60-69 y/o.

RACE: Carrboro applicants are disproportionately Black or African American Homeowners (79%) (Carrboro B/AA Population: 11%)

INCOME: Virtually all Carrboro applicants have income at or below 80% AMI. Largest percentage was "< 30% AMI" (37%).

HOME TYPE: 79% of Carrboro applicants owned detached houses but we received a disproportionate amount of applications from manufactured home residents (10.5%) compared to Town supply (1.5%).

Our Progress in Carrboro (Jan 2019 – Now)

OCHPC comprehensively assessed 18 of the 19 homes.

We have partners with work actively planned at 8 homes.

At least one partner has completed their work at 10 homes.

We have completed all identified needs at 3 homes.

Program Report

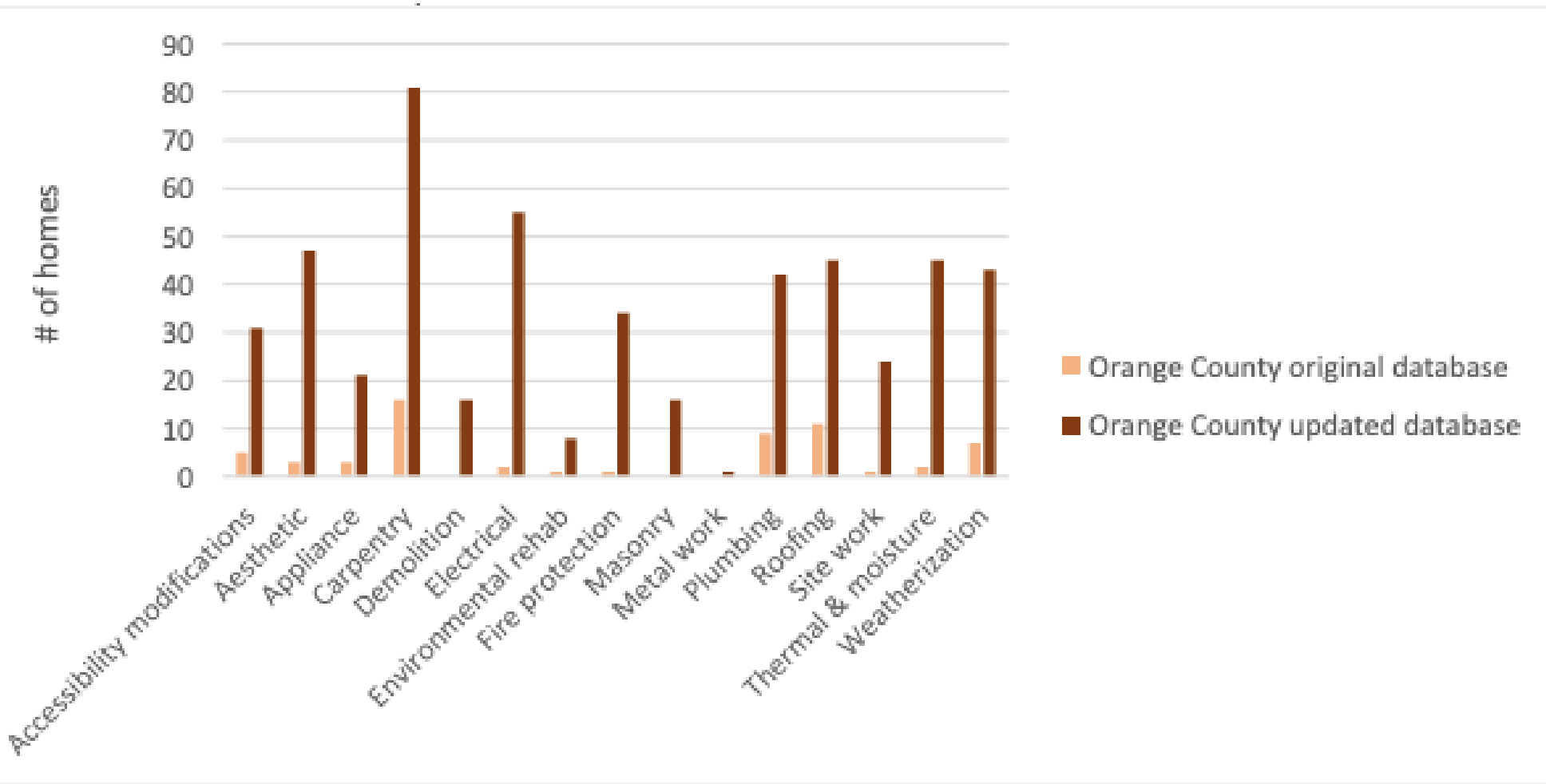
(Data from Jan 1, 2019 - Sept 30, 2020)

Partners in Home Preservation Program: Summer 2020 Evaluation



- **Surveyed 39** service recipients across Chatham and Orange Counties
- Conducted **2 focus groups**, including representation from the **Town of Carrboro**
- Analyzed **administrative data** from database
- Planned to collect data regarding **energy efficiency improvements, but:**
 - Data was extremely complex to obtain
 - Analysis required weather-normalization
 - Timeline of evaluation would not allow
 - Other partners may be interested in doing this, but no current plan.

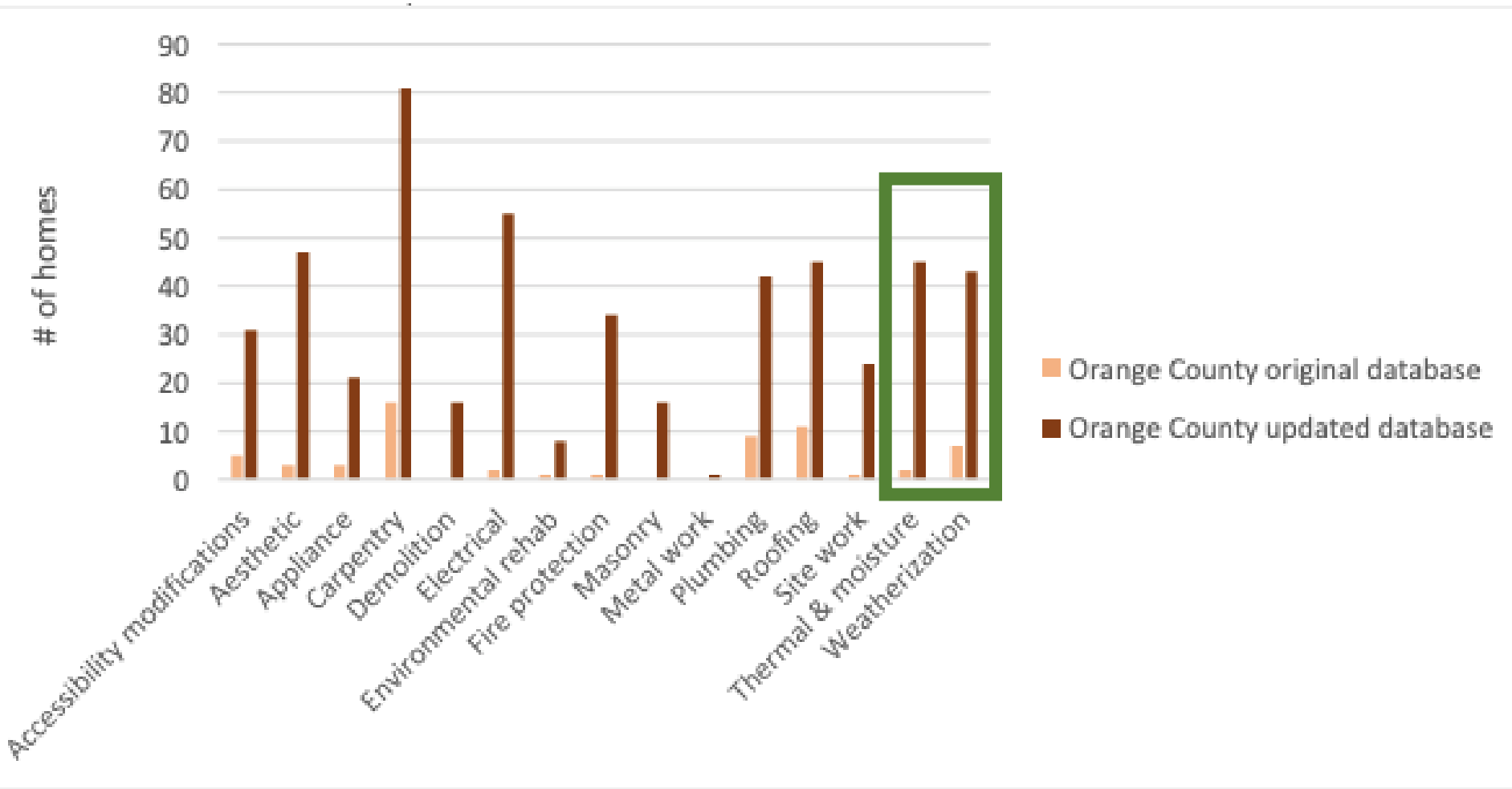
The work we do: repair types identified



Home assessments proactively identify wide range of needs.

Figure 5 Types and frequency of repair needs identified in the updated database (n=88) and the original database (n=35)

The work we do: repair types identified

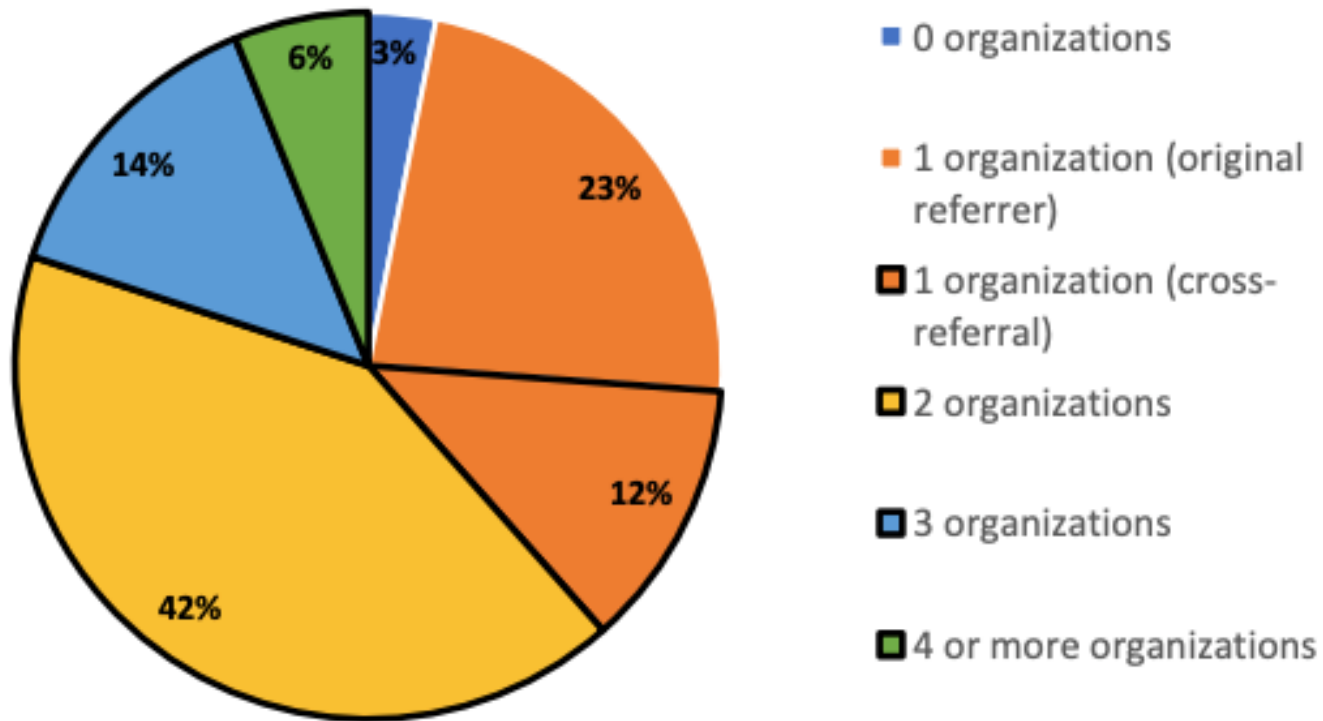


Increased referrals and provision of weatherization/energy efficiency services via CPCA and CAF.

Figure 5 Types and frequency of repair needs identified in the updated database (n=88) and the original database (n=35)

The work we do: collaborate

Inter-organizational collaboration: number of organizations involved in home repair



All applicants are seen by all partners.

Then, nearly **75%** of applicants receive collaborative home repair service provision.

What does this mean for organizations?

- Develop collective capacity
 - Creatively fund the work
 - Focus on their strengths
-
- ✓ Collecting the right information allows applicants to match with the right organization more efficiently
 - ✓ Better matches mean efficient and appropriate use of budgets
 - ✓ Good fiscal management increases service provision

What does this mean for Carrboro?

- **Decrease** administrative burden
- **Streamline** repair funding application processes
- **Collaborate and communicate** with service providers

*“...we're a really small local government organization, and it's administratively burdensome for us to have to do those small, under \$5,000 projects, and have five of them. RTT lately has been able to **bundle** those together, and then we can bring them to our advisory board and say, **here's a group of repairs that are needed in our community** and I think it's helped them to be able to look at it comprehensively. And **there's been a lot of support** from our Affordable Housing Advisory Commission, and just from staff for the way the process has been working.”*

What does our work mean for homeowners?

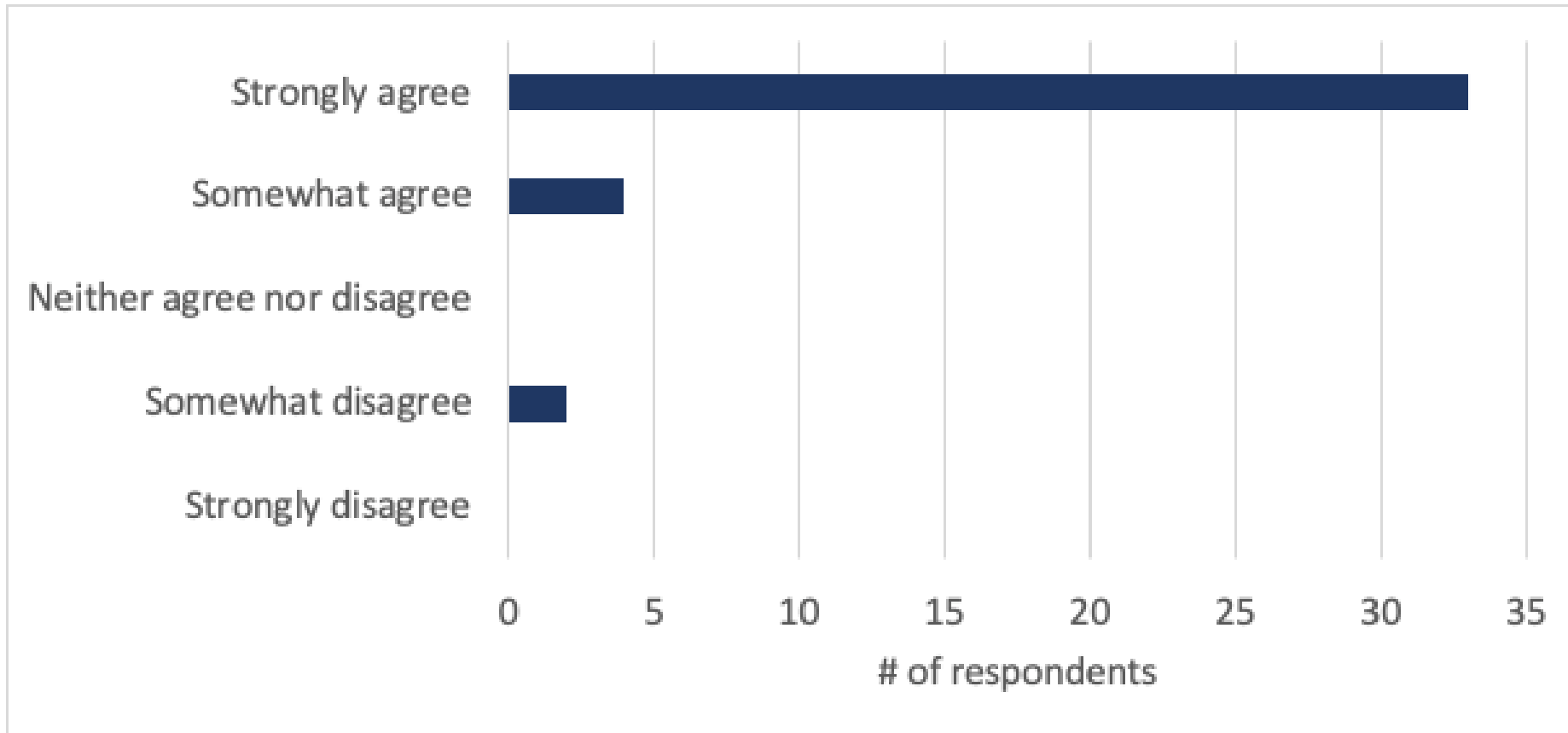


Figure 24 Agreement of disagreement with the statement "If the partners in the CCHRC/OCHPC were not able to make my home repairs, I would not have been able to afford other repair services. " across both counties (n=39)

*OCHPC applicants
avoid financial
barriers in
accessing home
repair services*

What does our work mean for homeowners?

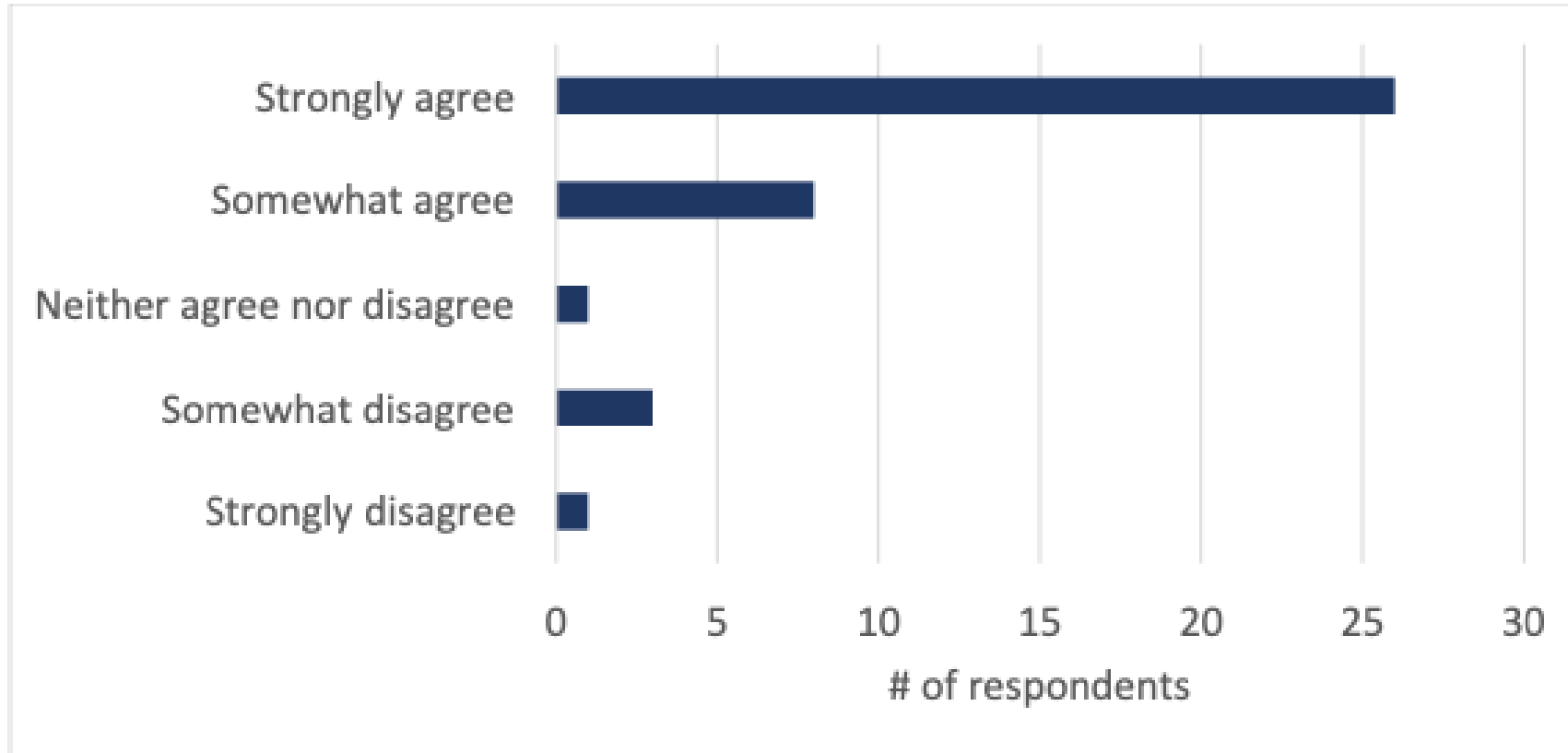


Figure 20 Agreement or disagreement with the statement "I received my home repairs in a timely manner" across both counties (n=39)

OCHPC applicants agreed that they received their repairs in a timely manner.

What does our work mean for homeowners?

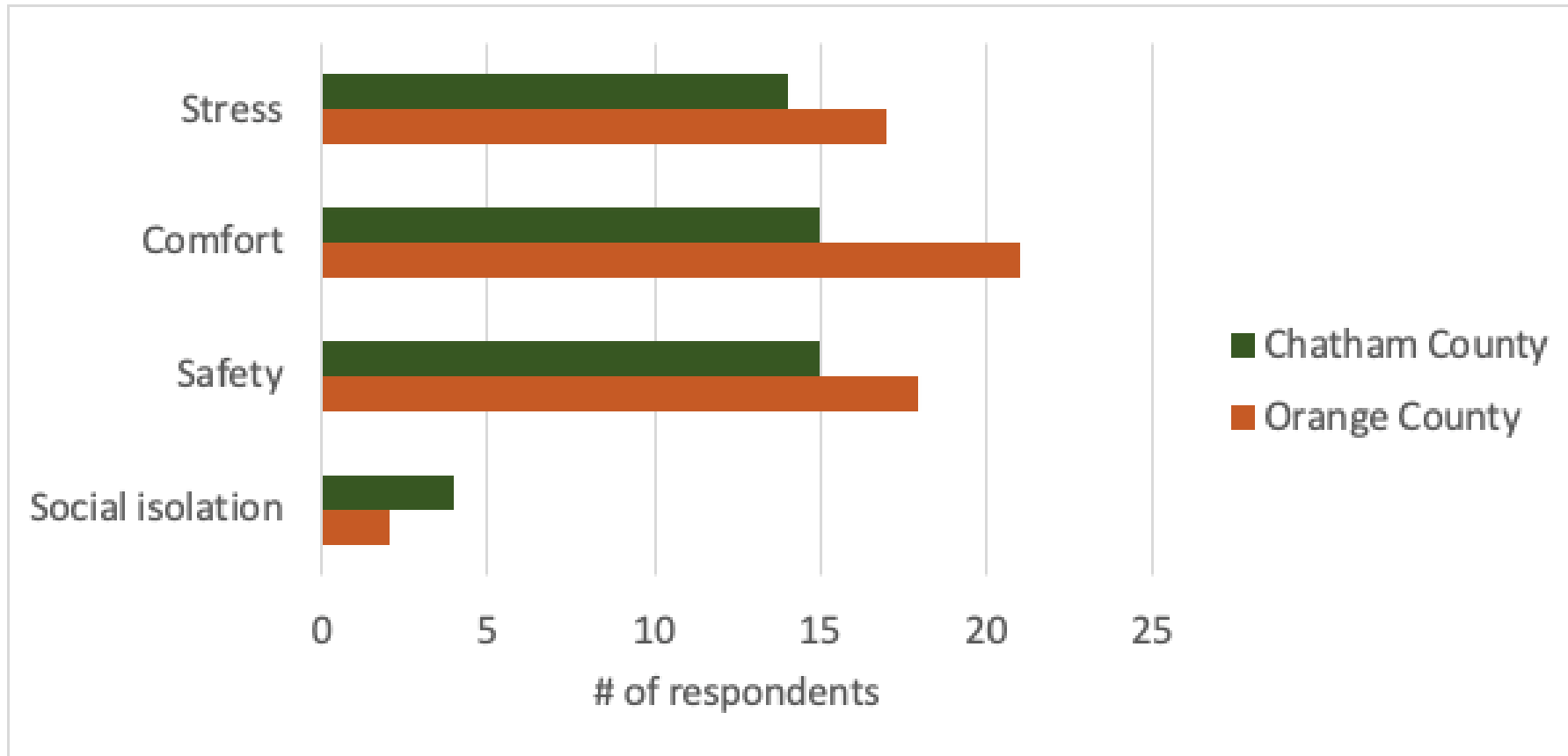


Figure 25 Survey respondents reporting improvements in quality of life by county (n=39)

*OCHPC applicants
reported improved
quality of life.*

What does our work mean for homeowners?

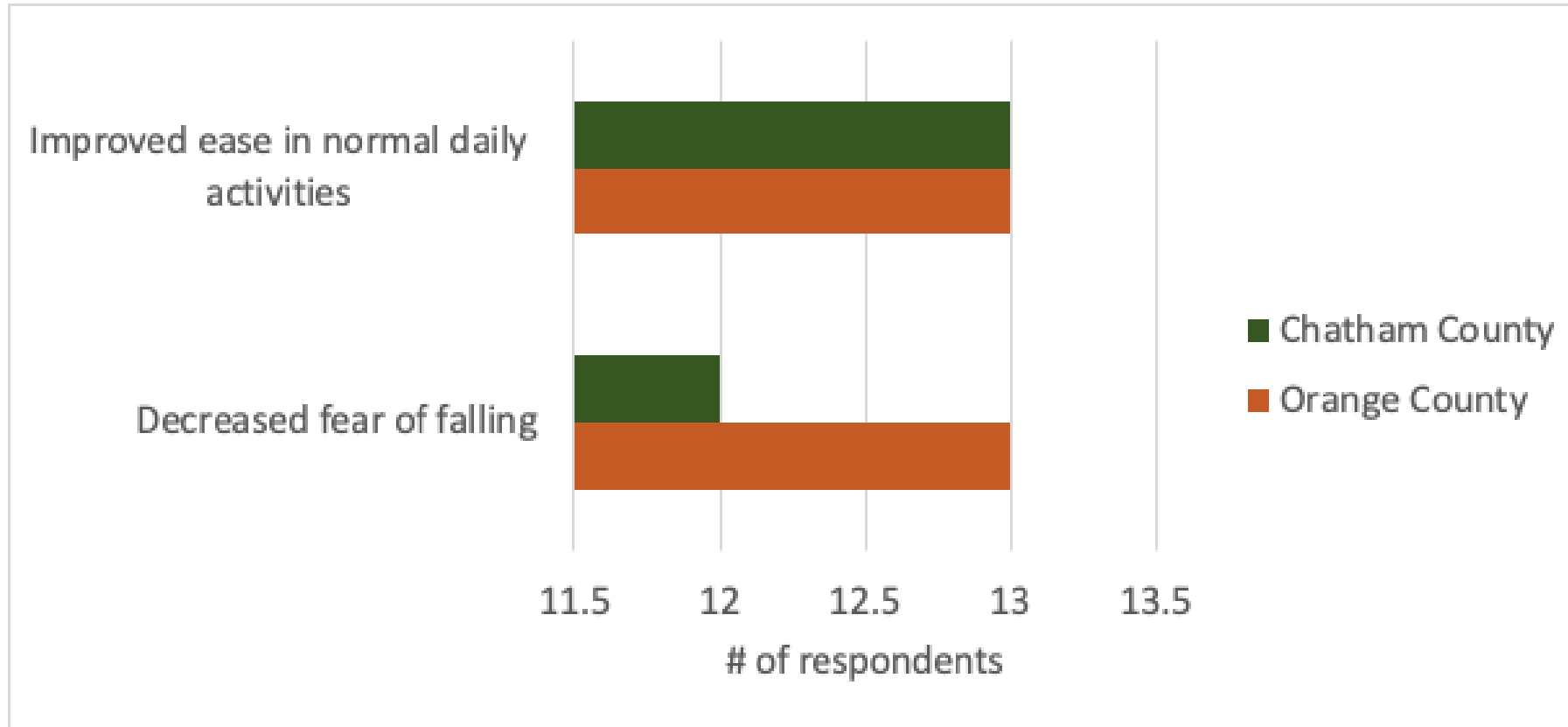


Figure 26 Survey respondents reporting occupational improvements (n=39)

*OCHPC applicants reported improved **safety** and **easier** daily routines.*

Take home points:

Collaboration is working and the Town **should continue participating in and supporting the work** of the Coalition.

As we develop, we will look for funding and partnerships to **sustain the collaboration among the jurisdictions and organizations.**

Thank you.



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Partners in Home Preservation Program Report January, 2021

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Executive Summary

Purpose of Partners in Home Preservation

Partners for Home Preservation was designed to respond to the lack of coordination among service providers and funders in delivering home repair and energy efficiency services. This disjointed system creates funding inefficiencies and a difficult landscape for homeowners to navigate. Two coalitions, Chatham County Home Repair Collaborative (CCHRC) and Orange County Home Preservation Coalition (OCHPC) in North Carolina, developed and leveraged collaborative tools to the following ends:

Objective #1: Increase access to and comprehensiveness of home repair and energy-efficiency

Objective #2: Decrease the administrative burden of applying for service

Objective #3: Decrease organizational inefficiencies

Objective #4: Decrease weatherization and energy efficiency service deferrals

Objective #5: Improve quality of life for applicants

The Intervention

The primary aim of the Partners for Home Preservation project was to develop customized, collaborative tools for inter-organizational home repair and energy efficiency *systems*. These tools include:

- streamlined intake
- centralized home assessment processes
- coordinated case management
- collaborative data sharing mechanisms
- unified data collection and evaluation processes

Evaluation Methodologies

The purpose of this evaluation was to understand how collaborative tools were developed and utilized, and identify their benefits for both homeowners and partners in the home repair system. The evaluation team used mixed-methods approaches. Focus groups with partners and direct observation by the evaluators informed lessons on development and utilization. An analysis of administrative data from the shared database also provided insight on organizations' use of the tools. Finally, homeowners shared their experiences through a researcher conducted phone survey.

What We Learned About Developing Tools to Facilitate and Support Collaboration

The development process was underpinned by an existing commitment to partnership among coalition members. This established culture of collaboration and trust fostered flexibility and a willingness to adapt. Partners in the coalitions had a range of diverse needs — and strengths — and customizing tools for these contexts encouraged coalition engagement. This was particularly true in developing the home assessor's and coalition coordinator's roles. A unique set of skills was integral to the role of the home assessor: expertise in construction, accessibility modifications, environmental safety, and energy-efficiency measures. Likewise, development and management of the shared database was facilitated by a coalition coordinator with strong skills in: communication and organization; assessing organizational readiness; adapting tasks to meet capacities; and systems thinking.

The development process was iterative, but prioritizing appropriateness rather than speed was rewarding: tools that were useful *were used* and supported collective infrastructure for success.

What We Learned About Utilizing Collaborative Tools

Successes

In Orange County, over 90% of homeowners utilized the unified screening tool and received a comprehensive home assessment, which provided coalition partners with the “right information” about both the home and homeowner. Partners used this extensive information to make appropriate referrals *within* the coalition and to services outside of home repair. In fact, nearly three-quarters of applicants to OCHPC received collaborative home repair services; 100% received collaborative case coordination. Information exchange, creative problem solving, and coordinated case management happened through the shared database and at regular coalition meetings.

In Chatham County, data limitations constrained the ability to quantify use of collaborative tools. Partners in CCHRC favored informal communication to structured communication over the database. Still frequent communication positioned the organizations to collaborate when necessary. Notably, the division of responsibility in repair provision is more straightforward in Chatham County than in Orange with fewer participating service providers. Moreover, limited municipal resources warranted focus on creatively leveraging funding rather than coordinated case management. Instead of expecting rigid and exact implementation of the collaborative tools, the project manager and grantor provided CCHRC with flexibility to prioritize its own shared goal and use the tools as partners see fit to that end.

Ongoing Challenges

Obstacles to using collaborative tools were aligned with previously reported challenges including disparate funding, complicated eligibility requirements, and limited staff capacity. Staff capacity was particularly relevant to an emergent challenge of navigating dual work flows of the independent organization and the collective, as well as managing frequent updates to the database. Organizations that identified a database point person were best equipped to cope with this challenge, but having a coalition coordinator, as OCHPC did, facilitated smooth communication and information sharing.

What We Learned About the Benefits of Collaborative Tools

For Service Providers

By sharing intake and assessment responsibilities, coalition partners had access to the “right information,” which facilitated divisions of repairs across organizations and funding sources. Focusing their attention on repairs they are best equipped to address, organizations were able to stretch their budgets and increase service provision. Additionally, partners in both OCHPC and CCHRC spoke to the role of Partners in Home Preservation in leveraging external funds, and creating aggregate knowledge for equitable policy advocacy at the local level.

In these ways, the coalitions were successful at reaching anticipated objectives, and additional benefits emerged. With strong collaborative infrastructure, OCHPC welcomed a new repair organization to the table and helped it identify an appropriate work scope. Moreover, collaboration made use of organizational strengths, like the Orange County Department on Aging’s social service referrals, and unencumbered the Jackson Center, a community based organization, from the challenges of navigating repair referrals, allowing it to focus on its mission and purpose in housing justice advocacy.

For Homeowners

Overall, homeowners in both Chatham and Orange Counties were highly satisfied with the collaborative repair process. The majority reported improvements in quality of life, safety, and ease of daily activities. While the application process can still be confusing in some instances, homeowners were connected

with the right organizations and were well served. Survey participants agreed that the coalitions reduced financial barriers to home repairs and completed projects in a timely manner. In fact, applicants waited an average of 1.5 months for a home assessment and those with at least one repair complete waited an average of 6 months for their first repair, representing early contact with service providers.

For Energy Efficiency Services

The overall benefits that all partners experienced applied to CPCA, the major energy efficiency and weatherization service provider. Participating in a strong collaborative system, CPCA was better able to identify homes that were eligible for these repairs and upgrades: for the first time in decades, CPCA reached its service goal. Nearly 30% of all homeowners surveyed — regardless of the repair service received — reported improvements in energy efficiency and ability to manage utility costs, as well. Still, this evaluation was unable to quantitatively assess improvements in energy efficiency. Obstacles to this analysis included: limited availability of household level utility data; inconsistencies in data provided by various utility providers; and small sample size.

Recommendations

For Continuation of OCHPC and CCHRC

1. Support lynchpin roles of the Home Assessment and Coalition Coordination for ongoing communication, data collection, and cooperation.
2. Continue to utilize the newly developed collaborative tools, while maintaining flexibility to adapt as coalition needs evolve.
3. Strengthen the integration of energy efficiency services into the home repair and preservation system through continued education and referrals.
4. Expand capacity of the coalitions to influence funding and policies structure that advance equity, preserve community, and rectify disparities in home quality.

For Others

1. For future coalitions, building flexibility and adaptation into the collaborative processes in order to achieve unique shared goals is key.
2. For future funders, expecting grantees to customize both the development and utilization of collaborative tools, and to make adjustments along the way, is invaluable.

Conclusion

Using a partnership model that focuses on abundance and building capacity — rather than managing scarcity and competition — benefited both home repair organizations and homeowners. The partners involved and SEEA, as a grantor, demonstrated flexibility and a willingness to adapt the process of achieving shared goals; maintaining this commitment, organizations operated beyond their own boundaries in service of the collective. By investing in coalition infrastructure and collaborative tools, the benefits of efficiency and comprehensiveness are positioned to outlast the initial investment in the Partners in Home Preservation program.

List of Abbreviations

CCHRC | Chatham County Home Repair Collaborative
COA | Chatham County Council on Aging
CPCA | Central Piedmont Community Action, Inc.
Habitat | Habitat for Humanity of Orange County, NC
Hope | Hope Renovations
Jackson Center | Marian Cheek Jackson Center for Saving and Making History
MAP | Master Aging Plan
NC Justice | North Carolina Justice Center
OCDOA | Orange County Department on Aging
OC Housing | Orange County Housing & Community Development
OCHPC | Orange County Home Preservation Coalition
PiAP | UNC's Partnerships in Aging Program
RTT | Rebuilding Together of the Triangle
TJCOG | Triangle J Council of Governments
UNC | University of North Carolina

I. Introduction

The Importance of Addressing Housing Quality

Addressing housing quality is an important matter of both public health and financial stability. Healthy People 2020 identifies housing quality as a social determinant of health.¹ Substandard housing can increase hazardous exposures to mold, lead, carbon dioxide, and vector-borne diseases, among others.^{1,2} Housing conditions and home age are also associated with health consequences such as obesity, asthma, lead poisoning, and decreased independence or safety.³ The financial cost of poor-quality housing is also significant. Homes of low quality may have leaks or poor energy efficiency, disrupting the physical conditions of the home and increasing utility costs.¹ These repair and utility costs may compete with other expenditures which are necessary to maintain health, like food or health care.² The aggregate cost of substandard housing is high, too; in North Carolina alone, medical care for children in substandard housing exceeding \$105 million dollars in 2007.⁴ Nationally, Haynes and Gerbode⁵ estimate that in-home energy efficiency programs could divert \$228 million in health care costs by addressing trips and falls, asthma, and thermal stress.

These consequences do not affect all populations equally. People with low-income, older adults, and children are more vulnerable to the consequences of substandard housing.¹ Poor-quality housing is more common among people with low income and populations of color.^{6,7} Housing quality is also disparate across rural-metropolitan area lines.⁸ There are many individual, community-level, and policy related contributors to poor housing quality; likewise, barriers to providing accessible and affordable home repair and weatherization services relate to information access and navigation of services.

The Problem to be Addressed

In North Carolina, and many other communities in the Southeast, energy efficiency, weatherization, and home repair and rehabilitation programs are delivered and administered separately by multiple agencies. Homeowners seeking repairs submit separate applications to individual services providers for review and approval by their respective programs. Depending on eligibility, applicants are either eligible and put on the service provider's waitlist, or ineligible and subsequently denied. The eligibility of the applicants would only be considered for the service provider they applied for, even though they may be eligible for other services or programs. This type of policy landscape is difficult to navigate.⁹

Further, allowable uses of funding may be limited and funding sources for weatherization and rehabilitation are disparate. Homeowners are often hesitant to take on loans to complete repairs, and funding regulations have also presented challenges to implementing collaboration based interventions across the US.⁹ Separation of services and lack of coordination among these programs create significant inefficiencies, often leaving funds on the table because they are not properly leveraged and costing service provider organizations and applicants time, money, and energy. These inefficiencies hamper utilization of energy efficiency upgrades, leaving low-income North Carolinians without services for which they may be eligible that could improve the quality of their homes and lives.

These challenges are not unique to North Carolina. In fact, in 2002 the Ford Foundation and Energy Programs Consortium (EPC) developed the Weatherization, Rehab, and Asset Preservation (WRAP) program, which attempted to address service inefficiencies through local coordination of housing rehabilitation and weatherization programs; they tested it in 9 states.⁹ Their overall finding was that coordination at the local level is difficult. Their evaluation determined "that the WRAP approach is

limited in its ability to address the needs of the many lower-income homeowners in the county,” but can succeed under the “right conditions.”^{9 (p28;piii)} With collaboration among home repair organizations already happening in Chatham and Orange Counties, the Partners in Home Preservation program extends the WRAP model to *create* conditions for success.

Coalition Histories: Early Collaborations

Chatham County Home Repair Collaborative (CCHRC)

Chatham County Council on Aging (COA) has long recognized the need to repair substandard housing and provide accessibility modifications. COA was connected with Rebuilding Together of the Triangle (RTT) through a local older adult residential facility, and together, they began collaborating with Central Piedmont Community Action, Inc. (CPCA) and other community groups. Soon, the county provided financial support for COA to hire Stephanie Watkins-Cruz, an MPA/MCRP graduate student, to develop a “clearinghouse” for data aggregation and collaboration.¹⁰ Prior to the introduction of the clearinghouse, homeowners regularly contacted multiple repair organizations for service, but organizations were not informed of each other’s involvement and the burden of communication was placed on the homeowner (COA representative). This model is depicted in **Figure 1**. The clearinghouse served as a foundation for the planned grant activities and intervention, discussed in the **Collaborative Tools** section. Today, COA, RTT, and CPCA remain the primary service providers and funders for home repair projects done through the Chatham County Home Repair Collaborative (CCHRC). Throughout this document, we will refer to CCHRC by this abbreviation or more generally as a “coalition.”

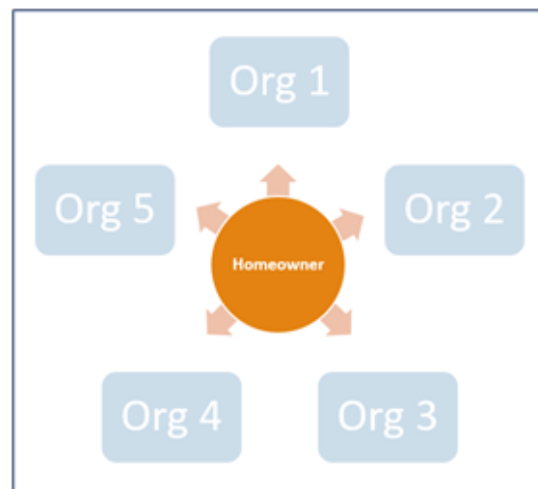


Figure 1 Relationship between a homeowner and repair organizations before collaboration

Orange County Home Preservation Coalition (OCHPC)

In 2017, the Orange County Department on Aging (OCDOA) developed its five-year Master Aging Plan (MAP) for providing services to support the well-being of Orange County’s older adult population.¹¹ Guided by the AARP Framework for an Age-Friendly Community, a key domain was housing; through partnership with local stakeholders, MAP established a goal to “improve choice, quality, and affordability of housing including housing with services and long-term care options.” The collaborative process of developing MAP shed light on the inefficiencies that service providers and homeowners experienced working within singular organizations. As in Chatham County, accessing repairs before the development of collaborative groups in Orange County is depicted by **Figure 1**. RTT, Habitat for Humanity of Orange County, NC (Habitat), and the Marian Jackson Cheek Center for Saving and Making

History (Jackson Center) assisted in identifying gaps and developing strategies for improvement through a MAP workgroup. Informed by the work being done in Chatham County, MAP explicitly identified collaboration among home repair organizations as a target strategy (*“Strategy 3.6.3: collaborate across repair/remodel organizations to better communicate, share cases, and refer to specialized services”*).¹¹

The Orange County Home Preservation Coalition (OCHPC) was created to respond to MAP’s findings and formalize developing partnerships. Still led by OCDOA, OCHPC brings together local government departments and affiliate and non-profit organizations for service provision, funding, and community engagement. Before receiving this grant, OCHPC was meeting on a monthly basis and sharing some information in a sparsely used online database. Still, these efforts were limited by an incomplete organizing framework and the absence of tools to facilitate collaboration.

An expanded description of the history of each coalition is in [Appendix A](#).

Developing A Stronger Coordinated Approach

The planned grant activities discussed in the next section helped strengthen some of the existing collaborative processes, created new processes, and offered supports and structures intended to foster new partnerships and collaborations. Importantly, this work is based on models of partnership, abundance, and flexibility. A **partnership** based approach¹² championed the benefits of cross-organizational collaborations throughout the process and ensures the development of collaborative tools in service to all partners. An **abundance** based approach encouraged partners to reach across organizational boundaries, reject competition, and support the work of the whole rather focusing only on their own specific needs.ⁱ The **flexibility** given by funders offered space for the coalitions to root collaborative tools in the real context of each coalition. Our ongoing work together was founded in each of these components, and each became an essential ingredient in our success.

To address inefficiencies and increase equitable access to home modifications and weatherization services, the Partners in Home Preservation project aimed to strengthen the infrastructure of repair coalitions in two counties in North Carolina- Orange and Chatham. With better access to these services, homeowners save money on energy bills and experience improved quality of life. The Partners in Home Preservation approach was two-fold: 1) develop infrastructure and tools for coordination, and 2) utilize these for improved organizational and homeowner outcomes.

The primary aim of the Partners for Home Preservation project was to develop customized, collaborative tools for inter-organizational home repair and energy efficiency *systems*. These tools include:

- streamlined intake
- centralized home assessment processes
- coordinated case management
- collaborative data sharing mechanisms
- unified data collection and evaluation processes

ⁱ The language and model of abundance were greatly informed by the approach of the Marian Jackson Cheek Center, a community partner in OCHPC.

Partners for Home Preservation leveraged these tools to build a more effective home preservation and repair system, which:

1. Increased access to and comprehensiveness of home repairs and energy efficiency for residents;
2. Decreased administrative burden on residents in finding organizations that can serve them;
3. Decreased inefficiencies across service provider organizations through collaboration and communication;
4. Decreased deferrals of weatherization and energy efficiency services due to other home repair needs (e.g., roof leaks);
5. Increased quality of life of residents who receive assistance through a service provider organization.

Report Roadmap

In this report, we first outline the intervention plan to strengthen collaboration and describe the collaborative tools that the groups developed. Next, we describe the methods used to conduct our evaluation. This evaluation used focus groups, direct observations, homeowner surveys, and administrative data to report on: 1) the **development process** of the collaborative tools components; 2) the subsequent **utilization** of those tools; and 3) the **outcomes** for both homeowners and repair organizations. As previous data had not been established for the collaborative groups associated with this project, this report establishes baseline metrics for quantifying and describing collaborative processes and service provision. From this evaluation, we articulate specific recommendations for these collaborative groups and then broad lessons learned, intended for others interested in pursuing similar endeavors.

II. The Intervention Plan

To establish support for two existing home repair coalitions in Orange and Chatham counties, Triangle J Council of Governments (TJCOG), RTT, and the North Carolina Justice Center (NC Justice) applied for a capacity building grant from the Southeastern Energy Efficiency Alliance, Inc (SEEA). The three organizations were awarded a grant of \$249,000 over a two-year period. Notably, a portion of these funds were used to compensate additional coalition stakeholders for their engagement in strategically developing the intervention. This funding was essential to encouraging engagement in the development and utilization of collaborative tools.

An overarching logic model outlines the activities and resources deployed through Partners in Home Preservation (**Table 1**). This model also outlines the expected short- and long-term outcomes. A more detailed model is in [Appendix B](#); this version explicitly states the assumptions on which the expected outcomes depend and demonstrates the interaction between development and utilization. The model in [Appendix B](#) was developed with the complexities of OCHPC in mind, but the theory of change applies to CCHRC.

Table 1 Partners in Home Preservation logic model

Resources	Activities	Outputs	Outcomes	Impacts
<ul style="list-style-type: none"> Service providers Financial partners Community referral partners 	<p><i>Tool development process</i></p> <ul style="list-style-type: none"> Create a unified screening tool/intake Design a centralized home assessment Improve database organization/framework Unify evaluation <p><i>Utilization process</i></p> <ul style="list-style-type: none"> Conduct centralized home assessment Cross-refer homes within coalition Communicate among coalition frequently about project details and management Continuously collect cross-organizational data 	<p><i>Tools created & used</i></p> <ul style="list-style-type: none"> Unified screening tool/intake Home assessment Shared database Aggregate evaluation <p><i>Services provided</i></p> <ul style="list-style-type: none"> Home repair, modification, and weatherization services Referrals to human and social services 	<p><i>For homeowners & community</i></p> <ul style="list-style-type: none"> Easier and better access to repairs Increase feeling of comfort and safety in home <p><i>For local organizations</i></p> <ul style="list-style-type: none"> Reduced service deferrals More comprehensive service provisions Improved collaboration 	<ul style="list-style-type: none"> Improve applicants' quality of life Promote aging in community Maintain affordable and safe housing stock Decrease service inefficiencies

Collaborative Tools

Several collaborative tools were proposed in the Partners in Home Preservation project to improve efficiency. These tools spanned from working with applicants at the beginning of the process to evaluating the services they received (**Figure 2**). Detailed information about the intent of each collaborative tool is provided below. Reporting on the development process and use of each is presented in the sections on **What We Learned**.



Figure 2 Collaborative tools

Unified Screening Tool and Intake Process: The purpose of the unified screening tool was to determine the eligibility of applicants for as many programs as possible without creating undue burden of extensive documentation. Basic household and income information, ownership status, veteran status, as well as information about special needs and emergency concerns were identified as key questions for the unified screening tool. Partners also intended to collect information about other household needs for referrals to human and social services. The objective was to create a “no wrong door” approach, providing applicants with a universal gateway to the coalition. The intended, revised intake process is illustrated in **Figure 3**.

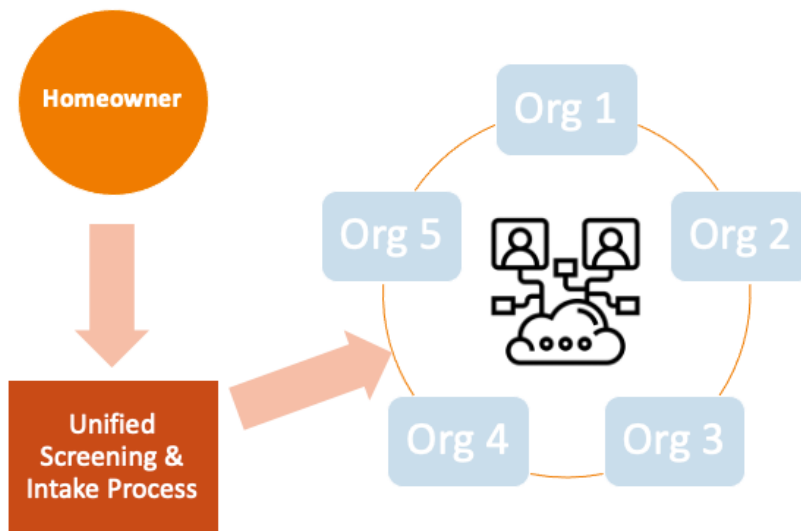


Figure 3 Re-designed collaborative intake model

Shared Database: Prior to the grant, both CCHRC and OCHPC were using Airtable®, an online password-protected and secure relational database software. At least one representative from each partner organization had access to the database; however, some partners had more editing privileges than others. Further developing this collaborative tool called for new and improved versions of the databases. The new databases were intended to act as a repository of information for each applicant, including the unified screening tool responses, home assessments findings, work progress, and other ongoing social or contextual notes about each home's process.

Centralized and Comprehensive Home Assessment: Comprehensive home assessments, conducted by a Home Assessment Manager, were intended to identify a full scope of work, or list of projects needed to bring the home up to health and safety standards; weatherize and improve energy efficiency; or modify for accessibility. Once assessments were completed, the coalitions intended to integrate them with the shared database.

Collaborative Case Management: The coalitions in both counties planned to meet regularly to facilitate communication and collective management of various homeowner needs.

Unified Evaluation: This report represents the first unified evaluation for CCHRC and OCHPC. The purpose is to measure outcomes of the collaborative processes with respect to the primary objectives previously listed. The coalitions intend to leverage collaborative tools to provide cross-organizational and county wide evaluations in the future.

Partners Involved

Partners in this work were numerous and held various roles in the collaborative process. The roles of partners are simply displayed in **Table 2** and further unpacked below.

Table 2 Organizational Roles

Grant administration	Coalition coordination	Direct service provision	Funding	Community engagement & referrals
TJCOG NC Justice	OCDOA RTT	CCOA CPCA Habitat Hope Jackson Center OCDOA OC Housing RTT	Jackson Center OCDOA OC Housing RTT Carrboro Chapel Hill UNC PiAP	Jackson Center OC Sustainability OWASA
Key: Orange County only Chatham County only Both Chatham and Orange Counties SEEA Grant Funds recipient		Notes: <ul style="list-style-type: none"> Organizations may exist in more than one column because they may serve several capacities (e.g., may provide direct service provision and may fund other organizations to complete repairs). Funding roles ranged from financing direct service provision to providing monetary resources for coalition infrastructure. 		

Grant Funded Partners

Triangle J Council of Governments (TJCOG): Serving as the regional government across seven counties, including Chatham and Orange Counties, TJCOG works to advance local government collaboration. Across the region, TJCOG is seen as a leader in coordinating efforts and developing policies and programs that improve the supply and condition of affordable housing.

Planned role in the grant: In this project, TJCOG was one of three “anchor” institutions and was represented by Erika Brown, Housing Program Manager. In anchoring the project, her role was to: coordinate and host bi-monthly meetings, engage and recruit local government partners, and support project planning and management.

Rebuilding Together of the Triangle (RTT): A non-profit home repair corporation, RTT has served over 500 families in the region, ensuring they can stay in homes that support their health and safety. RTT has provided regional leadership in integrating a health-focused, client-centered approach to traditional home rehabilitation programs.

Planned role in the grant: RTT served as another “anchor” institution in the Partners in Home Preservation program. They were represented by Dan Sargent, Executive Director; Heather Szalanski, Program Coordinator; and a newly created Home Assessment Manager, filled through this grant. In addition to participating as a service provider, RTT was commissioned to lead the home assessment and work scope development processes for the coalitions. In these ways, RTT drove the vision and design for the collaborative approach as the organization with the most experience with a variety of funders and programs.

Orange County Department on Aging (OCDOA): OCDOA offers integrated aging services to support older adults in living safely and vibrantly in the community. One such service is the Handy Helpers, a volunteer program that provides home repairs to older adults using a cost-share model.

Planned role in this grant: The scope of Handy Helpers ranges from minor maintenance and repair to large safety and accessibility modifications. As a service providing partner, OCDOA was recruited to engage in meetings and work to design the collaborative system in which it participates. As described in the sections on **What We Learned from Development** and **What We Learned from Utilization**, the coordination and management roles of OCDOA were expanded in practice.

North Carolina Justice Center (NC Justice): NC Justice is a 501 (c) 3 that works to improve the lives of low-income people in the state. The organization brings expertise in litigation, public policy advocacy, research, community outreach, and communications. It also leads the state’s Energy Efficiency for All campaign, which focuses on energy equity.

Planned role in the grant: NC Justice served as the third “anchor” institution in this project. Represented by Al Ripley, Director of Consumer, Housing, & Energy Project, and Claire Williamson, Energy Policy Advocate, NC Justice was responsible for advocating for energy efficiency programs and for providing relationships with government officials, non-profit partners, and utilities.

Central Piedmont Community Action, Inc (CPCA): CPCA is a private non-profit community action agency founded by the Board of Commissioners in Chatham and Orange counties in 1966 to provide services to the low- income population. Using funds from the state’s Weatherization Assistance Program (WAP), CPCA provides energy conservation measures and HVAC replacements to help low-income families improve comfort and reduce energy costs.

Planned role in the grant: CPCA was recruited as a service providing organization to engage in meetings and work to design the collaborative system in which it participates.

Chatham County Council on Aging (COA): COA is the primary portal for aging services in Chatham County, supporting independent living and physical and mental wellness for older adults in the county. COA offers a wide range of programs and services, including a minor home repair program.

Planned role in the grant: COA was recruited as a service providing organization to engage in meetings and work to design the collaborative system in which it participates.

Habitat for Humanity of Orange County, NC (Habitat): In Orange County, Habitat has a long history of successfully preparing local residents to become first-time homeowners and has a strong reputation in the community as a respected provider of affordable housing options. In addition to building 282 homes in Orange County, Habitat has also repaired over 120 existing homes since its founding.

Planned role in the grant: Habitat was recruited as a service providing organization to engage in meetings and work to design the collaborative system in which it participates.

Other Partners Who Supported Coalition Work:

In Chatham County, multiple service providers, local social services, and other non-profit and religious groups supported the work of the COA.

In Orange County, additional organizations and government agencies were members of the coalition, but did not have funded roles in the Partners in Home Preservation project. Their important contributions and experiences are discussed in the section on **What We Learned from Utilization**. **OC Housing and Community Development** (OC Housing) provided funding to repair organizations to complete service, and also provides direct service through county and state funds. The **Towns of Chapel Hill and Carrboro** participated in the coalition and provided significant funding and municipal policy knowledge. **The Orange Water and Sewer Authority** (OWASA) participated in the coalition by connecting service providers with homeowners with major leaks. A young non-profit, Hope Renovations, joined the coalition in its formative stages and began in 2020 as a service provider and contractor for fellow partners. **The Jackson Center** participated in the coalition as a community engagement partner to residents in the Northside and Pine Knolls neighborhoods of Chapel Hill and Carrboro; they also participated as an emergency repair funder in those neighborhoods. **The Partnerships in Aging Program (PiAP) at UNC** was engaged in the coalitions' work as a funder for OCDOA's repair program staff, thus encouraging models of partnership which informed coalition work and acting as an innovative funding mechanism for the OCHPC's coordination and overall grant evaluation.

III. Evaluation: Tool Development, Utilization, and Outcomes

Evaluation Methodology

The Framework

An interdisciplinary team — with expertise from public health, occupational science, and city & regional planning — guided this evaluation. The team primarily included Morgan Cooper (OCDOA/UNC PiAP); Erika Brown (TJCOG); Dr. Ryan Lavalley, PhD, OTR/L (OCDOA/UNC PiAP); and Dr. Cherie Rosemond, PhD (UNC PiAP). Partner organizations, particularly RTT, also provided general input on evaluation priorities and tools.

The evaluation employed a mixed-methods approach. **Table 3** summarizes the various data sources used and outlines how they were applied in the evaluation. In essence, this evaluation weaves together qualitative and quantitative data to tell the stories of developing and utilizing collaborative tools, and their outcomes. In doing so, this report creates benchmarks for future evaluation. The methods used to collect and analyze each type of data are described below, and [Appendix C](#) provides additional details on the evaluation framework.

Table 3 Mixed methods used in evaluation

Data source	What we evaluated
Focus groups & interviews	Tool development and utilization; organizational experience and outcomes
Direct observations & participation	Tool development and utilization; organizational experience and outcomes
Administrative data/project management data via Airtable ®	Tool utilization; organizational experience and outcomes
Homeowner survey	Homeowner experience and outcomes

Data Sources

Focus Groups & Interviews

Focus groups were conducted to analyze the process of developing collaborative tools, understand how they were used, and identify the outcomes of their use. Guiding questions for discussion are shown in **Table 4**, but additional topics emerged. These questions were developed to address the *activities* and *outcomes*, specifically related to the *local organizations & organizations*, in the logic model ([Appendix B](#)) and indicator framework ([Appendix C](#)).

CCHRC and OCHPC members participated in focus groups for their respective counties.ⁱⁱ In addition, individual responses to key questions were collected from partners who were unable to attend focus group discussions.ⁱⁱⁱ Quotes may be edited for clarity.

Table 4 Key thematic questions for focus group and interview discussion

- What did the process of developing the collaborative tools look like?
- How have organizations' operations changed since joining CCHRC/OCHPC, and further since receipt of the grant?
- How do you see the role of each grant deliverable (meetings, shared database, assessments, intake/unified screening tool)?
- How have the processes that the grant supported changed organizations' relationship with funders?
- What challenges did organizations in CCHRC/OCHPC experience during collaborative development and intervention, and how do these compare with challenges previously reported report?^{iv}

Direct Observation & Participation

As members of OCHPC, Ms. Cooper and Dr. Lavalley considered our own experiences participating in Partners in Home Preservation. Representing OCDOA and fulfilling service provider and coordination roles, we closely followed cases and drew on this familiarity to integrate participant stories into the analysis. Our practical experiences were assets in shaping the lessons learned and creating salient recommendations.

Administrative Data

Administrative data refers to information that the coalitions collected and stored on the shared database. This includes responses to the screening tool, home assessment findings, case notes, and ongoing communications that happen within the Airtable® software. In essence, this is data that coalition partners use to function as a collective.

We employed this data to characterize the population being reached, identify the range of repairs needed, and assess the extent to which service is both comprehensive and collaborative. Any data that was entered between January 1, 2019 and October 1, 2020 was included in the analysis. Additional details regarding the data collection and analysis process for these indicators can be found in [Appendix D](#).

To provide context-specific findings, we analyzed and present administrative data for each county separately. In Chatham County, we used the database that was developed and used before grant receipt for our analysis; while they did create a newly organized database, it was seldom used. In Orange

ⁱⁱ One focus group was hosted for members of CCHRC, including representation from RTT, CCOA, CPCA, NC Justice Center and TJCOG; another was hosted for members of OCHPC, including representation from OCDOA, RTT, CPCA, Town of Carrboro, OC Housing, TJCOG. These focus group were audio recorded on Zoom and Otter.ai generated transcripts.

ⁱⁱⁱ Two individual interviews were conducted, one with a TJCOG representative and the other with a Jackson Center representative. These interviews were audio recorded on Zoom and Otter.ai generated a transcript. Representatives from Habitat and Hope submitted written responses to the focus group questions via email.

^{iv} See Rohe et al.⁹ for previously reported challenges in coordinating home repair services

County, we used both the *original* database, which was previously used, and the newly developed, *updated* database, created through Partners in Home Preservation. Homeowners whose data was stored in the *original* database were included in analysis because they still benefited from collaborative components of the Partners in Home Preservation project, despite applying for service before new tools were developed.

Homeowner Survey

Homeowners' experiences were important considerations in determining success of collaboration. We conducted a researcher-administered survey with homeowners or their caregivers over the phone. Constructs included the application process, financial accessibility of services, and perceived effects of home repair services on quality of life and health. The complete survey tool is in [Appendix E](#); a version of this survey was also available to administer with a caregiver of the homeowner.

Homeowners were eligible for participation if they had at least one repair project completed between July 1, 2019 and April 1, 2020. We selected July 1, 2019 as the earliest date of service because this represents the point at which collaborative processes began with vigor. We used a cutoff date of April 1, 2020 to ensure that participants had at least one month of post-home repair experience to draw upon.

During the process of identifying eligible participants, homeowners were categorized by county —and database for Orange County participants — as well as completion status. The three completion status groups are: complete, ongoing with a plan, and ongoing without a plan:

Complete: all identified or requested repair needs addressed to the best ability of partner organizations.

Ongoing with a Plan: At least one project is complete, with the remainder either in progress or planned by a specific partner organization.

Ongoing without a Plan: At least one project complete, but others remain unfinished and unassigned to a specific partner.

We analyzed survey results in aggregate and stratified by each county and progress in order to account for the variable levels of intervention received.

Surveys were conducted between May 2020 and October 2020. Administrators made at least two call attempts to each eligible participant.

Limitations

This evaluation is not without limitation. We used a variety of data sources and analysis methods to mitigate possible weakness in quality and causal conclusion. We discuss these barriers below.

Administrative Data

As one of the collaborative tools developed, the database is used differently in each county; this is discussed in **What We Learned about Utilization**. Notably database utilization was consequential for evaluation. Our ability to analyze demographic and service characteristics depended on the availability and accuracy of information in the database. For example, limited engagement with the database in Chatham County meant that the evaluation team was unable to create a broad demographic profile of service applicants in the county and did not have the data to analyze details of service provision. While insufficient data did not limit the documentation of efforts in Orange County to the same degree, the accuracy of results are likewise dependent on the use and management of the database.

Additionally, this report likely underestimates the number of applicants and service accomplishments. Data housed on Airtable® was exported for analysis on October 1, 2020; these figures exclude work planned, started, or completed in November and December of 2020. This is particularly salient as service resumed with greater vigor in late fall 2020, following a slow-down in service to respond to the COVID pandemic. Taken together, these points indicate that these coalitions are positioned to accomplish even more in future years than is documented here.

Given limitations, the coalitions are positioned to accomplish even more in future years than is documented here.

Finally, indicators presented in this report do not all have referents for comparison. TJCOG previously put together a cursory data analysis of the repair landscape in Orange County; however, it does not include all of the currently participating members of OCHPC and is limited in scope. Additionally, it presents the aggregate work and investments of the repair organizations as independent actors, rather than collective impact of collaborative efforts. This following report serves to establish baseline metrics for establishing goals and comparing future outcomes within OCHPC and CCHRC.

Survey

The survey tool was adapted from an instrument created for OCDOA's Handy Helper program evaluation.¹³ During administration for the Handy Helpers, respondents near-universally selected either neutral or positive answer choices for questions about changes quality of life and health. We therefore offered unidirectional responses choices (i.e., not easier to much easier), instead of bimodal options (i.e., much more difficult to much easier). While this biases positive feedback, it was an appropriate trade-off to ease survey administration over the telephone and reduce participant burden.

Additionally, with 3 survey collectors, it is possible that there was variation in the administration. For example, each may have explained terms differently or asked probing questions with variable frequency. Two terms that often required explanation were the terms "Chatham County Home Repair Collaborative" and "Orange County Home Preservation Coalition," themselves. Depending on the explanation provided and the survey participants' familiarity with the coalition identity, participants may have responded to questions – like ease of application or wait time – in reference to individual organizations rather than the collective.

Finally, all survey participants received some degree of the collaborative intervention. With a post-test evaluation design among only intervention recipients, survey results lack internal validity; this means that we are unable to attribute reported changes to the collaborative home repair process. We strengthen this design by stratifying survey results by county, as these represent varying levels of intervention, creating a basis for comparison. Still, these county groups may represent different population groups- Chatham and Orange County home repair recipients may differ in demographics character and in service need.

Energy Efficiency Study

A key purpose of this grant was to reduce service deferrals of weatherization repairs and improve energy efficiency. Partners in Home Preservation intended to measure the effect of weatherization and rehabilitation repairs on energy efficiency at a household level. However, the evaluation team did not have the technical skills required to weather-normalize data and produce high quality results within the time restraints of evaluation reporting. Moreover, utility data was missing for many service recipients

and was inconsistent between utility service providers. The team planned to shift its approach to qualitative case studies to suit its skill set, but a small sample size and low response limited the generalizability of these findings and, therefore, they were not included.

What We Learned

What We Learned About Developing Tools to Facilitate and Support Collaboration

The development of collaborative tools in each county is presented together because they happened in sequence and with many of the same partners. Notably, much of the work of developing these tools occurred in meetings outside regular coalition meetings. Funding support from the grant was helpful in encouraging partners to participate in these additional parallel meetings. The iterative process of developing tools in parallel meetings, applying them in regular coalition meetings, and then reflecting on their use again in parallel meetings facilitated the ongoing adaptation of their use. Overall, three key thematic takeaways about the development process emerged from the data:

- Creating collaborative tools and systems is a dynamic process which requires flexibility, dialogue, and the willingness to root development in the real needs of all partner organizations. Tools must respond to the needs of the area — its homeowners and partner service providers — and this process of customization is iterative.
- Collaborative tools need to align with needs of diverse partners and to integrate well with each other.
- Prioritizing appropriateness, comprehensiveness, and flexibility, rather than speed, facilitated the development of valuable tools that support long term inter-organizational infrastructure.

Unified Screening Tool

The unified screening tool was revised several times, mostly by Orange County, as partner organizations identified the most helpful data points to collect through utilization. For example, one homeowner was eligible for service from OCDOA only; she had been living in her home for less than 2 years, which significantly limited her eligibility. The applicant's dissatisfaction that this general requirement was not made clear from the beginning motivated the addition of a screening question to confirm residency in the home for 2 or more years.

Partners identified eligibility information that was commonly used. The tool collects more information than OCDOA and COA usually require, but OCDOA also suggested questions tailored to its services and referral capacities, such as ability to safely enter and exit the home and preferred long-term housing option. While the collection of additional information, such as income, was initially a challenge for COA and OCDOA, both organizations adapted. For example, OCDOA selectively and strategically used the screen for repair needs beyond the organizations' scope. Similarly, COA shared the screening tool with applicants and asked them to return it to RTT, thus taking themselves out of the intake process. Additionally, one COA representative said that there's an "education component" of explaining to homeowners and referrals partners why certain questions (like income) are on the application even though COA does not, itself, require that.

The final unified screening tools for Orange County and Chatham County are found in [Appendix F](#) and [Appendix G](#), respectively, and include demographic characteristics, household member information, description of repair needs, and a data share agreement. With overlapping organizations and reciprocal revisions, these two are nearly identical.

Comprehensive Home Assessment

The home assessment manager position sits within RTT, which has historically taken a “whole home and homeowner” approach. RTT quickly identified that, in order for the home assessment to benefit the entire coalition, it needed to capture repair and social needs beyond its own service scope. Accordingly, RTT exhibited flexibility in responding to the information and assessment needs of all organizations within the coalition.

RTT’s commitment to cooperation, along with their comprehensive assessment approach, were essential to the success of the collaborative effort.

The resulting assessment included examination of home repair and rehabilitation as well as accessibility modifications. The home assessor also recorded pertinent information that may arise during the assessment- like previous service attempts; home or land ownership details; utility connections; or availability of financial resources- so that the assessor, occupational therapist, energy efficiency experts, and community partners have a broad view of the needs of both the home *and* the homeowner. Together these details offer a more comprehensive picture of the home’s quality and homeowner’s quality of life for the coalition to discuss. RTT’s commitment to cooperation, along with their comprehensive assessment approach, were essential to the success of the collaborative effort.

Developing and utilizing this tool revealed the valuable, yet rare, combination of skills that a home assessor or team of assessors may require to effectively perform this role; that is expertise in construction, accessibility modifications, environmental safety, and energy efficiency measures.

Shared Database and Communication System

As a relational database, Airtable® gave the coalitions the ability to present complicated, layered data in intuitive forms and to communicate directly within the database. The shared databases were completely restructured from their original frameworks to take advantage of Airtable’s® capacities and to create opportunities for collaboration. The updated OCHPC database is organized with each applicant in an independent row; applicants’ data are intuitively linked with their home assessment and project details. Each of these layers is dynamic- coalition members can edit and build upon data, but the software continues to store historical versions. Easily manipulated views and filters make this abundance of data accessible and user-friendly. A common platform for updates and information-sharing, the database is organized to be a focal point for case-management discussions meetings, and a venue through which communication happens in the interim. [Appendix H](#) illustrates a screenshot of the main page of OCHPC’s database with identifiable information blurred.

One important development in the evolution of the database was integration of the home assessment findings into specific project needs or tasks. Embedded in the database, individual assessments became available and easily accessible to all partners; in aggregate, these created a library of projects needed across the county. The database is organized such that repairs could be managed and monitored at either the household, organization, or project levels. As a dynamic tool, the database continues to evolve; Dr. Lavalley regularly modifies it to respond to new information needs and maintain a positive user experience, which promotes utilization. His ability to employ systems thinking and expertise in accessibility were integral in the development process.

Foundation of Collaboration and Partnership

While not specific to the development of the collaborative tools, the existence of collaborative groups shaped the grant process and success.

The TJCOG representative explained,

"I don't think it's necessary to start [in an aging-related agency], but in both counties, that's where this

organizational, collaborative processes began. We couldn't have just started from the SEEA investment and gotten the same outcomes that we did without having the background of collaboratives already meeting and talking in place. That was really useful to already have the that established. I imagine that when we start doing the work in some other counties that's going to be similar to this, we're going to have to start from a different place getting the groups meeting, getting the established goal of collaborating to be really clear. What why it was so successful, I think, in Orange and Chatham counties."

"We couldn't have just started from the SEEA investment and gotten the same outcomes that we did without having the background of collaboratives already meeting and talking in place. That was really useful to already have the that established."

The collaborative tools were designed to build inter-institutional capacity and foster partnerships, but their development also depended on commitments to cooperation. In practice, RTT embodied this commitment in creating a vision for repair *systems* and in leading quarterly meetings in Chatham County. In Orange County, OCDOA similarly facilitates this foundation of collaboration by employing Dr. development process. Lavalley to serve as coalition coordinator. Partnership, abundance, and flexibility were essential in the

What We Learned About Utilization of Collaborative Tools

Utilization in Orange County

A complicated, layered funding landscape in Orange County called for systematic use of the new collaborative tools. Evident from discussion with OCHPC partners, and supported by administrative data findings, utilization of the collaborative tools has fundamentally changed the operations of both the coalition and independent organizations. In fact, most organizations are shuttling all their applicants through the collaborative process, with few exceptions. Using the collaborative tools has not been without challenge, but these *necessitate* the coalition model and have not been insurmountable.

Here, we document the application of the collaborative tools, which bears important lessons for future implementers to consider and sets the context for the outcomes of collaboration.

Screening Tool & Data Share Agreement

Embedded in the unified screening tool is the data sharing agreement, which gives permission to the referring organization to share the homeowners' information with OCHPC participants. These combined tools are heavily utilized, especially by Habitat and the Jackson Center, which have collectively referred nearly three quarters of coalition's applicants (**Figure 4**). Together, the screening information and data share agreement help organization collect "*the right information*" and make "*good referrals*" (RTT). This allows OCHPC to absorb the burden of finding an organization who can

Participant Story - Absorbing the Navigation Burden

When a homeowner reached out to OCDOA for an update on her assessment, the coalition coordinator was able to tell her that that OCDOA would plan to do some repairs and was also coordinating with CPCA on her behalf to determine her eligibility for their services.

make a homeowner's repairs. A valuable tool, the unified screener and data waiver are frequently utilized; OCHPC has **collected them from 92.9% of homeowners in updated database** ([Appendix I](#)).

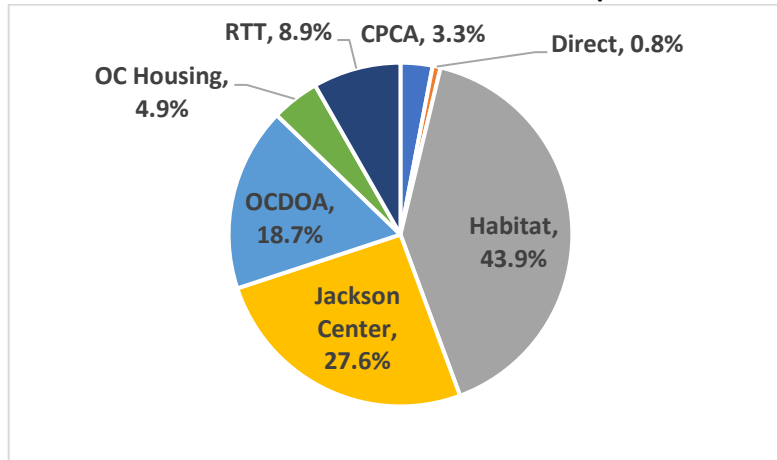


Figure 4 Referring organizations for homeowners in the updated Orange County database (n=123)

Participant Story - Making “good referrals”

OCDOA referred one homeowner to social workers on its Aging Transitions Team after the screening tool revealed the need for additional caretaking support- this homeowner reported being essentially bedridden, reliant on external oxygen, requiring bathing assistance, and having limited bathroom access- but few financial resources.

“Good referrals” are not limited to home repair referrals within the coalition. The screening tool provides space for applicants to describe social and health concerns that may relate to the home environment, but require specialized attention and warrant external referral. With information about what applicants need to remain in their homes for as long as they would like, **the coalition collects “the right information”** to recruit social services and support.

Notably, the data share agreement was not explicitly mentioned in discussions of the screening tool, but the two go hand in hand: the data share agreement provides the consent that underpins the entire collaborative process.

Database and Coalition Coordination

The shared database housed information collected in the screening tool and in the home assessment. With information about both the residents and the home, **it served as “the glue” connecting the collaborative tools**. The coalition coordinator reinforced use and accuracy of the database in shared case management, making it a focal point of monthly meetings.

Frequency of updates and use of the dynamic communication abilities varied across OCHPC partners. **Service providers which designated a database point person were most successful at providing timely updates and communicating through the database (OCDOA).** Other organizations continued to use email as the primary means for information sharing, and used the database more as a “repository” for documentation and information (RTT). With varying capacity to participate in database management, **the coalition coordinator role became a core component for supporting collaboration.** Dr. Lavalley provided “*support for any organization that doesn’t have capacity*” to regularly interact with the shared database by “scaffolding” database usage and absorbing management responsibilities. Organizations with varying capacities still engaged in collaboration because effective and feasible use was prioritized over uniformity. **The process of scaffolding also represents a key example of continued development and flexibility throughout utilization.**

In making the “coalitioning” process accessible and user-friendly, the coalition coordinator **kept the database accessible, adaptable, and reliable, making it an effective tool to shepherd complex cases**

through the home repair network. Together, the shared database and coordinator role created a rich reference for documentation and smooth, continuous project management. Communication — happening directly within the database and in meetings — “*also naturally create[d] more organizational accountability for repair,*” explained a Jackson Center representative. Partners had the tools and information to openly discuss each case, building upon updates entered into the database, and **collaboratively problem solve.**

Coalition Story - Scaffolding Database Usage

For those organizations who do not yet have capacity or readiness, Dr. Lavalley managed work scope updates after coalition meetings. Similarly, if an organization was not yet ready to access the database as frequently to identify potential service recipients or update coalition partners, Dr. Lavalley pulled simpler and more accessible reports from the database and asked for updates from those organizations via email using those reports. On the other hand, if an organization had more capacity to engage in the database, Dr. Lavalley worked with that organization to offer more advanced usage opportunities for their needs (e.g., specific views, calculations, eligibility determinations). His skills in occupational therapy were assets in providing adapted support.

Coalition Story - Problem Solving at Meetings

An occupational therapist at a community medical center separately reached out to RTT and OCDOA about an urgent plumbing issue at a patient’s home. Even though the homeowner had not applied to OCHPC and did not have a comprehensive home assessment in the database, RTT assessed the immediate issue but determined the home to have significantly more disrepair. Following several rounds of email communication, the occupational therapist attended an OCHPC meeting to participate in the discussion with all partners regarding RTT’s recommendations on how to move forward given the condition of the home and the availability of funding. Centralizing this conversation gave the occupational therapist a clear sense of what to communicate with the homeowner about options for resolution.

Comprehensive Home Assessment and Home Assessment Manager

Along with eligibility information from the screening tool, the home assessment was a primary source of “the right information” for the coalition. Providing a sweeping view of the all repair needs in a home, the assessment was used to identify organizational and funding matches. As with the unified screening tool, its value promoted use, with **91.9% of homeowners in the updated database receiving a comprehensive assessment.**

The inter-disciplinary approach to the home assessment allowed comprehensiveness. The diverse nature of repair needs identified by the assessment is evident in **Figure 5**, which describes the types of repairs and their frequency in the 88 homes that have segmented projects in the database. For comparison, **Figure 5** also includes repairs identified for the 35 homes from the original database. Notably, the repair needs identified among homes in the original database are largely based on request from the homeowner, and are therefore responsive; in contrast, for the 88 homes **in the updated database, needs are proactively identified through the comprehensive assessment**, explaining the greater variety. This wide variety of repair needs across applicants, in combination with the **average of 13 repair projects identified per household**, indicates that the home assessment, is in, fact comprehensive.

The comprehensiveness of the assessment and involvement of multiple organizations likely decreased weatherization deferrals. Of the homes in the updated database with weatherization or HVAC repair needs, most (55.1%) are dependent on preceding repair needs; without the collaboration of the coalition, these homes may have been deferred for service. This proportion is smaller among homes in the original database with weatherization and HVAC needs (38.1%). However, this estimate is based only on the project details available, which are mostly based on homeowner request; without the proactive comprehensive assessment, the coalition may not know about all repair needs and service providers may identify additional “surprise” needs along the way. In essence, the original database may underestimate the dependent nature of weatherization and HVAC repairs due to missing information that the collaborative tools provide.

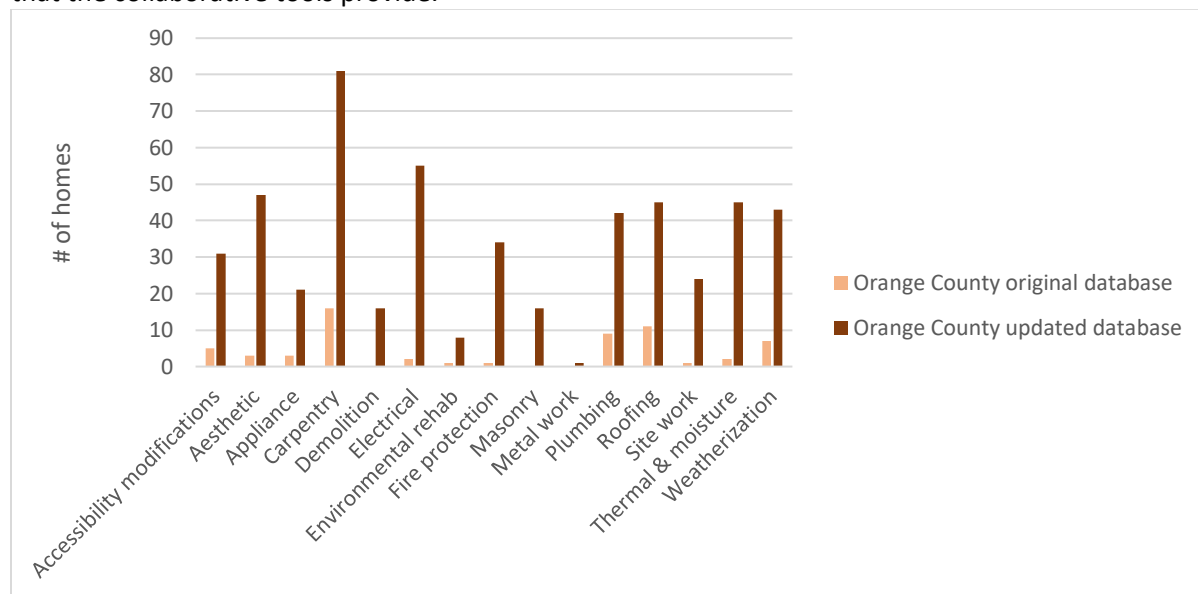


Figure 5 Types and frequency of repair needs identified in the updated database (n=88) and the original database (n=35)

The coalition also used the assessment to **promote coordination**, identifying organizational matches for repairs based on the scope of the work needed. The RTT representative explained that, pushing the home assessment up to be earlier on the process gave the group a “*sense for the systems we’re going to have to touch.*” This put organizations in a position to be proactive rather than respond only to specific repair requests. An OCDOA representative explained,

“I think that that's the value of that assessment, and that [before], when most of the time each organization [wrote] the assessment up or the work scope, it's what they can do. Whereas we have this assessment that is comprehensive that sort of stands outside of that, and we're able to go back to it and look at, well, this organization was able to take this chunk, but there's still this stuff leftover, whereas if we didn't have that full assessment, that stuff that's left over, might not actually get done, or it might sort of fall through the cracks sometimes.”

Understanding repair needs early in the repair process helps the coalition identify appropriate partners based on the scope of work, and also helps match projects to appropriate funding sources within an organization. For example, one

homeowner was in need of multiple home repairs, including a walk-in shower conversion. The coalition internally referred her to OC Housing, which used the assessment even before its own inspection, to determine that most of the projects could be funded through their Housing Rehab, rather than Urgent Repair Program. This was important for OC Housing to identify early so that they could route the appropriate application to the homeowner and avoid unnecessary paperwork. Just like the unified screening tool, the comprehensive home assessment functions to collect “the right information” (OC Housing and RTT).

“We still sometimes get out there and start taking something apart and it’s not what the assessor sort of identified as the concern - it turns out the solution is different. But we at least have a sense for the systems we're going to have to touch, and the rooms we're going to have to make sure we look at and so it's, I think, been helpful even for us to have those done early in the process.”

-RTT representative

The comprehensive home assessment completed with RTT’s expertise has proven invaluable. Still, utilization can be expanded and explicit guidelines and training for the comprehensive assessment process remain a future goal. The TJCOG planner explained,

“If there is a future in which we have all partner organizations providing whole home assessment and the assessment looks the same regardless of the organization, we will need to implement a structure that can replicate it to make sure that we’re getting the same types of assessments across the coalition.”

In this future vision, coalition partners share in the task of assessments, but this creates a challenge of consistency. Using a comprehensive home assessment protocol or checklist could facilitate training and sustainability when staff-turnover occurs. **Identifying a future elaboration of this collaborative tool represents the reciprocal nature of development and implementation, and importance of adaptation.**

Cooperative Service Provision

One intention of the grant collaborative tools was to achieve high levels of collaboration. All homeowners are discussed in OCHPC meetings, benefitting from collaborative problem solving and case coordination. **Additionally, most homeowners are being served by multiple service providers, concretely demonstrating collaboration.** By nature, the 40 homes being served by more than 1

organization (61.5%) are benefiting from collaboration (**Figure 6**); another 8 homes (12.3%) are currently being served by only one organization, but a different one from which it was referred. Taken together, nearly three quarters of homeowners are experiencing collaborative home repair service provision. This is particularly helpful for organizational budgets, as the average value of home repair costs is \$12,140.46.

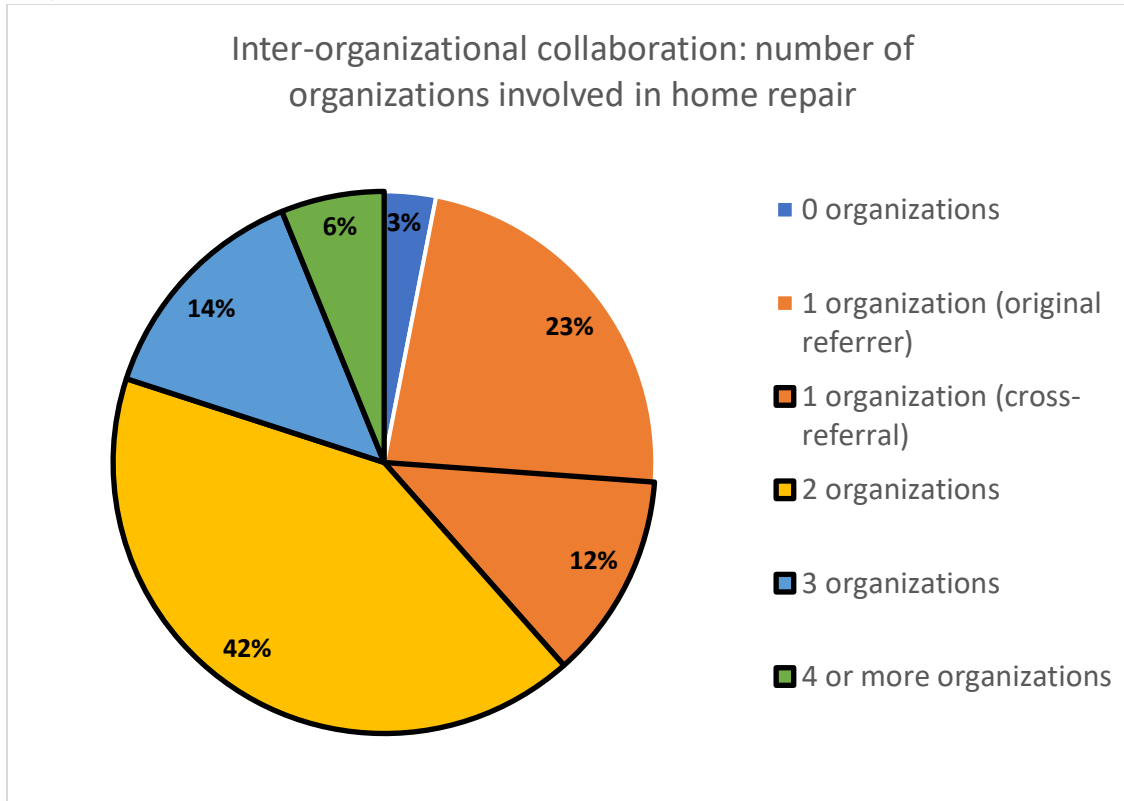


Figure 6 Number of organizations involved in repair among homes with work in progress or fully or partially complete (n=65)

Exceptions to Collaborative Processes

With successful and strengthening coordination, organizations are integrating their service lists with the coalition's applicant pool. However, there are some circumstances under which organizations are serving homeowners independently, or without using the collaborative tools now embedded in OCHPC. For example, applicants who have been on waitlists for RTT and Habitat since before Partners in Home Preservation are being served by the individual organization to which they applied; both organizations intend to get through these lists and are transitioning by sending all new applicants to the coalition (RTT and Habitat). The Jackson Center operates an emergency repair program; because of the urgent need repair, these homeowners are not necessarily referred to OCHPC, though they may have already applied to OCHPC for other repair services. Likewise, OC Housing maintains a service list of applicants which apply directly to them that is separate and apart from OCHPC's. However, it does refer homeowners which it cannot serve to OCHPC and takes on some work scopes from OCHPC (OC Housing). Finally, OCDOA also maintains an independent service list. Many homeowners who seek repair services from OCDOA require only minor home repair or accessibility modifications (repairs to a dripping faucet, installing a grab bar, etc.) for which OCDOA has capacity and funds. Still, for homeowners whose repairs are out of scope, one OCDOA representative says,

"it has provided us the opportunity to say, 'We're not the end. If we can't do it, we can very easily give it to someone else to do.' And I think that has really been helpful to connect with homeowners and make sure that they know that we're sort of taking care of them."

Emergent Challenges in Orange County

Parallel Work Flows

As OCHPC continues to operate, **partners are managing projects within the context of their individual organizations and also within the shared space of collaboration.** As one partner said,

"I think for RTT, we're still trying to figure out exactly how these sort of parallel workflows happen. We use Salesforce for our client tracking and initially we were thinking, like I wonder if we can merge these together? can we push all this out? But all of us, again, end up with some kind of system once we select a project and we needed... we couldn't merge anything. And so, we have had that sort of rethink, and it's been a lot of shuffling trying to figure out the best way to track this without entering a bunch of information a bunch of times and, and so that's still a journey, I think."

These "parallel" systems and duplication of work connect to staff capacity. As one CPCA representative explained,

"I just can't do everything and it's hard for me to, to put everything into the Airtable and whatnot with everything else you have to do...But with the funding the way it is hard for me to justify hiring anybody, just isn't enough time in the day for me to do so. Your help is appreciated."

Having a coalition coordinator in Orange County to collect information and manage updates and communication has reduced the challenge, but this concern will increase if that position does not become a permanent fixture.

Explanation and Expectations

While parallel work flows presented a challenge for internal communication, another area to develop is external communication. This includes talking homeowners through the application process and establishing expectations. **Homeowners were, at times, confused by what it means to be "referred to the coalition;"** both a Jackson Center representative and an OCDOA representative agreed that it can be difficult to explain to the homeowner who each of the involved parties is and what each step in the process will look like- from home assessment to organizational matching to starting work- without getting bogged down in the details. In essence, **there is difficult balance to strike between transparency and over-promising.** As one Jackson Center representative said, there's a challenge in *"trying to explain that nothing is certain."* This is somewhat complicated by the comprehensive nature of the home assessment; while the assessment identifies a range of repairs in a home and homeowners may make specific requests, not all repair needs impact the health or functioning of residents in the same way. In this way, setting expectations with homeowners about priorities in the repair process is important, but coalition capacity to complete all repairs changes over time and isn't known immediately following an assessment. An OCDOA representative said that the group is making headway with regards to external communication, but suggested that formalizing the entity with a memorandum of understanding would ease some of the burden, giving the coalition a unified identity; moreover, continuation of the coalition coordinator role would provide a central voice.

Utilization in Chatham County

Collaboration and Referrals

Key to CCHRC's success in Partners in Home Preservation was the "culture" of collaboration that permeates the group (COA). This sensibility existed long before the grant and the new collaborative tools amplify it, helping to build inter-organizational capacity. In contrast to Orange County- where many overlapping funding streams and service providers required complex, systematic collaboration- CCHRC favored *informal* shared case management to *formal*, database driven communication. Less information in the shared database presented some limitations in the evaluation process. However, the decision to use the database less was seen by participating organizations as a trade-off for simplicity and works well given the funding structures, repair capacities, and communication styles in the county.

In Chatham County, the value of the grant has been in establishing the case to commit county resources to improving substandard housing and in leveraging external funds.

In the focus group discussion with CCHRC partners, actual use of the shared database came up infrequently; participants more often discussed its potential or their intentions to use it to address the "duplication of effort" across organizations (COA). For example, one COA representative said,

"I think we realized that we really needed to be more efficient in that the consumer is going to try and reach out to as many different people as possible to try to get help. But once the database was in there, hopefully as a tool, we would say, okay somebody called [COA] because he needed help with his roof. Now let's see whether they called [CPCA]...we didn't want to do weatherization until the roof was fixed."

More frequently than using the database as a tool of active communication and documentation, partners utilize traditional and informal methods, with one partner stating, "I think that in Chatham, the meetings have become less the central spot where coordination happens, but it's happening even more frequently than waiting for a monthly meeting" through phone calls and emails (RTT representative). At another point, the partner stated,

"[At the meetings] we don't necessarily spend as much time on individual case management because that ends up being the thing that happens one at a time through the month, and I think it's probably just a process of not having agencies that have as much overlap between what they do."

With little organizational overlap, the determination of referrals is relatively simple in Chatham County. Still, the unified screening tool facilitated communication and connectivity between organizations and homeowners when a referral is necessary. Homeowners are told to expect to hear from the referred organization, re-positioning the responsibility of contact. One RTT representative explained its use:

"It's nice to be able to have those [screening tools] come in with a little bit more detail...we will sort of give [CPCA] a list to send the collaborative applications for weatherization to say, 'these people are going to be ready so go ahead and send them [a CPCA] application that we told them to expect...and sort of make the hand off that way. So...it's a little more monodirectional, I guess in terms of the way it works in Chatham, but it's been very helpful.'"

In contrast to a traditional referral in which one organization would provide the homeowner with contact information for another, it serves as a warm hand-off.

Emergent Challenge in Chatham County: Documenting Collaboration

The reliance on informal modes of collaboration and communication outside of the shared database is reflected in – and limited – the results in **What We Learned About the Outcomes**. For example, we were unable to describe homeowner demographics or the types of the repairs needed due to lack of documentation in the database. Without the home assessment details available on the database, we were not able to evaluate collaboration in service (i.e., cross-referrals or multiple agencies completing repairs at a household). The TJCOG representative summarized, saying

“In Chatham, the main challenge is that collaboration right now is really only happening when somebody needs to refer a client. And that includes getting the home assessment, using the initial [unified screening tool], and putting that person in the database. When we can get to a place where collaboration is expected for every person who comes through anybody’s doors, then we will see the improvement in those things...Even in doing the evaluation, determining who has actually been touched by any of these improved processes...we are definitely missing out on data collection for Chatham County that the database would provide.”

This is not to say that collaboration hasn’t improved, but it has not been documented. The TJCOG representative continued, *“We can’t quite document [collaborative processes] in the same way [as in Orange County]. It doesn’t mean it’s not happening...but we really don’t know how to measure how much it’s improved.”*

What We Learned About the Benefits of Collaborative Tools

Organizational Experience

Benefits in Orange County

Following the process from application, to entry into the database, and then to assessment, homeowners benefit from increasing partnership, and organizations take on more complex collaboration. This complexity is depicted in the model of OCHPC in practice (**Figure 7**). Improved partnership and complex collaboration mean that organizations are working together to appropriately direct resources, make a case for recruiting resources, and creatively manage them. **Collective budgeting and management have given partners the tools to strategically plan and extend their services, and has built inter-institutional capacity for create problem solving.**

Orange County, NC Home Preservation Coalition Model



Figure 7 OCHPC collaborative model in practice

Work Progress

Across both databases, OCHPC completed all of the projects it could at **21 homes (Figure 8).**^v **Sixty-three (63) homes were in progress**, including homes with work planned, actively being completed, or partially complete with other partners in line to complete additional repairs. Notably, project status was unknown for 14 homes, all of which are in the original OCHPC database; **the absence of homes with unknown status in the updated database demonstrated improved project monitoring.** Moreover, 25 homes were moved from the original database to the updated one as the need for more complex collaboration was identified.

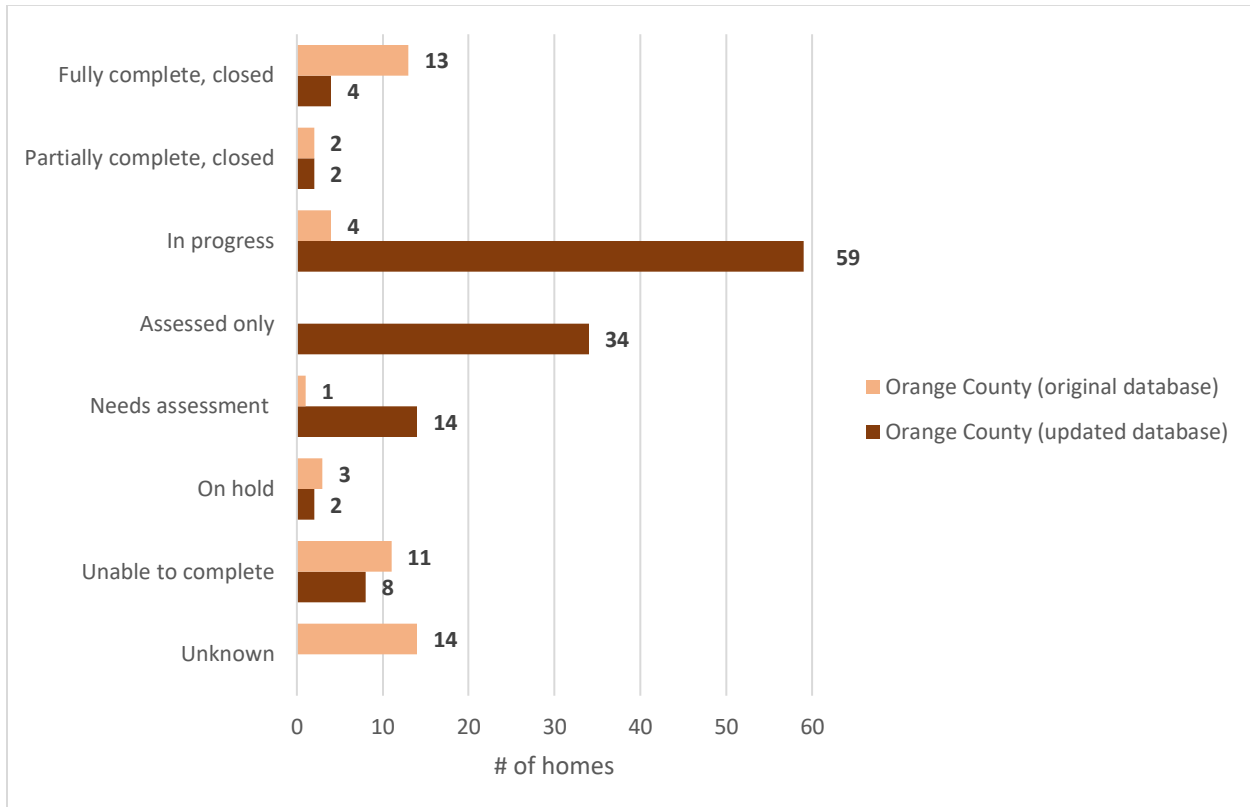


Figure 8 Home repair progress status among homeowners in the original database (n=48) and updated database (n=123)

In the updated database, there are 10 homeowners whose repairs were either unable to be completed at all or are on hold; for 5 of these individuals (50%), the reason for incompleteness or delay was that the applicant passed away or moved to long term care/hospice. Other reasons included: not income eligible for the organizations with technical ability to complete repair; uninterested in referrals within the coalition or in completing necessary preceding repairs; or severe substandard condition of home.

^v This means that some repair needs may have been left unmet, but the coalition team determined that either: 1) these are not threatening to the health and safety of the home or residents and were outside the priority and capacity of coalition partners at the time, or 2) the homeowner is not eligible for the additional service needs.

The “Right Information” Leads to Better Organizational Matches

The opportunity to directly refer within the coalition meant that repair jobs were **matched to the organization with the best skill set and capacity**. This was, in large part, because partners now had the “right information” on homeowner eligibility and service needs at the start of the repair process. For example, Habitat explained that, by referring HVAC repairs to CPCA and minor repairs to OCDOA, they’ve been able to stretch their budget and invest more in the jobs for which they’re well equipped; for the first time in several years, Habitat met and exceeded its service goals.

Habitat was able to stretch its budget by referring applicants to an organization better suited to serve certain repair needs (like referring HVAC repairs to CPCA or minor home repairs to OCDOA).

CPCA also increased service,

“I can honestly say that if it wasn't for this, we probably wouldn't be fulfilling our contract all the way. I've been here almost 20 years and we've always not had enough clients in Orange

County until last year, and then this year, it seemed like we're going to have enough houses to spend all the money that we're supposed to spend up there. So, it's great” (CPCA)

“I can honestly say that if it wasn't for this, we probably wouldn't be fulfilling our contract all the way. I've been here almost 20 years and we've always not had enough clients in Orange County until last year...”

-CPCA representative

The CPCA representative attributes this accomplishment to having more leads. Administrative data indicated that the home assessment not only identified homes that could benefit from weatherization, but also brought attention to needs that must be addressed before weatherization can be completed. With these projects on the coalition’s radar, homes are served first by other organizations before CPCA, reducing the chance for a weatherization service deferral.

“..people are calling our organization back and saying, you know, ‘you were able to solve my problem last time and I have a new problem’... they do see the coalition as a solution.”

-RTT representative

Coalition partners also notes the frequency of minor home maintenance requests that their respective organizations received (OC Housing; RTT; Jackson Center). Initially, this was a concern – these requests are not the priority of the coalition. **However, strengthening partnerships and collecting the right information upfront helped organizations**

better cope with these requests by redirecting them, through the network, to the appropriate resource. For example, OCDOA often reminded partners that it is well positioned for minor home maintenance work and can accept these referrals from partners. RTT also reframed these requests as a signal of trust in the coalition, saying,

“I think that's definitely a product of, in my mind, a good thing that people are calling our organization back and saying, you know, ‘you were able to solve my problem last time and I have a new problem.’ It may not be a problem we should be solving; I think I agree with that. It's the wrong tool, but there, they do see the coalition as a solution. And so, I like the idea of journeying towards developing what, you know, resources or whatever to help support the ongoing maintenance because the longer we can keep these houses off our lists, the better off we all are.”

Identifying this trending need for home maintenance, not just large rehabilitation, OCHPC is responding. The Jackson Center and Habitat chair the newly developed Education & Outreach Committee, which is planning workshops to increase awareness about OCHPC and educate residents about minor home maintenance and repair prevention. While this committee was not a planned component of Partners in Home Preservation, its tools have helped OCHPC respond in a resource-efficient way. One OCDOA representative reflected on maintenance requests,

“You know, that is absolutely part of that outreach and education branch that I think we’re just starting to build. And having the SEEA grant, I think, has allowed us to sort of see that and have the cushion to be flexible enough to not just focus on putting hammer to nail but also think about these broader issues that we can then address and so that you don’t keep getting called that way. And you can focus more on those urgent repairs and the funding can focus more on those urgent repairs, hopefully.”

The Jackson Center and Habitat chair the newly developed Education & Outreach Committee, which is planning workshops to increase awareness about the OCHPC and educate residents about minor home maintenance and repair prevention.

Essentially, increasing the strength of partnerships and collecting the right information **supported internal coalition capacity-building and gave organizations the tools to respond** to emerging trends in home quality requests, while protecting their financial resources.

Aggregating Data for Advocacy

In addition to building service and infrastructure capacity, the collaborative tools are generating cross-county data about home repair provisions and outcomes. In unifying evaluation and aggregating data, the coalition is identifying the populations being served and common repair needs, as presented in this report, giving leverage for advocacy around funding and policies for a home preservation and repair systems.

The unique combination of experiential knowledge, which comes from navigating the home repair policy and funding landscape, and having data on service needs positions the coalition to not only recruit additional funds but also play an active role in advancing equity through home repair.

OCHPC is sharing data with local government entities and community-based organizations to increase funding and programming. For example, OCHPC consulted with OC Housing and the OC Sustainability Coordinator to prioritize home repair and improvements in the use of a new county-level climate action tax revenue. The Orange County Commission for the Environment and

NAACP Chapel Hill-Carrboro partnered to pursue a grant from these funds; they also came to OCHPC for information on the need for water heater replacements in the county. The coalition coordinator quickly provided aggregated data to the group on how many homes currently needed water heaters.

Additionally, OCHPC is using its insights to partner with the municipalities and county to ensure that home repair and rehabilitation is addressed in their strategic plans for racial equity, facilitated through the Government Alliance on Race and Equity (GARE) process. OCHPC partners have offered local governments specific policy-related questions to explore the advancement of both home preservation and racial equity. The unique combination of experiential knowledge, which comes from navigating the

home repair policy and funding landscape, and having data on service needs positions the coalition to not only recruit additional funds but also play an active role in advancing equity through home repair.

Funding Management

Creatively Managing Collective Funds

Partners are using creativity to problem solve and build capacity by collectively funding operational functions. In practice, partners are working beyond linear sequences and sometimes fund each other to **fully utilize the range of strengths, expertise, and resources that are available within the coalition.**

One RTT representative explained,

"I think, initially we envisioned it might be organization A brings resource 1 and does something, and then organization B, sort of in a line. And what's turned out to be the case is we sort of are finding that partners are good at different things and can sort of fill those different holes. And so, [OC Housing] and I have worked together on several projects, and we've been able to work with [CPCA] on projects where the funding might be coming from one partner and going to another to do the work in some cases. And so, I think there's a lot of- it has sparked a lot of creativity by thinking about not just how all of our organizations meet and talk about houses and then go do our own thing. But really thinking about it as a collective action kind of activity is definitely different than we've ever experienced until the coalition was formed. So, it's been exciting for sure."

The value of cross-funding is that organizations are getting to do the jobs that they are best suited to do.

The collaborative tools are allowing organizations to not only manage their individual repair budgets, but also increase capacity through **shared operations and costs.** An OCDOA representative explained,

"I mean, the SEEA Grant paying for the home assessment manager is vital, and an absolute sort of backbone of the whole process for the coalition and helps all of us. And I think it's novel in that, you know, RTT is essentially working for the coalition. They're not just focused on their work and, and that cooperation across the coalition is, is what sort of defining us and is different than I think other ways that that this has been approached. And then potentially also that sort of same cooperative approach when it comes to the Department on Aging being willing to support the administration and sort of coordination of the process in the same vein, where we're sort of working for the coalition as opposed to just for the Department on Aging. So, the willingness to step into that coalition and doing 'coalitioning' a little bit differently. I think that the SEEA Grant has allowed us to do that with funds to sort of be a little bit more flexible about our bottom line when it comes to our specific, you know, our individual organizations and the work we're trying to do."

In these ways, the Partners in Home Preservation, and the core components which will outlast it, have provided a **safe opportunity to explore and develop collective capacity, giving organizations the resources and motivation to operate beyond their own boundaries.** With this successful increased capacity, each coalition is able to justify and seek continued support for their collaborative work using the Partners in Home Preservation program outcomes as evidence.

Efficiently Using Independent Funds

Using the collaborative tools, organizations have not only changed their collaborative processes, but also streamlined internal operations for better planning. With the homeowner information from the screening tool and the project needs from the assessment, **organizations are engaging in effective communication to plan and strategize around funding.**

Habitat attributed their improved funding efficiency to more easily connecting with eligible applicants whose repair needs are in Habitat's scope of work,

"through the SEEA grant and OCHPC collaboration, Habitat was able to have a steady flow of applicants and better match our skills to the needs of homeowners. For example, having access to a database of applicants through the unified application process, enabled Habitat to plan a quarter ahead which enabled us to better match projects with available construction staff, match projects with funding, and coordinate location of projects completed during one time."

Moreover, Habitat was able to stretch its budget by referring applicants to an organization better suited to serve certain repair needs (like referring HVAC repairs to CPCA or minor home repairs to OCHDOA).

"...having access to a database of applicants through the unified application process, enabled Habitat to plan a quarter ahead which enabled us to better match projects with available construction staff, match projects with funding, and coordinate location of projects completed during one time..."

-Habitat representative

This means that they have been better able to meet their goals and increase service provision. In the last 2 fiscal years, Habitat didn't reach its goal of serving 30 households. This year, though, Habitat exceeded their target of 30 homes by 2 even in the midst of interior service referrals due to COVID.

An RTT representative echoed this idea of making more appropriate use of funding, stating,

"my take would be the assessment is probably the thing that has done the most to give us the tools to...treat all those disparate funding sources that have to be spent in

different ways. It allows us to think strategically about that before beginning the project, as opposed to finding out halfway through, we bought the wrong thing with the wrong money, and now we're stuck. That would be my, my sort of, I guess, reflections on that."

Efficiently Securing Funds

Service providers are making better use of the funds available to them, and funders themselves appreciate the ways in which the collaborative tools improve the funding process. One representative from the Town of Carrboro said,

"You know, we're a really small local government organization, and it's administratively burdensome for us to have to do those small, under \$5,000 projects, and have five of them. But you know, [RTT] lately has been able to bundle those together, and then we can bring them to our advisory board and say, you know, here's a group of repairs that are needed in our community and I think it's helped them to, to be able to look at it comprehensively. And there's been a lot of support from our Affordable Housing Advisory Commission, and just from staff for the way the process has been working."

Organizations now proactively bundle municipal funding applications because they have the "right information" - from the screening tool and home assessment- to make their appeals. Related, in developing a new application process, the Town of Carrboro specifically requested and incorporated feedback during OCHPC meetings to facilitate more intuitive and helpful processes for partners.

Emergent Benefits

Supporting Organizational Development

The effects of the Partners in Home Preservation are not limited to grant recipients. Launched in July 2020, Hope Renovations (Hope) is a non-profit repair provider and trainer for women in the trades. The founder of Hope connected with the OCHPC early in Hope's planning phases, and this partnership shaped the development and scope of their organization's work in the county. Leveraging collaboration from the coalition and the collection of home assessments, they were able to identify the best way to fill gaps in the county's home repair network. Moreover, they've seamlessly integrated themselves into the collaborative process by using the unified screening tool, rather than inventing their own.

Leveraging and Facilitating Organizational Strengths

While Hope has been able to define its scope of work as a result of improved collaboration, the Jackson Center and OCHPC have been able to better focus on their existing missions and play to their strengths.

A community-based organization whose mission is *"to honor, renew, and build community in the historic Northside and Pine Knolls neighborhoods,"* the Jackson Center is involved in home repair as a means of achieving housing justice, retaining long-term residents, and preventing community loss.^{14,15} Improving collaboration among home repair service providers meant that the Jackson Center can focus on its strengths and purposes, rather than being bogged down with the nitty-gritty details of the repair process, like conducting assessments or navigating referrals. The Jackson Center representative explained,

"we get to do more what we're more built to do, what our strengths are, which I think is to be advocates. And to be, like: over here is the full situation of the house. Here's the background, here's why this person is not a homeowner. Here's the nuances of those situations specifically, that also connects to how different challenges and disparities that there relate to housing and especially in connection to race and class."

One such program, The Jackson Center's Property Tax Mitigation Program, works with older adult residents in the community to set up payment plans for and provide support towards outstanding property taxes. After the Town of Carrboro awarded a bundle of funding to RTT, RTT coordinated with the Jackson Center to collect proof of payment plans and life-rights for 3 applicants in their service area, a requirement before the Town can release funds. As a trusted organization in the community, the Jackson Center's collaborative approach has been essential for moving repair work forward; creating

Coalition Story - Freeing Up Organizational Capacity

The Jackson Center previously had a staff member doing home assessments for its repair program, but had to reassign that person to another program. They did not have the funding for another staff member to fill the home assessment gap, so the availability of the OCHPC assessments is "fantastic" (Jackson Center). Importantly, the Jackson Center serves residents in select neighborhoods in Carrboro and Chapel Hill, but they would often receive requests from homeowners outside of its service area. Before the formalization of OCHPC, the Jackson Center would internally figure out which organizations to refer these homeowners given the limited information they collected about the applicant on their own form. That's not the case anymore; the Jackson Center representative explained,

"But now we don't have to do that; now we can just get [the unified screener] and send it. And then it's, it's processed and figured out by the coalition. So, it allows us to just refer more people."

space for it to focus on its advocacy and outreach strengths not only benefits its own mission, but also lends an important service to OCHPC.

Collaboration with community organizations like the OCDOA and the Jackson Center leverages resources and relationships to better serve homeowners. OCDOA is a “one-stop resource where older adults and caregiver can meet their social, mental, physical, financial, and day-to-day practical needs” with social workers as a backbone resource.¹⁶ In one case, OCDOA used these strengths and recruited the help of a Mandarin-speaking social worker to translate between OC Housing, CPCA, and the homeowner. Moreover, the social worker helped the homeowner understand the terms of the financial resources used and helped establish expectations, including the need for the homeowner to prepare for the work by clearing clutter. These are key examples of how **building internal coalition capacity and creating shared responsibility has positive consequences: homeowners’ repairs move forward and organizations commit time and energy towards achieving their individual missions.**

Benefits in Chatham County

Work Progress

CCHRC’s database indicates that, since January 2019, the group has completed work on **45 homes** (37.2%) and has partially completed work on another **2 homes** (1.7%) (**Figure 9**).^{vi} In addition, CCHRC is in the process of planning work- with homeowners either on the waitlist or awaiting a partner match- for another 22 households (18.2%). CCHRC also has another 19 homes (15.7%) with assessments in progress; however, progress could not be assessed for 25.6% of homeowners in the database due to missing information.

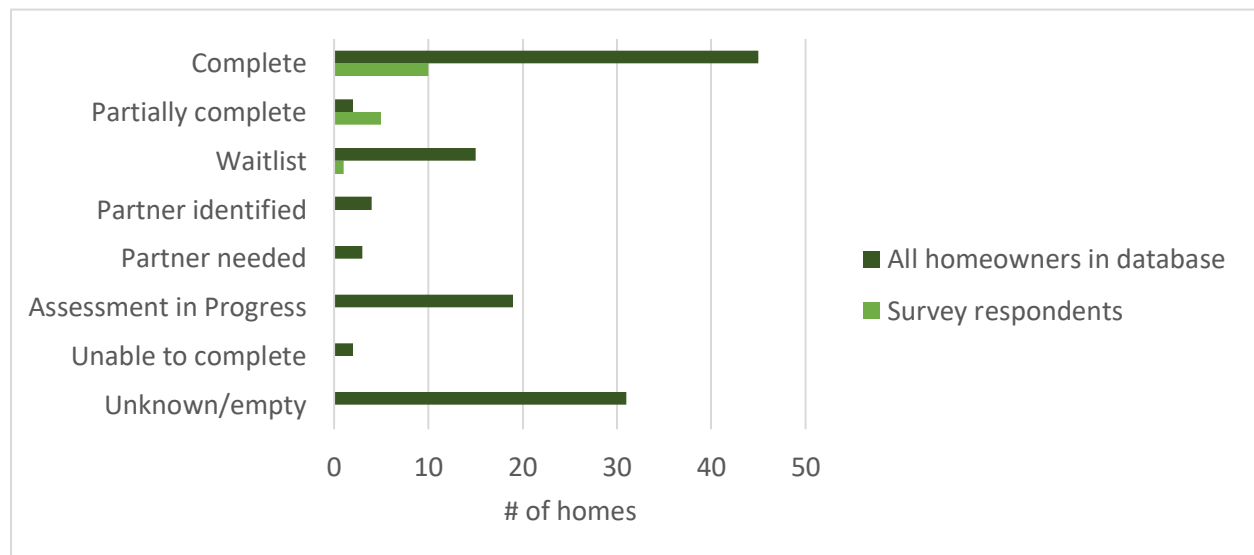


Figure 9 Project status among Chatham County survey respondents (n=16) and all homeowners in database (n=121)

^{vi} As with demographic data, organizations consulted their individual records for progress among survey respondents to provide high quality data. The discrepancy between database and direct organizational records represents misclassification of progress status within the database and inconsistent use of status terms, which limit data quality.

Building Capacity

CCHRC partners say that the grant and the creation of the collaborative tools came at a “fortuitous” time and has had an impact. CCHRC has

“had several opportunities to expand and create leverage of funding, and those are independent of SEEA, but we’ve been able to use them so much more effectively and scale the work...I think in large part it’s because of the sort of amplification that SEEA provided” (RTT representative).

When asked what particular aspect of the SEEA grant made that amplification happen, partners pointed to the comprehensive home assessment. **The creation of the home assessment manager and the comprehensive assessment fundamentally changed organizational operations and the relationship that organizations have with funding.** For example, prior to the comprehensive home assessment, RTT was “responsive” to funding, in that once a grant became available, they would consult their waiting list and find homeowners who fit the bill for the grant requirements; only then would RTT conduct the assessment to do the repair projects. Now, one RTT representative says,

“we’ve able to get out in front of these homes. So even if a home doesn’t necessarily have a pathway to doing it right then, doing the assessment earlier in the process...we can find other ways to get them help...and its definitely allowing us more control over the program and giving us an easier time coming up with options for the homeowner...That’s probably the most significant change directly created through the SEEA grant at the moment...”

A COA representative provided a concrete example of creating leverage: COA received an \$85,000 grant to serve at least 13 homes, but after identifying the repair needs for these families, realized this would not be enough money to complete all of the repairs. However, he continued, “[RTT] can now use that information, matching it with other resources that he has to bring to the table, and then also hopefully make the case for additional funding from other sources” (COA).

An asset of the Partners in Home Preservation program was that it provided the opportunity for CCHRC to develop its own collaboration priorities, allowing it to focus on leveraging funds.

Simplicity was a Benefit

In explicitly asking about difficulties or drawbacks to using the collaborative tools, partners came up empty or even redirected their responses to additional benefits. For example, the representative from CPCA said, “I can’t see where it has [created challenge], no. This has been helpful in every way.” A representative from COA agreed, saying

“I don’t see that it’s had any negatives. It’s been very helpful because if I get a call or a need brought up, I can always count on [RTT] to tell me if they are aware of it or give me background information, so it’s been very helpful for me.”

COA also added that the development and utilization processes brought COA in stronger connection with TJCOG and the NC Justice Center, as well as Orange County (COA). Finally, an RTT representative appreciated that

“the grant gave us the flexibility to sort of document and utilize our own process in Chatham, even if the process is different and doesn’t rely as much on the formality of meetings and stuff like that. Had it forced us into a lot of extra meetings that weren’t productive, I think it could have been a negative thing, but I think that the way it’s been structured... it’s sort of what we originally defined... [we] sort of flexed to meet the needs of Chatham” (RTT representative).

This **flexibility helped CCHRC avoid challenges and remain focused on its priority** to leverage funds. This primary focus on funding is a consequence of *“having three agencies with pretty defined missions that don’t overlap”* - making it simpler to direct projects- and of limited municipal funds. In Chatham County, there are *“fewer people holding the funding levers”* and funding is centralized at the county level because *“the towns in Chatham county haven’t made a lot of particular investments themselves in this particular space around affordable housing...”* (RTT). This balance of attention to funding over shared case management highlights a *“trade-off between complexity and availability of resources”* in that the addition of other agencies and partners with unique resources to mobilize improves funding access, but also requires that partners *“sort out who’s doing what a little bit more than we do in Chatham,”* as partners do in Orange County (RTT). Without a complicated landscape of municipal funds, creating complexity within the coalition was not necessary for organizations to achieve their shared goals.

Managing Previously Reported Collaboration Challenges

After two years of building collaborative infrastructure, CCHRC and OCHPC are positioned to thrive in the future. As has been previously studied, the policy landscape around funding and homeowner hesitancy to take on loans can present challenges in providing collaborative home repair services.⁹ It is these external barriers, in part, that have motivated the very existence of CCHRC and OCHPC; while present, they have not been insurmountable.

Complex Eligibility Criteria

Home repair organizations are reliant on external funding sources- state and municipal, private and philanthropic- to provide service. However, eligibility requirements are variable and timing is often incompatible, creating service difficulties. For example, an older adult contacted OCDOA about a leak in her mobile home on a rented lot; the repair need was clearly beyond OCDOA’s scope, so they immediately reached out to OC Housing directly, knowing that it was the only other organization in the coalition whose eligibility did not require land ownership. OC Housing quickly responded by assessing the issue and providing the resident with an application for the Urgent Repair Program; however, they could not move forward with the repair unless home ownership was changed from the older adults’ son to the resident, despite being the long-term resident, leaving a gap in service. **The many factors of eligibility – verified income; age; ownership, rights, and deed documentation; property tax payments – vary across funding sources, which creates complications.**

Limited Funding Availability

Allowable uses of funding may be limited and funding sources for weatherization and rehabilitation are disparate. Literature suggests that these funding regulations presented significant challenges to a collaborative home repair interventions in 11 municipalities across the US.⁹ Partner organizations in CCHRC and OCHPC agreed that these external parameters were limiting. However, they also suggested **that the coalition infrastructure that has been built through the use collaborative tools has helped to manage the challenge.** When asked about the barrier of inconsistent eligibility requirements for funding, one RTT representative responded,

“As much as is possible, we’ve done a really good job of sort of weaving those things together and getting folks the help that we can provide. But I think it is fair to characterize that as a barrier. It’s just not one that we have let completely sort of stopped us, but it’s definitely slowed us down.”

In fact, one representative from OCDOA agreed that this is a challenge, but also cited disparate funding as a motivation for collaboration:

“Yeah, I feel like the actual coalition is trying to sort of solve that problem by working together in pairing sort of CPCA with RTT or CPCA with the county and, sort of us, you know, bringing two organizations that are pulling on different funding mechanisms together to do the same home. But ultimately, no, we can't get the same funding to those same organizations, but we can do the job together. So, it's most efficient when possible. So that's how I would say that, that barrier is there, but that's what the coalition is, in some ways, trying to solve through communication.”

At this point, the coalitions are effectively coping with the difficulties of funding regulations and processes by strategically sequencing and matching funding sources. To completely eradicate the challenge, though, funding policies, themselves, have to change; **while policy change is outside of the coalitions' scopes, the outcome of strengthened partnership with municipal funders gives the coalitions leverage and evidence for advocacy at the local level**, and this is an area in which OCHPC is actively developing.

Types of Funds Available: Grants vs. Loans

Related to funding regulations is the *type* of funding that is available. In some cases, the best- or only-funding tool for service is for the homeowner to take out a loan, like one through USDA's Section 504 program. Partners in Chatham and Orange Counties say homeowners are sometimes reluctant to do so and hope that a grant comes along. This is not just wishful thinking; one RTT representative put it, this hesitation is sometimes *“with good reason,”* as homeowners may *“have been victims of predatory lending practices in the past and then are just generally suspicious in that stuff.”* In these cases, **connecting homeowners with the resources to understand the loan terms is important, and transparency about funding mechanisms from the start may help manage expectations.**

Limited Staffing

The final challenge presented by Rohe and colleagues ⁹ that resonated with coalition partners was staffing. While **issues of “turf” and credit have not been barriers to collaboration here**, as previously suggested, **partners agreed that capacity, skill, and turnover of staff are salient challenges**. One TJCOG said of collaboration among organization staff,

“I think everybody is just really pumped to help more people. I mean, we're lucky in that we have a lot of really good people who are a part of these organizations. That is not a challenge for us.”

Still, a Habitat representative brought up the difficulty of keeping the shared database up-to-date; a CPCA representative echoed this concern, explaining the difficulty to provide updates when staff time is limited and there are insufficient funds for hiring.

As discussed in **What We Learned About Developing Collaborative Tools**, identifying a home assessment manager and coalition coordinator with targeted knowledge and skills is important and can be a limiting factor if not met. CCHRC and OCHPC partners identified these priorities through practice, and future coalitions should do the same: critically thinking about their own needs and ability to find those traits or capacity to train for them.

The final barrier related to staff is turnover. As one OCDOA representative said,

“And so, I think staff turnover is something that's just going to happen, but it's about being able to have the education and sort of support right there for that new person as they step in. And we hope that the attitude of that person is one towards collaboration and support because I think when that is present, we we've seen a lot more growth and development of this coalition when all parties are really on board and interested.”

An unavoidable and inherent process, **turnover can be a challenge, but is manageable through partnerships and supportive relationships** that have been strengthened through the Partners in Home Preservation project.

Demographic Characteristics of Home Repair Applicants

Orange County Demographics

Age

OCHPC is predominantly serving an older adult population. The majority (80.1%) of homeowners in the updated database are over the age of 55 (**Figure 10**) and the most frequently served age group is homeowners between 70 and 80 years (34.6%), an over-representation compared with the older adult population of the county. The lower proportion of missing data in the updated database (8.9%) compared with the original (77.1%) gives OCHPC a clearer understanding of the age demographic which it serves, and guides non-home repair and social service referrals. This high percentage of older adults may be the result of different service-seeking behaviors by age, but may also represent the disproportionate need for home repair among the older adult population. The preponderance of older adult service recipients highlights the importance of OCDOA as a partner.

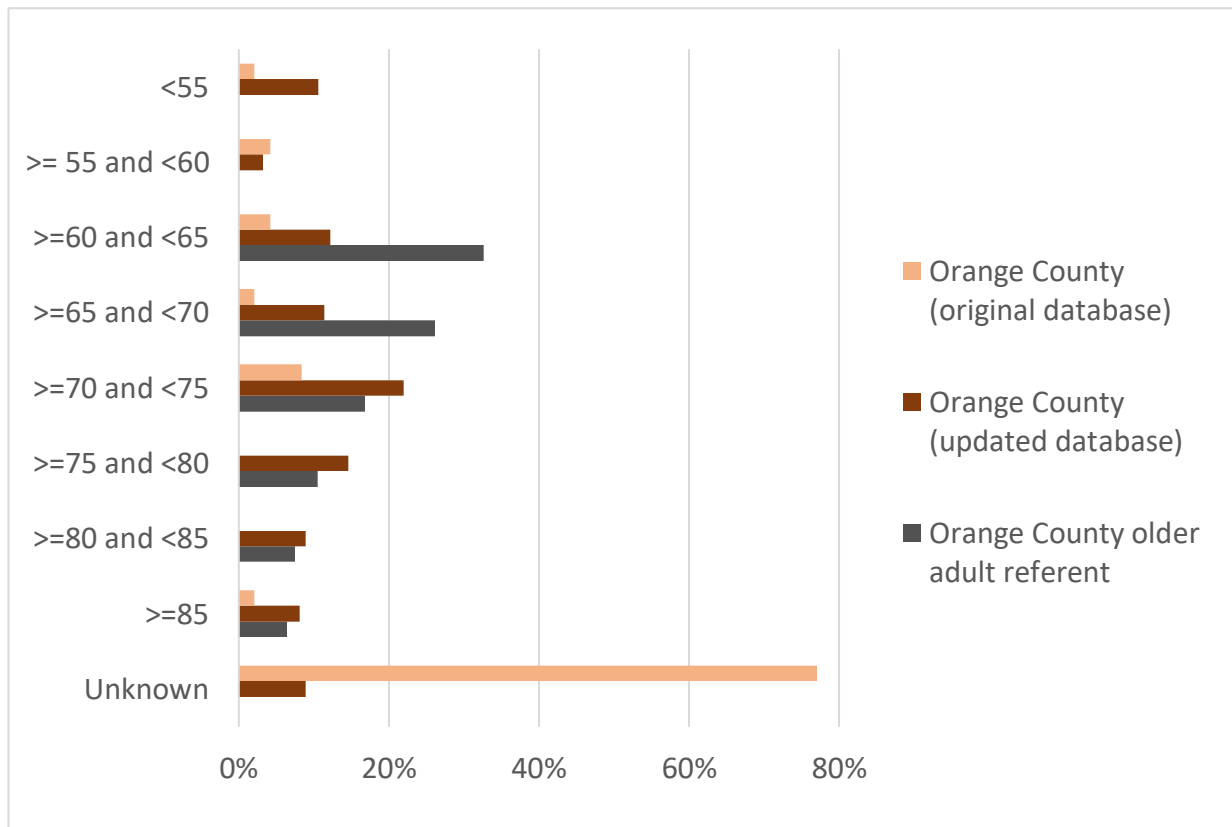


Figure 10 Age of homeowners in each the Orange County original (n=48) and updated (n=123) databases, compared with age distribution among Orange County older adults (60 years of age and up)

Race

The racial composition of OCHPC applicants is not representative of the general county population, highlighting racial disparity in home repair needs. Among homeowners in the updated Orange County database, the majority (73.2%) identify as Black or African American (**Figure 11**). The disproportionately large representation of Black or African American people needing home repair services through OCHPC is unsurprising given the legacy of racism in the housing sector.^{17,18} Notably, OCHPC did not collect racial/ethnic identity in the original database; with this information, OCHPC is now equipped to understand home quality disparities in the county and expand its advocacy capacity.

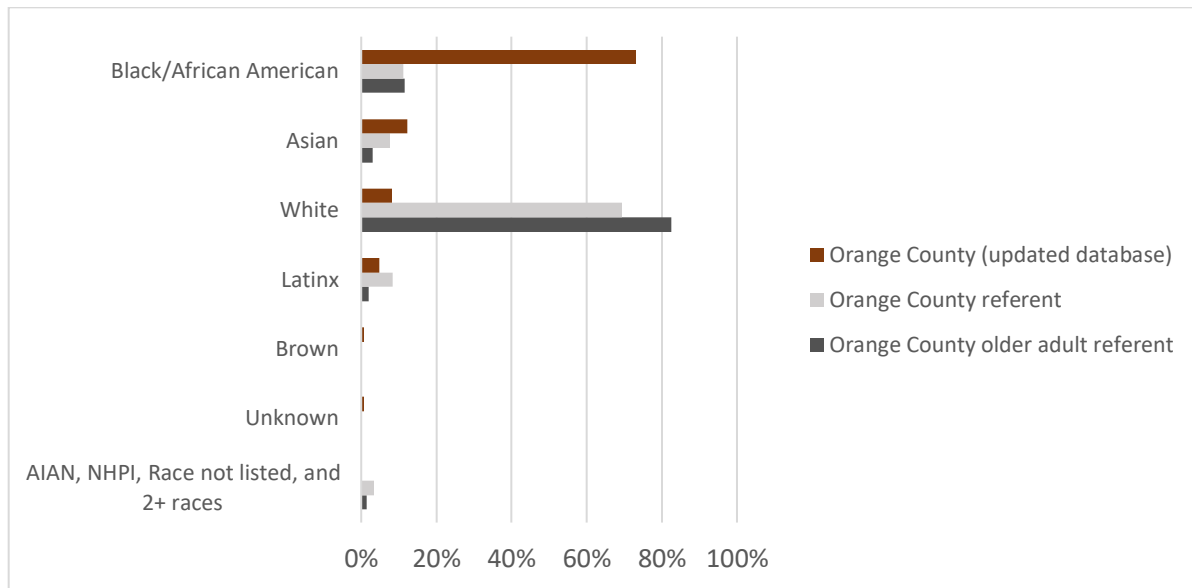


Figure 11 Racial or ethnic identity among homeowners in the updated Orange County database (updated, n=123), general population, and older adults

Income

Among all OCHPC service recipients, half make under \$25,000 in annual income (50.9%), an over-representation when compared with the county (17.9%) (Figure 12). While the proportion is much smaller among homeowners in the original database (37.6%) than the updated (56.1%), this may be an underestimate given the large amount of missing data (41.7%). Using the number of household members, too, we determined that 76.4% of homeowners in the updated database have income below 50% AMI ([Appendix I](#)); we cannot estimate this figure for homeowners in the original database without household member information.

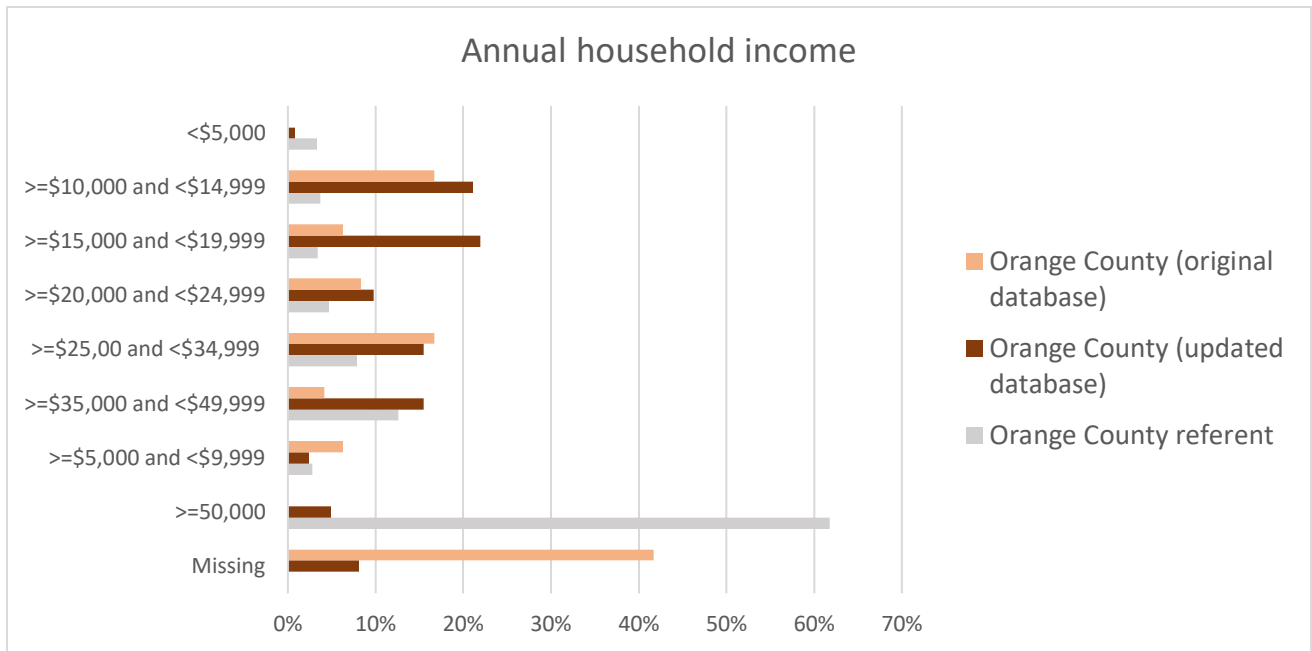
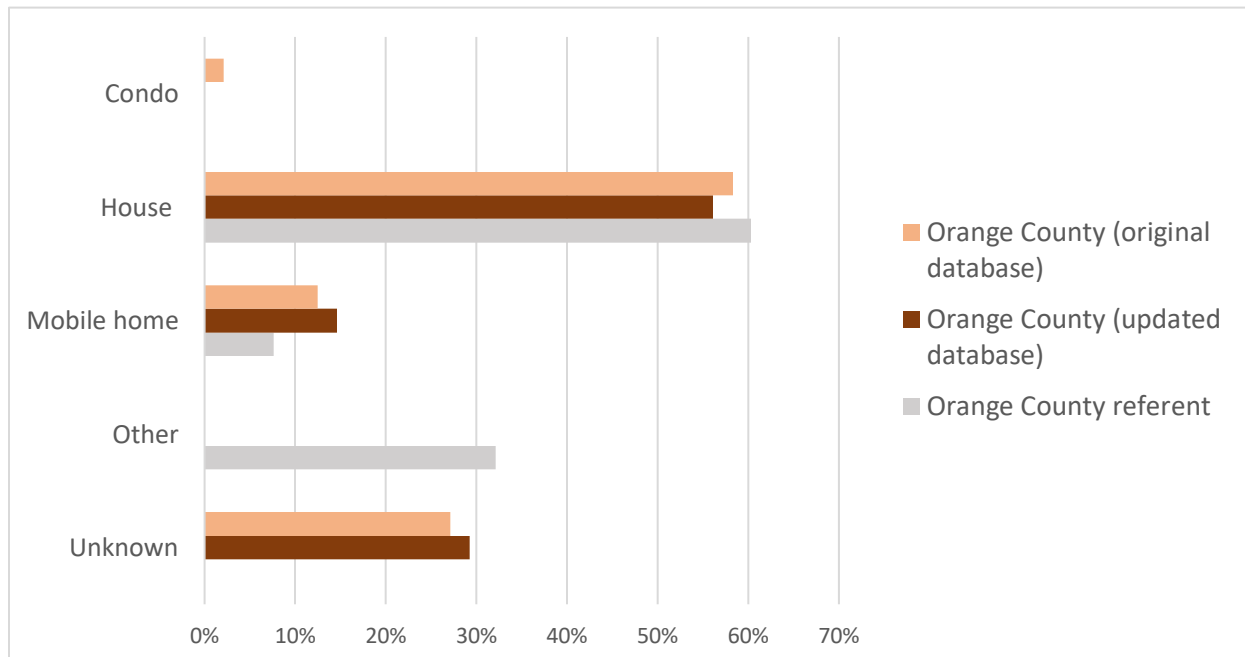


Figure 12 Distribution of annual household income among homeowners in the original Orange County database (n=48), updated database (n=123), and general County population

Dwelling

In addition to age, race, and income-based disparities we also find that dwelling type of OCHPC applicants is not reflective of the county. While most homeowners seeking repair services in Orange County live in a single family, detached house (56.7%), **there is an over-representation of residence in mobile homes** (14.0% among both databases vs. 7.6% in the general county population) (Figure 13).



Among mobile home owners, land tenure is either rented, complicated, or unknown for many (22.2% in the updated database, and 66.7% in the original), which limits homeowners' eligibility for some organizations ([Appendix I](#)).

Geography

Over three-quarters of home repair applicants (79.3%) are located in **Chapel Hill, Hillsborough, and Cheeks**, which are the 3 most populous townships in the county and home to the Towns of Chapel Hill and Carrboro, Town of Hillsborough, and part of the City of Mebane, respectively (**Figure 14**). Moreover, each of these townships have older housing stocks compared with the county average. However, the largest cluster of service need within Cheeks appears to be located in an area with relatively housing stock equal to or younger than the county. Detailed data on locations of service is in [Appendix K](#).

Legend

Application location by status

- Complete
- In Progress
- Waiting for Work
- Unable to Complete
- Unknown Status

Township population (2018)

- 3,479 - 5,378
- 5,379 - 7,218
- 7,219 - 15,291
- 15,292 - 93,209

Median Year Structure Built (2019)

- 1962 - 1986
- 1987 - 1997
- Orange County Municipalities

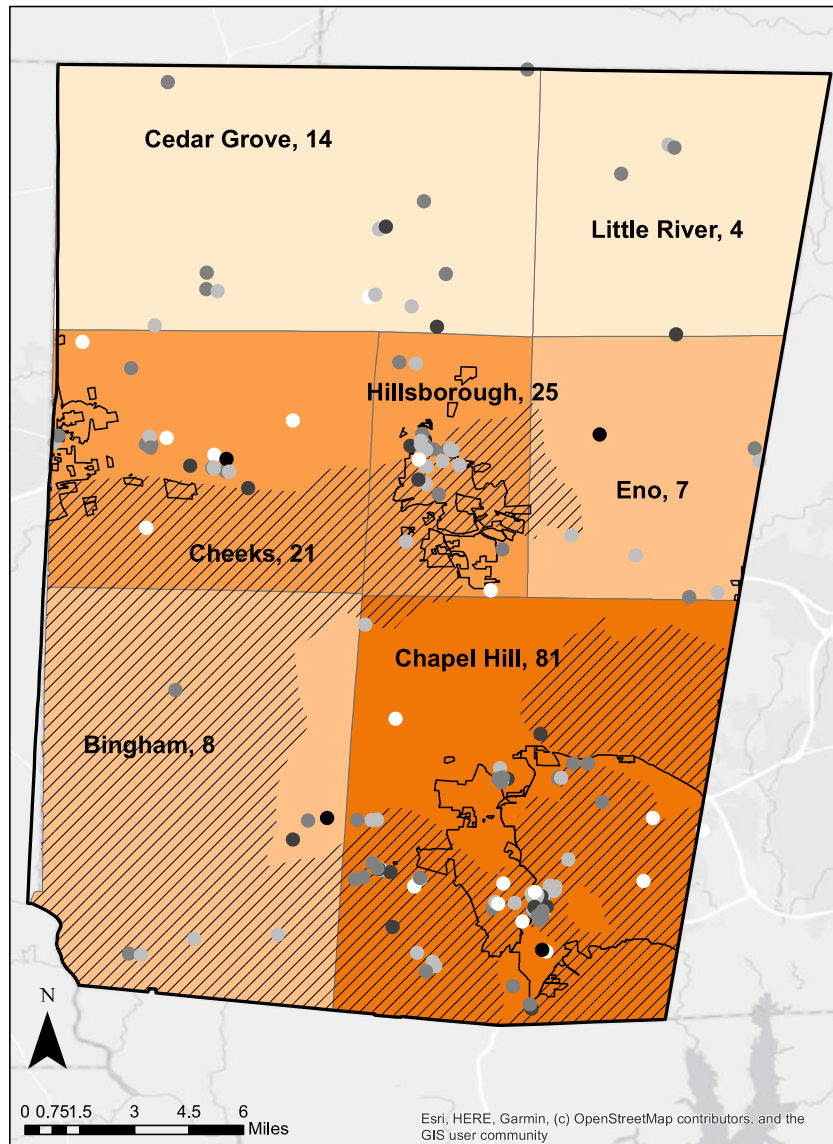


Figure 14 Locations of service applicants in Orange County

Chatham County Demographics

Income

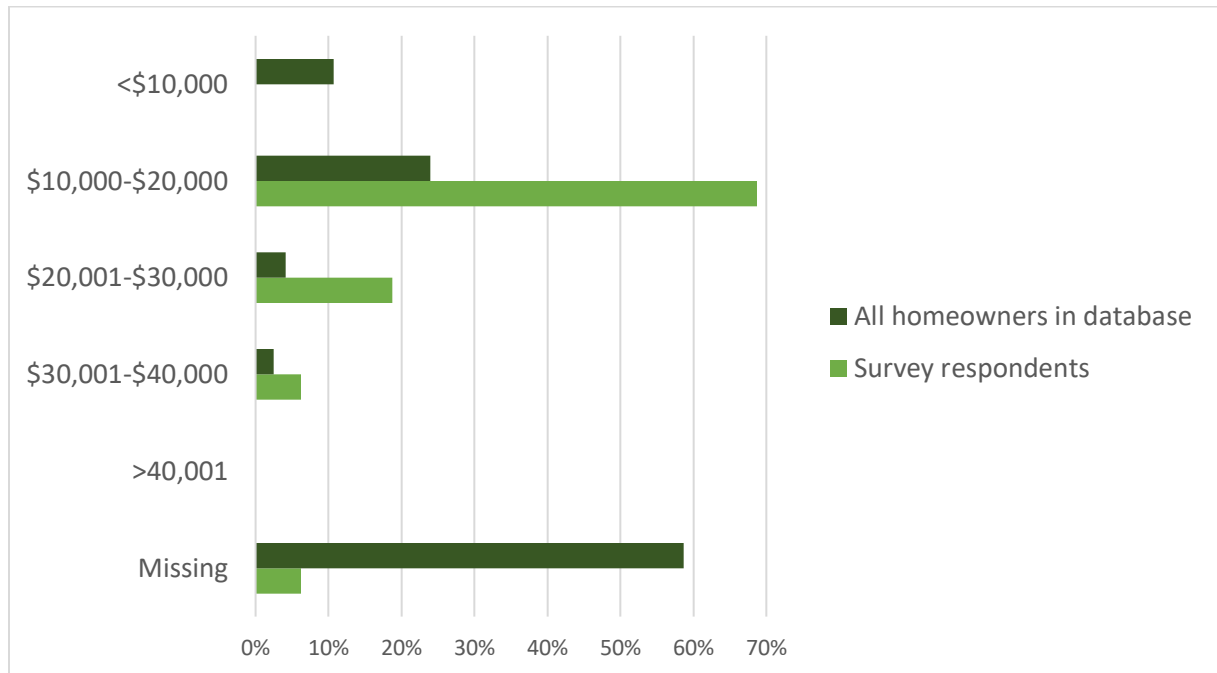


Figure 15 Household income of Chatham County survey respondents (n=16) and all homeowners in database (n=121)

Among all homeowners in the CCHRC database, **the most common annual income is between \$10,000 and \$20,000 (24.0%)**, but there is a substantial amount of missing data (58.7%). Among survey respondents, too, the majority fall within this income category (68.8%). Because survey respondent data has fewer missing data points (6.3%) than the overall database, it provides clues to the general income distribution of CCHRC's service population (**Figure 15**).

However, the data that is available has limited comparative value. For example, we are unable to compare this to the income distribution of the general Chatham County population because the income category boundaries used in the database do not neatly align with the categories used in the US Census Bureau's American Community Survey (ACS). Unlike the OCHPC database, CCHRC's does not include information on the number of people in a household; we are, therefore, unable to report the distribution of homeowners by percent of Area Median Income (AMI), which is frequently used to describe income level and determine service eligibility.

Specific Populations

Based on survey respondents only, CCHRC serves a higher proportion of older adults than there are in the County (Figure 16). In the Chatham County database, homes are tagged with the designation “elderly” when applicable; with no complementary tag for “not elderly,” a missing tag may either represent missing data or no presence of an older adult in the home. While it is likely that the tag is appropriately

applied when it is needed, the small proportion of missing data and high proportion of older adults among survey respondents (75%), indicates that the database may underestimate the presence of older adults in homes being repaired. The same pattern is observed for the presence of people with a disability in homes served by CCHRC (**Figure 17**); if we use the data from survey respondents to represent the CCHRC population, CCHRC applicants more frequently have a disability (62.5%) than the general county population (15.4%).^{vii} Data tables are available in [Appendix J](#).

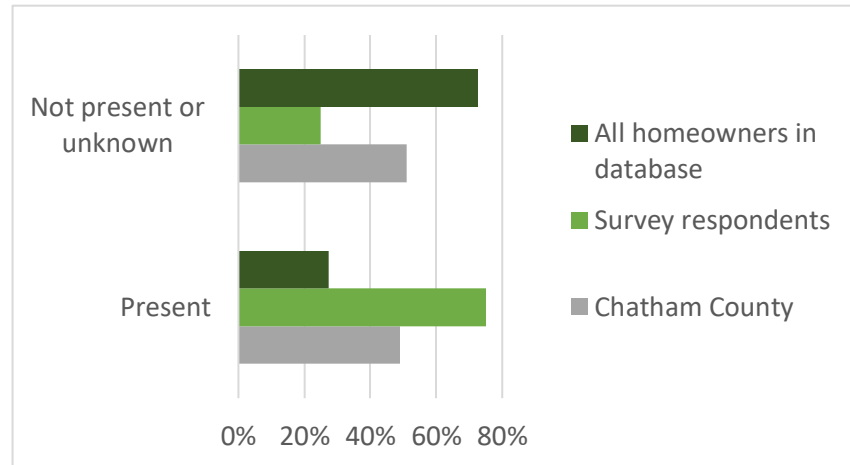


Figure 16 Presence of older adult among survey respondents (n=16), all homeowners in database (n=121), and Chatham County

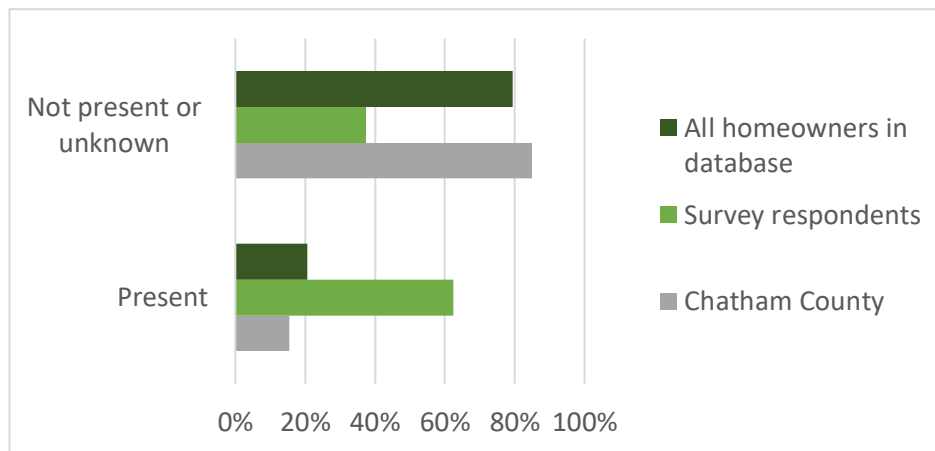


Figure 17 Presence of persons with disability among survey respondents (n=16), all homeowners in database (n=121), and Chatham County

^{vii} Both “presence of an older adult” and “presence of a person with a disability” in the CCHRC database are used to describe the household level; whether one person or all people in the home fit the description, the proportion does not change. In contrast, the county referent from ACS describes the proportion among individuals, creating an imperfect comparison. Still, the frequency with which older adults live in one-person households strengthens the ability to compare.

Geography

Over half of home repair applicants (60.3%) are located in **Matthews, Center, and Baldwin**, which are the 3 most populated townships in the county (**Figure 18**). Pittsboro, which is the county seat, and Siler City are located within Center and Matthews respectively. The disproportionately high service need in Matthews is unsurprising given that the median home age is equal to or older than the county average in addition to its large population. Despite a similarly large population, Williams' low service need is expected given that homes in this area tend to be newer than anywhere else in the county.^{viii} While project status is unknown for 17 homes (18.3%), the data that is available indicates that projects are most often completed in Baldwin, Matthews, and Haw River, all of which have service applicants in similar or greater proportion to its population. See [Appendix K](#) for geographical data.

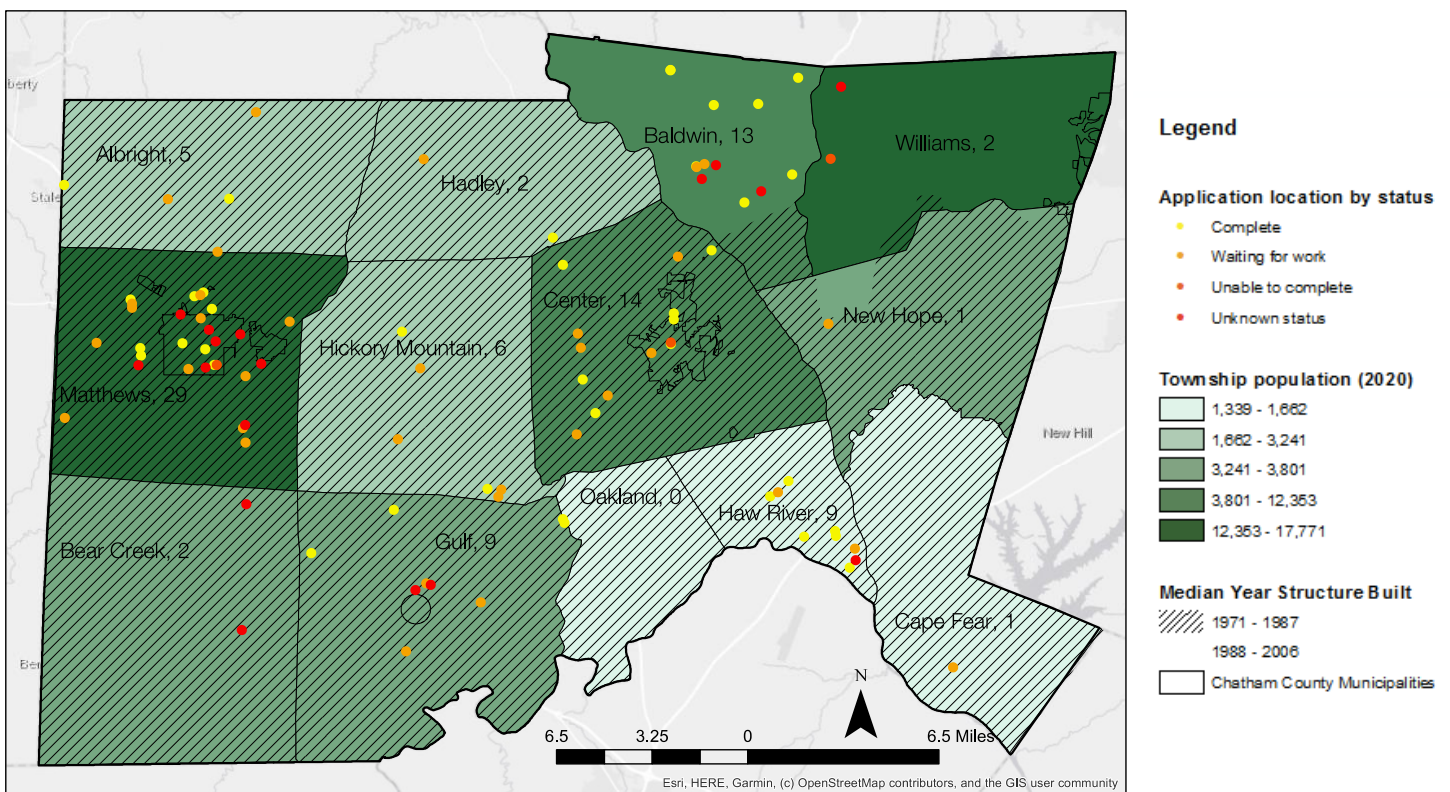


Figure 16 Locations of service applicants in Chatham County

Homeowner Experience

A Case Example

The impacts of the Partners in Home Preservation program are represented by one homeowner's experience, described below in field notes taken following the researcher-administered homeowner survey. With a proactive and coordinated effort, collaborative home repair systems can make powerful impacts in accessibility, financial stability, health, and overall well-being. Homeowners can experience

^{viii} The median year structures were built in the census tract that mostly covers Williams Township is 2006, the most recent of any census tract in the county.

less burden while receiving even more services than they had originally sought. After this excerpt, we unpack these benefits in greater detail to demonstrate the ways in which collaborative tools supported residents.

Excitement and gratitude flooded her voice as she answered my interview questions. Sally recounted each phase of her family's home repairs: weatherization from CPCA in November of 2019, a ramp built by Habitat the following April, and most recently a roof repair by RTT in September 2020. Her enthusiasm swept me up a bit as she described her experience with the Coalition. Thankful that the Jackson Center connected her with OCHPC she said, "they could have just gotten me set up with a ramp- my initial request- and then move on." Impressed by how proactive we were, she explained, "Had the Jackson Center not connected me with OCHPC, my family never would have known about all of the repairs our home needed and how much it affected our lives. In fact," she explained, "I didn't even realize that my roof was falling apart or that the carbon monoxide monitor was broken!"

Sally could now get in and out of her home using her wheelchair, an impossibility before. As she shared her experience, I saw the subtle yet important differences some of the home repairs made for Sally and her family. She described how the insulation to the attic improved air flow, "It's more comfortable, quieter even, making it easier to get a good night sleep." She explained that many of the rooms used to have big temperature differences- one ice cold, another too hot, some too humid. With relief, she celebrated that she was less worried about her asthma being affected by poor temperature regulation. She admitted, "I still occasionally use a space heater to manage my anemia," but assured me that both the AC and heat work much better now, reporting with appreciation also that her family's utility bills are going down. To top it all off, Sally agreed that she felt better able to manage a future home crisis; she said, "we have a longer life expectancy on the house and that way, if things pop up in the future, we may be able to afford small things here and there." As we wrapped up our phone call, I was amazed at the depth and significance these home repairs had on Sally and her family.

Survey Results

The evaluation identified 58 individuals who had at least one repair project completed and were, therefore, eligible for participation in the survey (24 in Chatham County and 34 in Orange County). The survey had a response rate of 67.2% (n=39). Of the 39 surveys conducted, 4 were completed by a caregiver of the homeowner or service recipient, all in Orange County. **Figure 19** shows the proportion

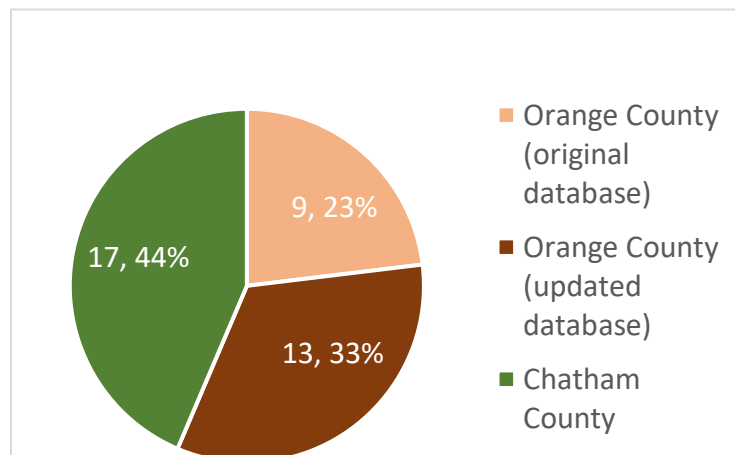


Figure 17 Survey participants by location and database (n=39)

of survey participations by county and database. We stratified results by location to demonstrate variation across intervention levels; the collaborative process is increasingly robust for participants in the Chatham County database, then Orange County's *original* database, and then Orange County's

updated database.^{ix} However, we consolidate the Orange County databases for the purpose of explaining survey results because participants in both the original and updated databases experienced higher levels of organizational collaboration than before Partners in Home Preservation. Complete data tables, which stratify Orange County databases, are in [Appendix L](#).

Throughout the explanation of survey findings, we also stratify the results by completion status because this may influence homeowners' perceptions on the impact of the repairs on their lives. As **Figure 20** shows, these completion statuses are driven by county and database, with the proportion of jobs in the "completed" bucket driven up by Chatham County participants and those in the "ongoing with all work planned" bucket exclusively from Orange County, specifically the updated database. This trend is important to keep in mind in interpreting survey results.

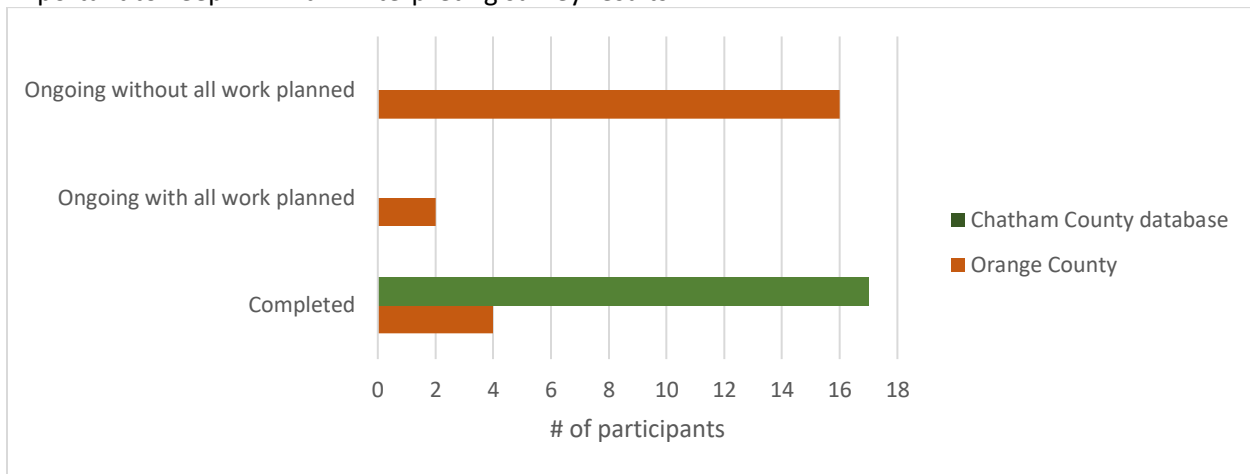


Figure 18 Completion status of repair projects by county (n=39)

Application Process

Across counties, the majority (53.8%) of survey participants found the application process to be either somewhat or very easy (Figure 21) with a higher proportion of Orange County respondents (58.3%) reporting ease than Chatham (47.1%). Four people in Orange County reported getting application support from the Jackson Center; in fact, one such homeowner said, *"It was great working with one group to get things figured out. It made things simple and I didn't have to do much. Most things were taken care of for me."* At the same time, one participant found the application process to be confusing, saying that there were a lot of people involved but not one central contact person until the repairs began. Another was also frustrated by the request to submit proof of income multiple times, which happens when organizations were not collaborating as effectively. The application process seemed to be easy for respondents, especially when receiving assistance; however, the process of the coalition is somewhat unclear still and further explanation to homeowners would benefit their experience.

^{ix} This distinction is drawn from focus group data, email communication, and direct observations, as discussed in **What We Learned About Utilization of Collaborative Tools**

Additionally, some homeowners were unsure about their use of the unified screening tool or reported not using it. There was more uncertainty in Orange County (36.4%) than in Chatham County (23.5% reporting “unsure” about use). A substantial proportion (46.2%) of survey participants from the updated Orange County database stating uncertainty, despite the fact that administrative records indicate that over 90% of all homeowners in that database have one on file. Taken together, this indicates that homeowners may have confusion – though not difficulty – around the screening process and would benefit from a single contact person to simplify communication.

"It was great working with one group to get things figured out. It made things simple and I didn't have to do much. Most things were taken care of for me."

-Service recipient, applied with Jackson Center support

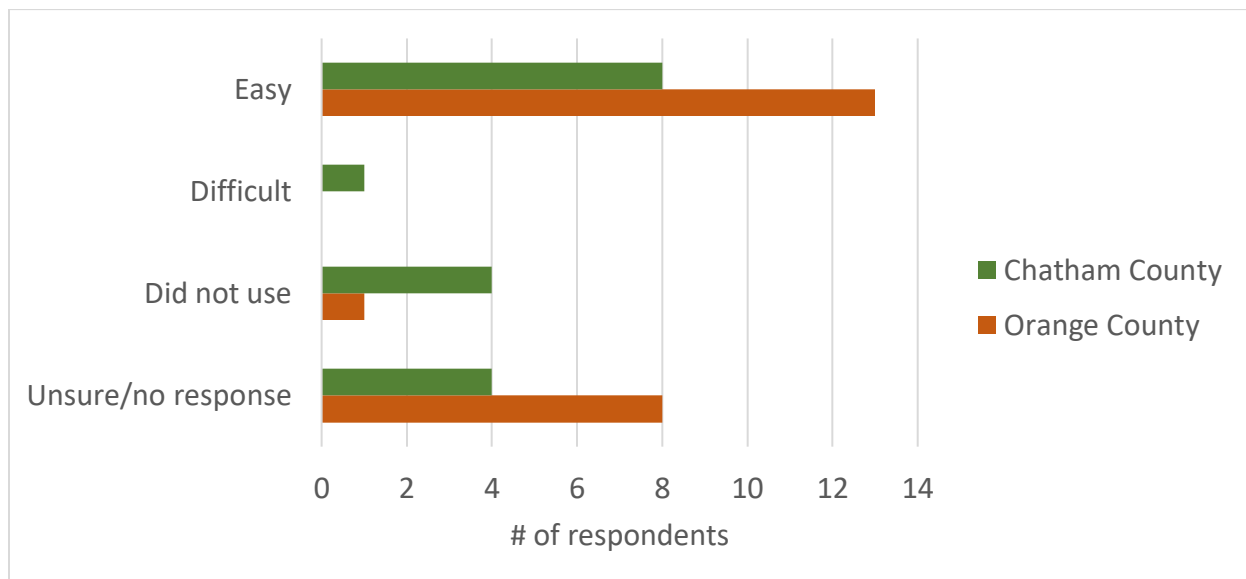


Figure 19 Reported ease or difficulty of application process (n=39)

Timeliness of Repairs

Over 85% of participants across counties agreed that their repairs were made in a timely manner (Figure 22). A few participants made comments about the long wait, particularly if they were anxious about ongoing repair needs, but others said that the wait was well worth it. Notably, the proportion of respondents who strongly agreed that repairs were timely was higher among those in the updated Orange County database (76.9%) – who are receiving the most robust collaborative processes – than either those in the original Orange County database (66.7%) or Chatham County (58.8%). This was also true of respondents whose repairs are ongoing and do not necessarily have a plan forward (81.3%) – most of whom were from the updated Orange County database – than those with all work planned (50.0%) or completed (57.1%). This indicates that even in the absence of a full plan forward, the **intense collaborative approach is pushing organizations into some repair work and connecting them with homeowners rapidly.**

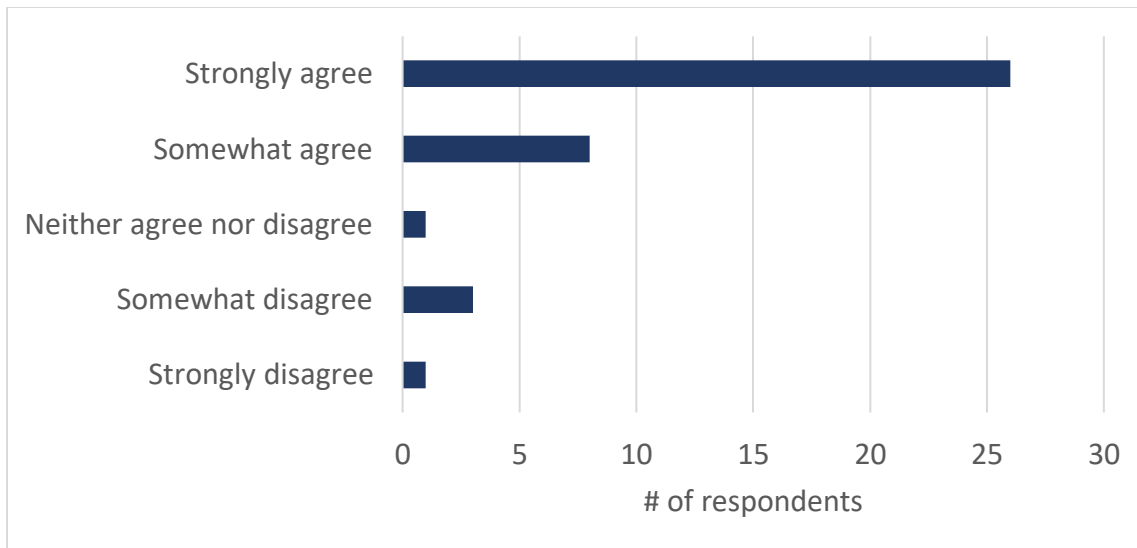


Figure 20 Agreement or disagreement with the statement "I received my home repairs in a timely manner" across both counties (n=39)

Administrative data on the pace of work confirms homeowner perceptions. On average, applicants are entered in the database 1.5 months after they apply; after another month, their homes are assessed (Figure 23). However, these averages are influenced by high outlier values (see maximum in Figure 21), and assessment wait time was influenced by COVID-related delays. More importantly, these wait times are likely decreasing as the collaborative processes have grown stronger. **Finally, the average homeowner who has had a repair done waits under 6 months for the first repair project to be complete.** This average was influenced by extreme values. For example, the data show that some applicants actually have their first work scope complete before ever even applying; this has happened in cases where applicants are referred to the coalition after an organization has already began work, but realized there was need for collaboration. On the other hand, the data also show lengthy waits for some homeowners. This may happen as a community organizations help homeowners set up a payment plan for delayed taxes or sort out ownership, title, and deed issues. Additionally, the fact that the time between assessment and data entry is sometimes longer than the time to assessment or to when the first work scope is completed indicates organizations are likely, and justifiably so, prioritizing providing direct services over database management. This further supports the value of additional administrative support focused on bolstering communication and collaboration across the coalition through data management.

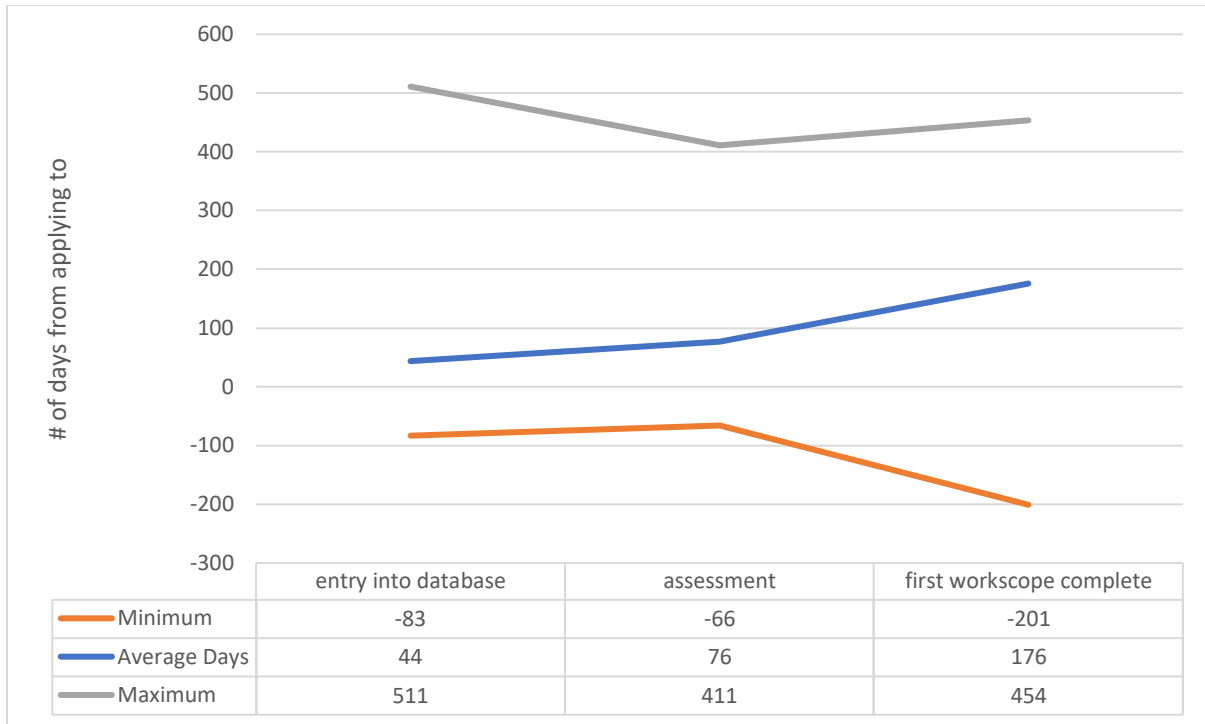


Figure 21 Minimum, average, and maximum timeline from time of application to 3 progress milestones

Cost Mitigation

Across both counties, there was resounding agreement among participants that they would have been unable to afford other repair services had OCHPC or CCHRC not served them (Figure 24). Nearly 85% of survey participants strongly agreed and another 10% somewhat agreed; one participant felt "reassured" that there was not a cost for service. In fact, 92.3% of respondents from OCHPC's updated database strongly agreed, despite the fact that most of those respondents still had projects remaining. Possible explanation is that the repairs that are being done among this respondent group are more comprehensive and large-scale, and are therefore more costly and financially unattainable without assistance.

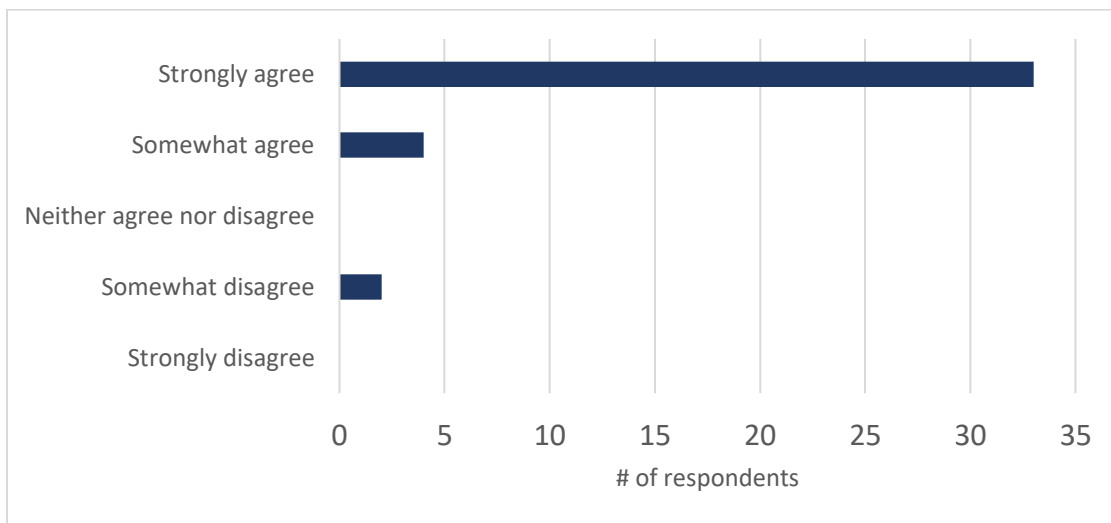


Figure 22 Agreement of disagreement with the statement "If the partners in the CCHRC/OCHPC were not able to make my home repairs, I would not have been able to afford other repair services." across both counties (n=39)

Utility Bill Concerns

Among survey respondents, 28.2% report less worry about paying utility bills since their home repairs compared with before. This proportion increases to 33.3% among respondents whose repairs are fully complete, rather than ongoing. Importantly, weatherization and energy-efficiency serviced from CPCA are often the last projects completed at a home and have the greatest potential to affect utility bills; the timing of energy-related repairs may contribute to this trend of improvement among completed cases. Still, among both all survey respondents and those with all project complete, a substantial proportion of participants (12.8% of all respondents, 9.5% of respondents with completed projects) were unable to respond to the pair of questions, as they did not see a connection between their repairs and utility bill costs, particularly if their repairs were accessibility related. Therefore, these figures most likely underestimate the impact energy related repairs had for participants.

Quality of Life and Safety

The majority of survey respondents, regardless of county or completion status, report feeling safer (84.6%), less stressed (79.5%), and more comfortable (92.3%) since their home repairs were done (Figure 25). Still, several respondents said that they will feel safer and less stressed when the rest of their repairs are made. A higher proportion of respondents from Chatham County (88.3%) than Orange County (81.8%) report improvements in safety, which may be driven by the high frequency service from the Council on Aging for accessibility related repairs in Chatham County. On the other hand, A higher percent of respondents in Orange County (95.5%) report improvements in comfort than in Chatham County (88.2%), and this may also be driven by the types of repairs that respondents received (i.e., a wide range of repairs across areas of the home in Orange

Participant Story - Improved Quality of Life

One participant commented that she was glad to be able to grow flowers again on her newly repaired porch; 3 participants were also relieved to no longer put pots out to collect water from leaky roofs when it rains or be worried about the roof caving in. In one illustrative survey, a homeowner reported living down the street with her daughter when her furnace went out; she would longingly look at her own home from the window and "couldn't wait to come home," feeling a sense of independence when she finally was able to.

County). Finally, fewer survey participants report improvements in social isolation (17.6%) than other aspects of quality of life- driven up by Chatham County responses- but most have experienced no change in their social isolation (67.7% across both counties). Importantly, the social isolation question has a smaller sample because this question was modified towards the end of survey administration.

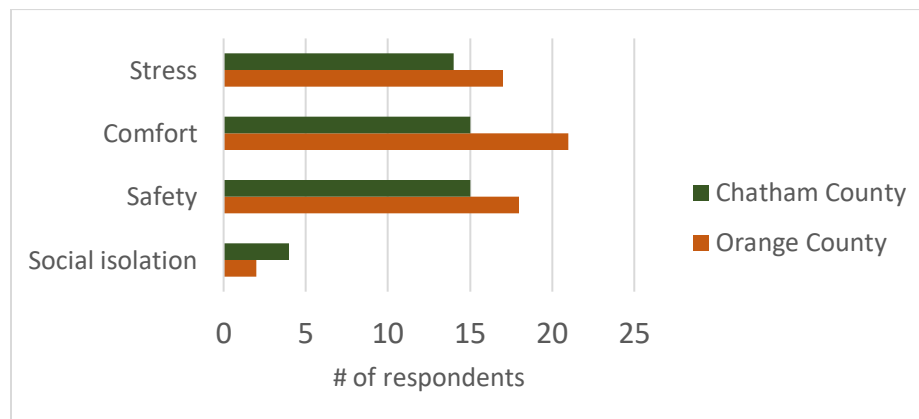


Figure 23 Survey respondents reporting improvements in quality of life by county (n=39)

Everyday Occupations and Falls

Related to safety, we asked survey participants about aspects of occupational health including changes in fear of falling and in ease of completing daily activities. Fear of falling can lead to reduced function and increased likelihood of falling again.¹⁹ **Across both counties, the majority of survey participants (64.1%) experienced a reduction in fear of falling (Figure 26).** These results are driven up by the reports from Chatham County, where 47% of participants report being much less scared of falling than they were before the repairs (vs. 36.4% in Orange), and another 23.5% report a little less scared (vs. 22.7% in Orange). **Results are similar for improved ease in daily activities (Figure 24).** Participants most frequently said that activities like bathing and using the bathroom were made easier with grab bars, but two participants said doing laundry is much easier now than it was before.

Participant Stories - Safety & Occupational Health

One participant reported that the exterior lights by the steps made her safer and that she has not tripped since they were installed.

Before a general (not specifically accessibility-related) repair to the floor, one homeowner reported walking very carefully through the home, afraid that her foot would fall through holes in the floor; now she is less afraid of that happening.

One caregiver said that it is easier to get her daughter, who is ill, in and out of the home for doctor's appointments now that the ramp has been installed – it previously took 3 to 4 people to help her down the stairs.

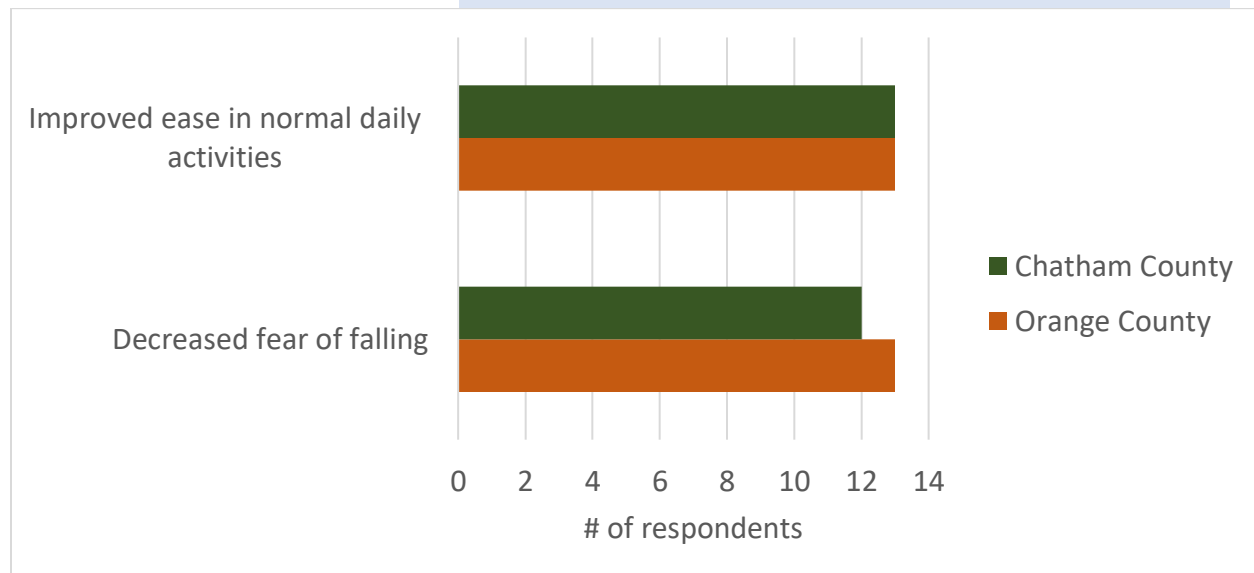


Figure 24 Survey respondents reporting occupational improvements (n=39)

Unintended Findings

The open-ended nature and conversational style of the survey allowed the evaluation team to explore unintended findings – or those that we had not planned to measure. Unsurprisingly, 50% of survey respondents with planned but ongoing repairs and 62.5% of respondents with unplanned and ongoing repairs mentioned outstanding repair needs at some point during the survey.^x

“Thank god every day for Habitat coming through for us...I pray they always have the funding to do what they are doing.”

-Survey participant

Still, 47.6% of participants whose projects the partner organizations deemed “complete” also inquired about continuing repair need; this is not entirely surprising given the previously discussed feedback from partner organizations about frequent requests for help on routine maintenance tasks. **This finding demonstrates the need for partner organizations to engage service recipients in follow up and lends support for the initiation of an Education and Outreach Committee within OCHPC.**

Despite the ongoing repair needs and requests, over half of the participants offered additional appreciation for the services provided before the survey ended. Participants also praised the friendliness, thoroughness, and cleanliness of repair and construction people. One caregiver surveyed said *“Thank god every day for Habitat coming through for us...I pray they always have the funding to do what they are doing.”*

Summarizing What We Learned

In developing collaborative tools for home repair systems, flexibility and adaptability from both partners and funders are key. While the unified screening and home assessment tools were similar between counties, the shared databases were unique to the needs of each county. Creativity and flexibility from partners (e.g., RTT tailoring assessments to partners’ needs or UNC’s Partnerships in Aging program creatively supporting administration and evaluation) facilitated collaborative work. Flexibility from funders to design tools that align with coalition goals and priorities promoted appropriate utilization.

Achieving the Partners in Home Preservation objectives — and unique coalition goals — was not only dependent on the collaborative tools but a broader set of **core components**, including **clearly assigned coordination, regular communication among organizational representatives, and an overall commitment to partnership from all organizations.**

In Orange County, the complexity of funding warranted frequent use of the unified screening and home assessment to collect “the right information.” A layered database and hands on coordination helped to manage this abundance of home and homeowner information, altogether creating a structure for creative problem solving. Taking partner testimony and administrative data together, OCHPC was successful in meeting organizational objectives for the Partners in Home Preservation program:

Objective #1: Increased access to and comprehensiveness of home repairs and weatherization for residents

Objective #3: Decreased inefficiencies across service provider organizations through collaboration and communication

^x These results emerged inductively through detailed notes and records in the comments box of the survey tool.

Objectives #4: Decreased deferrals of weatherization services due to other home repair needs

In Chatham County, limited local repair funds encouraged a focus on coordination for leveraging external funds. Low database utilization limited our ability to evaluate CCHRC's utilization of the other collaborative tools, and therefore the degree to which it achieved these objectives. Still, CCHRC was successful in achieving its goal to effectively secure and use resources.

In regards to Objectives #2 (*Decreased administrative burden on residents applying for service*) and #5 (*Increased quality of life for residents*), homeowners in both counties were highly satisfied by collaborative repairs and reported positive outcomes. They overwhelmingly agreed that CCHRC and OCHPC reduced financial barriers to home repair and perceived repairs to be done in a timely manner. Homeowner responses to survey questions about the application process provided insight on **Objective #2** — the application process was not difficult for most homeowners, but was confusing, indicating that communicating the coalition structure and process is a continued area for development. Finally, the vast majority of homeowners experienced improvements in safety, comfort, and occupational health, indicating achievement related to **Objective #5**.

IX. Recommendations

Below we identify lessons learned and recommendations for moving forward based in the experiences of both counties' collaborative groups.

Lessons for Continuation

Continue to support Home Assessment Manager and Coalition Coordinator: both roles were essential in effectively facilitating communication, data collection, and/or cooperation among collaborative partners. We recommend:

1. Permanently fund the Home Assessment Manager position. If possible, we recommend this be a jointly funded effort among coalition partners benefiting from the assessor's services.

This evaluation emphasized the important, yet rare, combination of skills needed by the home assessment manager: expertise in construction, accessibility modifications, environmental safety, and energy efficiency measures.

2. Creating a part time coordinator position for the Chatham County collaborative to support data collection and case tracking. Solidify the existing coordinator in Orange County as a permanent role.

This evaluation identified important skills and qualities needed for the coordinator role including effective communication and organization; data management; evaluation of organizational readiness; grading and adaptation of tasks to meet this readiness; group leadership; and systems thinking. In Orange County, the skills and expertise of a community-based occupational therapist were useful.

3. Formalizing the identity of the OCHPC through an MOU (similar to CCHRC) to permit shared budget and expenses, including these two staff members.

An MOU assists in establishing expectations and norms and formalizing the collaborative relationships. This is particularly important to aid in continuity of organizational commitment during times of staff transition as well as formally outlines which organizations have access to shared information.

4. Enhancing the partnership between the Home Assessment Manager and Coalition Coordinator so that they can jointly facilitate the match between funds for home repair and needed projects.
5. Positioning the coalition coordinator as a point of contact for homeowner communication and referrals. This could include funneling all new applicants to the coordinator via online application processes as well as making the coordinator's contact information more widely known as a go-to for information.

Continue to use and customize collaborative tools to meet changing needs of coalition partners. Tailoring systems to be useful and accessible to diverse organizational needs improves coalition participation and communication. This could include:

1. Developing a standard home assessment process or protocol to facilitate staff turnover and shared responsibility among organizations.
2. Customizing databases to accommodate evolving and varied needs of partners (e.g., adding new features or hiding certain aspects to simplify)

Embed the home assessment into CCHRC database for improved shared project management and more granular data for soliciting funds.

3. Re-organizing progress categories in the database to more effectively use time together in monthly meetings

Support individual organizations in proactively updating database and identifying funding resources available before meeting times

Use separate meeting times for exchanging updates/problem solving on individual cases and for coalition planning and process improvement.

Integrate weatherization services more fully into home preservation systems and processes. Fuller integration connected more homeowners to weatherization services, even if they were unsure if they needed them. This step involves:

1. Educating home repair providers, community organizations, and other referrers about the types of repairs that often deter weatherization and HVAC repairs and what resources are available to and remediate those first.
2. Increasing direct communication and referrals with weatherization partners to facilitate repairs that are causing deferrals.
3. Positioning weatherization organizations as a routine final stop for all homes in the coalition process.

Utilize functions in database to determine obstacles in eligibility criteria and potential repair needs that would defer services.

4. Communicating with homeowners about the benefits of weatherization and preparing them for the next step of the coalition process – the “warm handoff” to CPCA.

Expand capacity to influence funding and policy structures related to access and affordability of home preservation. These structures are consequential for racial and social equity, and require advocacy and proactive involvement to achieve justice. Explicitly adopting an equity lens means:

1. Advocating for funding and policy adaptations to better serve historically oppressed groups given the legacy of racism, ableism, and other discriminatory practices within the housing sector. This warrants an anti-racist and critical approach to prevent perpetuation of such oppression.

Engage and financially support the work of community organizations, like the Jackson Center, who are actively connecting with and building equity for populations that have been historically excluded from housing opportunities.

Collect and share data that reveals inequities across historically oppressed groups (e.g., racialized groups, rural communities, disabled people) and indicates policy opportunities.

Participate in and advise municipalities' Governmental Alliance for Racial Equity Process.

2. Continuing to develop the Education and Outreach Committee to increase access for these populations to information about the coalition and support prevention of the need for repairs.
3. Mobilizing as a coalition to increase resources available for home preservation.

Continue to aggregate interorganizational data across the county to develop broader picture of assets, disparities, limitations in service, and benefits of the coalition process.

Identify frequency and severity of urgent repair needs in the county and advocate at local, county, and state levels for resources to address disparities in meeting these needs.

Partner with stakeholder organizations by sharing data and figures in support of initiatives expanding home preservation opportunities for historically excluded populations.

Lessons for Others

The collaborative process can and should look different for counties seeking to introduce collaborative processes into their home preservation and repair networks. Factors to consider in adapting the processes and collaborative tools may include; the nature of the organizations and agencies are at the table, shared agreements and priorities of the identified partners, and existing resources, skills, and, capacities. Still, new partnerships would be served well by mirroring CCHRC's and OCHPC's commitment to cooperation and willingness to adjust throughout the collaboration process. This means:

1. Developing coalitions and cooperative groups from a grass-roots approach. Involve partners (service providers, funders, community liaisons) with a range of needs organizational needs and assets. Shared goals should be built collectively and be context-specific.
2. Adapting the deliverable tools based on collective goals, subtracting unnecessary burdens or adding new ones, as needed. This may include modifying screening questions, selecting a different database platform, or developing unique assessment priorities. We recommend considering coalition coordinator, home assessment manager, and shared information system as essential components.
3. Implementing with an eye towards learning and continuous improvement. Changes to the tools and processes are inevitable; new expectations should be agreed upon and clearly communicated to all partners involved, including service providers and grantors or funding agencies. To this end, funding applications should explicitly request flexibility to establish an early expectation that the process to achieving shared goals may evolve along the way.

Likewise, future funding agencies would be wise to follow SEEA's example of adaptability and commitment to innovation. The confidence with which SEEA entrusted Partners in Home Preservation participants gave CCHRC and OCHPC the latitude to strategically focus their efforts in ways that would benefit the groups, not only satisfy the grant, and is therefore a model for the future of implementation.

X. Conclusion

The benefits of partnership are multi-faceted. For example, home repair organizations become more efficient and expand capacity while homeowners receive comprehensive service and experience improved quality of life for themselves and their homes. The partnerships embedded in CCHRC and OCHPC have been strengthened by communication and collaboration tools. These tools live not just in the tangible documents and databases, but in the people facilitating their use — the partners in collaboration. Home repair service providers and funders who participate in shared processes depend on the lynchpin roles of the home assessment manager and coalition coordinator who work in service of the collective. With these roles as inter-organizational resources, repair organizations stand to provide high quality and comprehensive service while remaining financially efficient and strategic. It is important, then, to not only fund repair service itself, but also to invest in the infrastructure and supports that generate collective impact.

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XII. Appendices

Appendix A: Extended Coalition Histories

Chatham County Home Repair Collaborative (CCHRC)

Chatham County Council on Aging (COA) has long offered -since 1974- minor repair services for older adults in the community. Through this volunteer repair program, COA recognized the need to repair substandard housing and provide accessibility modifications. COA was connected with Rebuilding Together of the Triangle (RTT) through a local older adult residential facility, and soon they together began collaborating with Central Piedmont Community Action, Inc. (CPCA) and other community groups. With interest from a county commissioner (who was a repair volunteer) and the Vice Chair of COA, the county provided financial support for COA to hire Stephanie Watkins-Cruz, an MPA/MCRP graduate student, to develop a data “clearinghouse” for collaboration ¹⁰. Prior to the introduction of the clearinghouse, homeowners regularly contacted multiple repair organizations for service, but organizations were not informed of each other’s involvement and the burden of communication was placed on the homeowner (COA representative).

By November 2016, Watkins-Cruz secured free licensing from Airtable® as the host platform. In addition to building the database infrastructure, the graduate student brought together various referring agencies, including North Carolina Vocational Rehab, North Carolina Baptist Aging Ministries, and social services.^{COA representative; ,10} Still, repair organizations were responsive to specific repair requests from homeowners and were doing independent assessments. The clearinghouse served as a foundation for the planned grant activities and intervention. Today, COA, RTT, and CPCA remain the primary service providers and funders for home repair projects done through the Chatham County Home Repair Collaborative (CCHRC).

Orange County Home Preservation Coalition (OCHPC)

The Orange County Department on Aging (OCDOA) has historically subsidized grab bars and assistive technology needs for older adults, but ramp referrals to other organizations often took from 6 months to 2 years to complete. Further, many homes required more substantial repairs than just accessibility modifications; unless it was an emergency, these repairs often took even longer than ramps. There was also no direct connection or collaboration between home repair organizations and the OCDOA. Older adults were left to pursue services independently. Attempting to address similar challenges, the Marian Cheek Jackson Center (Jackson Center) had led independent collaboration with RTT and Habitat for Humanity of Orange (Habitat) to support their target communities. The organizations met monthly, sometimes all three and other times separately, to discuss projects in the Jackson Center’s target service areas, identify overlap, and “divide and conquer.” The Jackson Center facilitated these meetings to assist in determining where they could provide matching funds to move projects forward (Jackson Center representative). Still in its collaborative infancy, each organization continued to maintain independent records and wait lists and conducted independent assessments that were responsive to homeowner repair requests, not focused on comprehensiveness across the home. Collaboration elsewhere in the county was minimal; as needed phone calls were occasionally occurring – between RTT and the OC Housing for example.

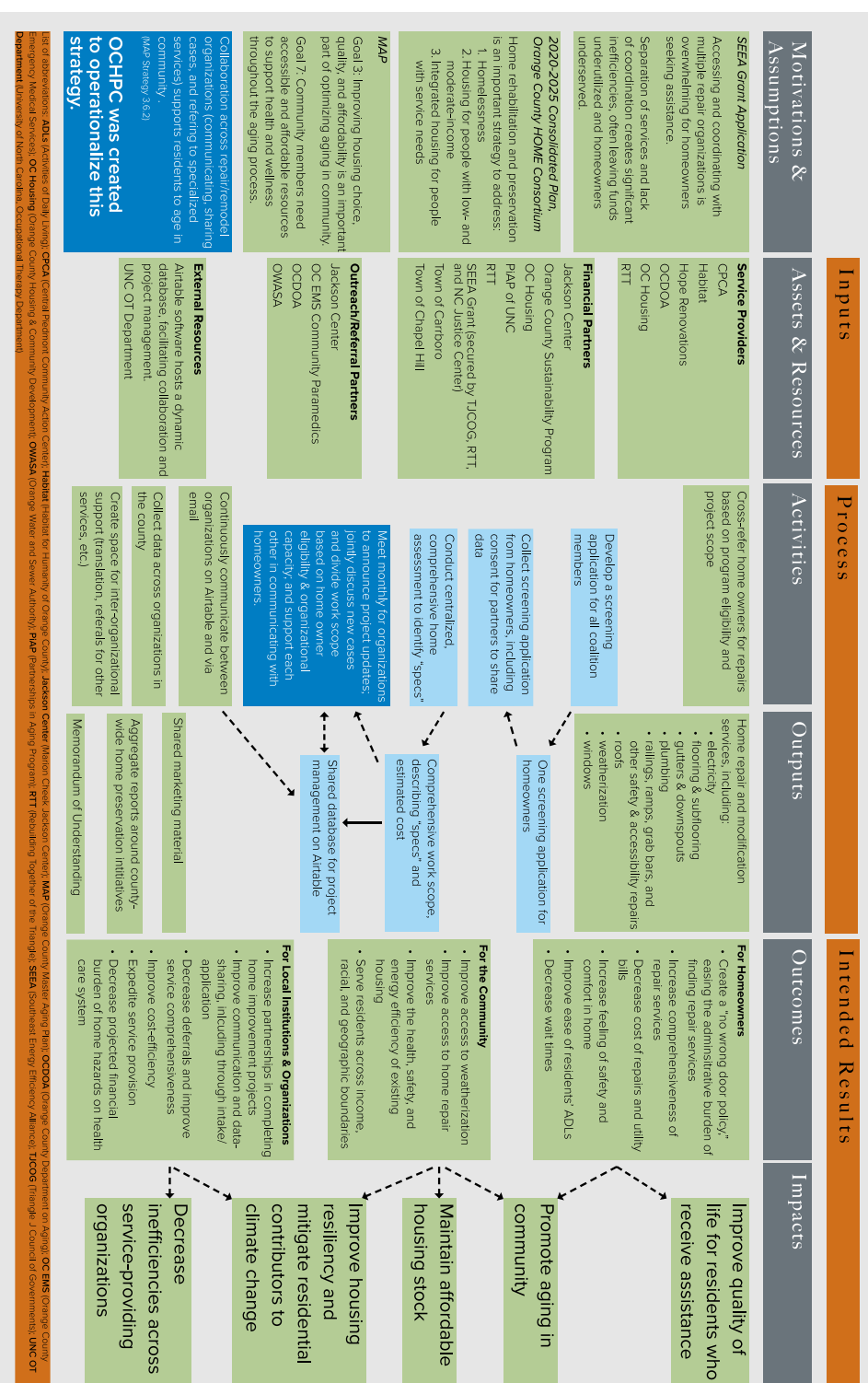
In 2017, OCDOA developed its five-year Master Aging Plan (MAP) for providing services to support the well-being of Orange County’s older adult population.¹¹ Guided by the AARP Framework for an Age-

Friendly Community, a key domain was housing; through partnership with local stakeholders, MAP developed goals to “improve choice, quality, and affordability of housing including housing with services and long-term care options.” The collaborative process of developing the MAP shed light on the inefficiencies that service providers and homeowners experienced across organizational systems. Namely RTT, Habitat, and the Jackson Center assisted in identifying gaps and developing strategies for improvement through a MAP workgroup. Informed by the work being done in Chatham County, MAP explicitly identified collaboration among home repair organizations as a target strategy (*“Strategy 3.6.3: collaborate across repair/remodel organizations to better communicate, share cases, and refer to specialized services”*).¹¹

The Orange County Home Preservation Coalition (OCHPC) was created to respond to MAP’s findings and formalize and support developing partnerships. Today, still led by OCDOA, OCHPC brings together local government departments and affiliate agencies (OCDOA, Orange Water and Sewer Authority, OC Housing & Community Development, Town of Carrboro, Town of Chapel Hill) and non-profit organizations (RTT, Habitat, Hope Renovations, CPCA, the Jackson Center, UNC Partnerships in Aging Program) for service provision, funding, and community engagement. As in Chatham County, accessing repairs before the development of collaborative groups in Orange County is depicted by **Figure 1**. Prior to Partners in Home Preservation, OCHPC was meeting on a monthly basis and sharing some information in a sparsely used online database. Information flow and communication about homes were hindered by an unintuitive database framework, the lack of a comprehensive and collaborative assessment process, and limited capacity of some key stakeholders. The intervention and activities of Partners in Home Preservation assisted in fine tuning some of these collaborative processes, fully reimagining and recreating others, and offering space for additional partnerships to develop and collaboration to flourish.

Appendix B: OCHPC Logic Model

Orange County Home Preservation Coalition (OCHPC) Program Model



Appendix C: Evaluation Indicators Framework

Logic Model Component	Indicator	Measurement	Data Source
Activities	Cross-referrals	<ul style="list-style-type: none"> # of homes referred by each partner and assigned to each partner # of homes served by organization other than initial referee 	Administrative data via Airtable [®]
Activities	Develop Unified Application	Description of process to create collaborative tools and iterations made over course of utilization	Direct observation
Activities	Develop shared database	Description of transition from 1.0 to 2.0	Direct observation
Activities	Integrate centralized home assessment with project management platform	Description of the purpose of the assessment and the process of developing it	Direct observation
Activities	Conduct centralized home assessments	# of homeowners who received assessment	Administrative data via Airtable [®]
Activities	Inter-organization meetings	Description of meeting process/attendees	Agenda documentation, Direct observation, Focus groups
Activities	Continuous communication	Description of collaborative process and role/purpose	Direct observation, Focus groups, Administrative data via Airtable [®]
Activities	Collect data across organizational lines	Availability of data for this report	Program evaluation process
Activities	Create space for inter-organizational support	<ul style="list-style-type: none"> Description of unique capacities/resources of each partner contributes Description of examples of adding value to peer organizations/service recipients 	Direct observation, Focus groups

Logic Model Component	Indicator	Measurement	Data Source
Outputs	Home repairs and modifications	Types and # of home repairs and modifications	Administrative data via Airtable [®]
Output	Unified Application	Existence of form	Direct observation, Focus groups
Output	Centralized Assessment	Existence of work scope outline/specific project tasks	Direct observation
Output	Shared Database	Existence project management tool	Administrative data via Airtable [®]
Output	Shared marketing material	Description of communication tools (brochure, website)	Direct observation
Output	Aggregate reports	This report	Program evaluation process
Output	Memorandum of Understanding	Description and formality of and accountability to organizational agreement	Documentation
Outcomes: Homeowner	Accessibility of repairs	<ul style="list-style-type: none"> Administrative burden/ease of application and connection Perception of waiting time Waiting time for organizations to make contact Waiting time to first repair # of homeowners cross-referred between organizations Proportion of requests/identified projects fulfilled (or with plans to fulfill) 	Survey, Administrative data via Airtable [®]
Outcomes: Homeowner	Accessibility of weatherization repairs	# of weatherization projects with required preceding repairs	Administrative data via Airtable [®]
Outcomes: Homeowner	Affordability of repair	<ul style="list-style-type: none"> Perceived financial alternatives to coalition services Perceived impact on cost of utility bills 	Survey
Outcomes: Homeowner	Comprehensiveness of repairs	<ul style="list-style-type: none"> Perceived completion of home repairs Variety of repairs completed or identified 	Survey, Administrative data via Airtable [®]

Logic Model Component	Indicator	Measurement	Data Source
Outcomes: <i>Homeowner</i>	Health	<ul style="list-style-type: none"> Perceived change in fear of falling Perceived change in ease of ADLs 	Survey
Outcomes: <i>Homeowner</i>	Quality of Life	Perceived change in: <ul style="list-style-type: none"> Safety Stress Social isolation/connection Comfort 	Survey
Outcomes: <i>Community</i>	Accessibility	# of applicants served	Administrative data via Airtable [®]
Outcomes: <i>Community</i>	Diversity of reach	Description of service recipients by: <ul style="list-style-type: none"> Income Gender identity Racial identity Geographic character/location Age Home type 	Administrative data via Airtable [®]
Outcomes: <i>Local Organizations & Organizations</i>	Communication and Collaboration	<ul style="list-style-type: none"> Testimony about use of email/calls, Airtable, meeting times Frequency of shared project database engagement 	Focus groups, Administrative data via Airtable [®]
Outcomes: <i>Local Organizations & Organizations</i>	Deferral for repair	# of weatherization projects with necessary preceding repairs	Administrative data via Airtable [®]
Outcomes: <i>Local Organizations & Organizations</i>	Comprehensiveness of repairs	Variety of repairs completed or identified	Administrative data via Airtable [®]
Outcomes: <i>Local Organizations & Organizations</i>	Cost-efficiency and financial health	<ul style="list-style-type: none"> Average value of household repairs Description of partner determination and path to funding 	Focus groups, Administrative data via Airtable [®]

Appendix D: Data Collection Details

In Chatham County, demographic information was initially collected from the shared database. However, there was significant data missing for the evaluation process. In order to improve the amount of data available, COA, CPCA, and RTT consulted individual records to collect missing data for survey participants. Because of differences in use, the CCHRC database did not include as comprehensive of data as the OCHPC database. Also, collecting and filling in this data for applicants in the CCHRC database was outside the capacity of this evaluation process. Therefore, we use more comprehensive data collected from survey participants as a presumed proxy for the characteristics of the general CCHRC applicant pool.

In addition to applicant demographics, we also describe the range of project types completed, in progress, planned, and identified in Orange County for homeowners in the updated database. Project types were initially classified based on the trade that is automatically assigned to each project in the home assessment. After a review of these preliminary categories, the evaluation team added new “type” categories as needed (i.e., “accessibility”) and consolidated others; finally, the team reviewed all the projects listed under each type and manually re-assigned some projects to better represent the primary purpose of the repair. For example, building a new ramp is classified as an “accessibility modification” because the primary purpose is to improve entry and exit access; however, repairs to an existing ramp falls under “carpentry” because the primary purpose of the repair is to improve its structure or form. The judgements involved in the processes of consolidation and re-assignment may have integrated some subjectivity into categorizations. The final project types and examples are in **Table 3**.

Table 5 Project types

Project type	Example projects
Accessibility modifications	Grab bar installation; tub to shower conversion; new handrail construction; new ramp build
Aesthetic	Interior or exterior painting; power washing
Appliance	Replacements of: heat pump or water heater; oven or stove; dishwasher; clothes washer or dryer
Carpentry	Repairing: cabinets; ceiling tiles; countertops; decks, doors; drywall; siding; railings; steps; subfloor and plank flooring; windows (including replacement)
Demolition	Removal of: carpet pads; decking; tile, etc.
Electrical	Certifying distribution; dryer circuit; install or replace bath or ceiling fan; replace light fixtures and switches; recirculating range hood; venting range hood; install or replace receptacles; rewiring
Environmental rehab	Asbestos abatement; lead and asbestos testing; mold remediation; roach control
Fire protection	CO/smoke detector battery replacement or installation; hard wiring; installing smoke alarm
HVAC	Repair ductwork and air distribution; replace electrical or gas heat pump; HVAC service; clean and adjust HVAC turbine exhaust; general mechanic work on HVAC
Masonry	Remove chimney; repair concrete steps; repoint masonry
Metalwork	Repair or replace aluminum carport roof

Plumbing	Hook up washing machine; crawl space drain and sump pump; install faucet; investigate and repair leaks; septic tank; shower head and diverter; replace toilet; inspect and repair waste lines
Roofing	Fascia; metal roof repair; rubber roof installation; reroof fiberglass shingles; repair soffit (including vinyl and wood)
Site work	Grade driveway gravel; rake crawl space; remove tree and grind stump; site grading; trim overgrowth; yard maintenance and trimming
Thermal & moisture	Caulk, downspouts and gutter cleaning and replacing; dryer vents;
Weatherization	Attic insulation; attic and crawlspace weatherization; weatherstrip doors; insulate walls; caulk windows

Appendix E: Survey Instrument

Start of Block: Introduction

This is [NAME] from the Orange County Home Preservation Coalition/Chatham County Home Repair Collaborative. We did some home repairs for you back in [MM/YYYY] with [X partner]. I'm doing a survey on our program that will take about 10-15 minutes. Who can I speak to about this/is now a good time?

If explanation needed: We're a group of organizations that work together to help you get all of the home repairs you need

For survey admin; do not ask respondent

OCHPC Database 1 or 2 or CCHRC

- ☐ OCHPC 1.0 (1)
- ☐ OCHPC 2.0 (2)
- ☐ CCHRC (3)
-



For survey admin; do not ask respondent

Assessment or Airtable #

*Note for survey administrator: Listen for reason being about themselves other someone else. If it is about **themselves** (or the entire HH), select "Yes" in next question ("homeowner"), but if it is for **someone else**, select "No."*

Can you tell me about what prompted you to get these repairs?



*Do not ask respondent unless answer is not clear from question above ("reason"). *Most likely to respond "No" if the repair was an accessibility/modification for another person.*

Are you the person who benefitted most from the repairs?

- ☐ Yes (1)
- ☐ No (0)

End of Block: Introduction

Start of Block: IF YES Homeowner/Primary Beneficiary (Homeowner = 1)



As the OCHPC/CCHRC, we have an **application that you filled out**. We use it to collect screening information that included address, income, homeowner info, other residents of the home info, and had multiple statements to read as well as a final signature (or verbal consent). Do you remember this application? How easy or difficult was it for you to fill out this application?

- ☐ Very difficult (1)
- ☐ Somewhat difficult (2)
- ☐ Neither difficult nor easy (3)
- ☐ Somewhat easy (4)
- ☐ Very easy (5)
- ☐ Unsure/no response (99)
- ☐ I didn't use that application (for some CCHRC) (100)

We work with lots of orgs like [the ones that worked with them..]. We work together and all follow your repairs as a group. This process includes understanding what you need, getting connecting with orgs and getting the repairs completed. What was your experience of connecting with the organization(s) and the Coalition?



How much do you disagree or agree with the following statement? I received my home repairs in a timely manner.

- ☐ Strongly disagree (1)
- ☐ Somewhat disagree (2)
- ☐ Neither disagree nor agree (3)
- ☐ Somewhat agree (4)
- ☐ Strongly agree (5)
- ☐ Unsure/no response (99)

Type any comments about ease of applicate and/or wait times here (for example, if the homeowner had different experiences across partners)

Page Break



How much do you disagree or agree with the following statement? If partners in [the coalition/the collaborative] were not able to make my home repair, I would not have been able to afford other repair services.

- ☐ Strongly disagree (1)
- ☐ Somewhat disagree (2)
- ☐ Neither disagree nor agree (3)
- ☐ Somewhat agree (4)
- ☐ Strongly agree (5)
- ☐ Unsure/no response (99)

In the next two questions, I'm going to ask you how you feel about the cost of your utilities. By this I mean water, gas, or electric bills.



Before your home was repaired, how concerned were you about being able to pay your utility bills?

- ☐ I felt very worried (1)
 - ☐ I felt a little worried (2)
 - ☐ I felt no worry (3)
 - ☐ Unsure/no response (99)
-



Since your home was repaired, how concerned are you about being able to pay your utility bills?

- ☐ I feel very worried (1)
 - ☐ I feel a little worried (2)
 - ☐ I feel no worry (3)
 - ☐ Unsure/no response (99)
-

Do you think your utility bills have gone up or down since the repairs?
Also type any comments on cost of utilities.

Page Break

I'm now going to ask you some questions about how it has been to live in your home, and how that has changed since your repairs or modifications.



In this next question, I'm going to ask you about your social isolation. By this we mean feeling disconnected from your community and the people in your life. Since your home has been repaired, do you feel less socially isolated? If so, how much less?

- ☐ I feel much less socially isolated (3)
 - ☐ I feel a little less socially isolated (2)
 - ☐ I feel no change in my social isolation (1)
 - ☐ Unsure/no response (99)
-



Do you feel safer in your home since your repairs were made? If so, how much safer?

- ☐ I feel no change in my safety (1)
 - ☐ I feel a little safer (2)
 - ☐ I feel much safer (3)
 - ☐ Unsure/no response (99)
-



Do you feel more comfortable in your home since your repairs were made? If so, how much more comfortable?

- ☐ I feel much no change in my comfort (1)
 - ☐ I feel a little more comfortable (2)
 - ☐ I feel much more comfortable (3)
 - ☐ Unsure/no response (99)
-



Do you feel less stress in your home since your repairs were made? If so, how much less stress?

- ☐ I feel much less stress (3)
- ☐ I feel a little less stress (2)
- ☐ I feel no change in my stress (1)
- ☐ Unsure/no response (99)

What other feelings have you experienced in your home since it has been repaired?

Page Break



Since your home has been repaired, how much less scared of falling do you feel?

*note in comments if a person says that they feel more fearful of falling or never felt scared, and select answer choice 1

- ☐ I am not less scared of falling (1)
- ☐ I am a little less scared of falling (2)
- ☐ I am much less scared of falling (3)
- ☐ Unsure/no response (4)

Next I'm going to ask you about some your normal routines and daily activities.



Since your home has been repaired, how much easier is it for you to do your normal daily activities?

- ☐ It is not easier (1)
- ☐ It is a little easier (2)
- ☐ It is much easier (3)
- ☐ Unsure/no response (99)

Can you tell me how your home repairs have impacted your daily routine?

Page Break

Page Break

Thanks for taking the time to speak with me! Before we close is there anything else that you'd like to share about your experience with [the coalition/collaborative]?

End of Block: IF YES Homeowner/Primary Beneficiary (Homeowner = 1)

Start of Block: IF NO Homeowner/Primary Beneficiary (Homeowner = 0)^{xi}



^{xi} Survey option for caregiver of homeowner begins here; this is the same survey as the one presented here except for 3 main differences: 1) survey asks about "[HOMEOWNER'S NAME]" instead of "you"; 2) there is an additional question that asks if the caregiver lives in the same home as the homeowner; and 3) two questions about the impact on giving care since repairs

Appendix F: Orange County's Unified Screening Tool

Orange County Home Preservation Coalition Initial Application

Thank you for inquiring about home repair services provided by the Orange County Department of Housing and Community Development. In an effort to provide you with improved services, we participate in the **Orange County Home Preservation Coalition**, which includes the following organizations: Rebuilding Together of the Triangle, Inc., Central Piedmont Community Action, Inc., Orange County Habitat for Humanity, the Orange County Department on Aging, the Orange County Department of Housing and Community Development, Orange County Habitat for Humanity, the Marian C. Jackson Center, Triangle J Council of Governments, the Town of Carrboro, the Town of Chapel Hill, OWASA, and other future partners participating in the Coalition.

Together, these organizations seek to make a sustainable impact on preserving and revitalizing homes and communities and making necessary accessibility modifications and weatherization assistance to support homeowners in remaining in their homes. We help coordinate these services when the disrepair of a home imposes discomfort, the environment of a home is unsafe or the home presents a health hazard to its occupants and the homeowners are unable to make repairs themselves.

By signing this form, you are agreeing to submit an application to the Orange County Department of Housing and Community Development, but also allowing us to share the information you provide with all organizations within the **Orange County Home Preservation Coalition** so that we can work together to better serve you! If you meet the initial criteria, staff from Rebuilding Together of the Triangle will contact you by telephone to set up a home visit to assess the requested repairs listed to evaluate whether or not your home is a fit for one or more of the organizations' programs.

Date of Application: ____/____/____ **Applicant Name:** _____
Last First

Address: _____
Street City State Zip

Phone: (____) _____ **Email:** _____ **Date of Birth:** ____/____/____

Gender: _____ **Race/Ethnicity:** _____ **Disability Status:** ☐ Yes ☐ No

1. Does the homeowner live in the house? Yes ☐ No ☐

If you are not the homeowner, what is your relationship to the owner? _____

2. Have you lived in the home for more than 2 years? Yes ☐ No ☐

3. Has anyone in the home served in the Armed Forces? Yes ☐ No ☐

4. What is your total annual household income (before taxes)? \$ _____

5. Language Preference (if you would like to be contacted in a language other than English):

Spanish Yo hablo español	Arabic أنا أتحدث اللغة العربية	Mandarin 我讲国语/普通话	Other (specify)
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

6. Provide information below for everyone who lives in this home *besides yourself*:

Name	Birthdate	Relationship to Applicant	Disability Status
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No

7. Best alternative contact for you (caregiver/social worker/case manager):

Last name: _____ First Name: _____
 Agency (if applicable): _____ Phone: (____) _____
 Email: _____ Other Ph. No.: (____) _____

8. What type of home is it? (house, apartment, mobile home, duplex) _____

9. What year was the home built? _____

10. Can everyone in the home enter and exit the home in case of an emergency? Yes ☐ No ☐

11. We would like to help you remain in your home as long as you'd like to be there. Which of these statements best describes you?

- ☐ I would like to continue living here.
- ☐ I would prefer to live elsewhere; If so, please check box(es) below:
- ☐ I cannot afford to live here anymore.
 - ☐ The repairs my home needs are too expensive.
 - ☐ I would like more caretaking support.
 - ☐ I would prefer to describe: _____

12. What repairs or modifications are needed on your home?

Repairs/Modifications

13. What other concerns do you have about your home or living situation?

--

Sign for Releases:

I hereby certify that:

- 1) I own and occupy the home described above as my primary residence.
- 2) The above information is complete and true to the best of my knowledge.
- 3) This information is provided to qualify me for weatherization, energy efficiency, urgent repair, or other related services (program assistance).
- 4) I give permission to the Orange County Department on Aging, Central Piedmont Community Action, Inc., Rebuilding Together of the Triangle, Inc., Orange County Habitat for Humanity, the Orange County Department of Housing and Community Development, the Marian C. Jackson Center, Triangle J Council of Governments, and other future partners to access information to verify the contents of this application and to facilitate the repair and or improvements to my home.
- 5) I understand program grant and or loans may not correct all deficiencies in my home nor make the home conform to any local, state or federal housing quality standards.
- 6) I have been advised that my gender, race, and ethnicity will be determined based upon observation and/or surname if I do not self-disclose the information.
- 7) I understand that filling out this application does not guarantee that my household will receive program assistance.

General Acknowledgement, Consent and Authorization

- 8) I acknowledge that this is an application to the Orange County Department on Aging and that the organization may share this application and its contents with its partners, including Rebuilding Together of the Triangle, Inc., Central Piedmont Community Action, Inc., Orange County Habitat for Humanity, the Orange County Department of Housing and Community Development, the Marian C. Jackson Center, Triangle J Council of Governments, and other future partners for weatherization, energy efficiency, urgent repair and other related services (program assistance). These partners work collectively and are referenced herein as the Orange County Home Preservation Coalition (OCHPC).

- 9) I give consent and authorize the OCHPC to maintain data concerning this application and any services provided to me on a database managed by Triangle J Council of Governments and made accessible to the OCHPC to secure, perform, manage, record and evaluate energy services and program assistance.
- 10) I give consent and authorize Rebuilding Together of the Triangle, Inc. permission to enter my home at an agreed upon time and date in order to conduct a home repair assessment to assist in determining my eligibility for energy services and program assistance.

Signature: _____ **Date:** _____

PLEASE RETURN THIS APPLICATION BY MAIL, FAX, OR E-MAIL TO:

Rebuilding Together of the Triangle, Inc.
200 Trans Air Drive, Suite 200
Morrisville, NC 27560

Telephone: (919) 341-5980
Fax: (919) 651-0034

E-mail: info@rebuildingtogethertriangle.org

FOR OFFICE USE ONLY:

Referred By: _____

Income Verified: ☐ Yes ☐ No

Action Taken? If so, explain: _____

Date Verified: _____

Documents Verified: _____

Appendix G: Chatham County's Unified Screening Tool

Chatham County Home Repair Collaborative Initial Application

Thank you for inquiring about home repair services provided by Rebuilding Together of the Triangle, Inc. (RTT). In an effort to provide you with improved services, we participate in the Chatham County Home Repair Collaborative, which includes the following organizations: Rebuilding Together of the Triangle, Inc. (RTT), Central Piedmont Community Action, Inc., the Chatham County Council on Aging, Triangle J Council of Governments, and other future partners participating in the Collaborative.

Together, these organizations seek to make a sustainable impact on preserving and revitalizing homes and communities and making necessary accessibility modifications and weatherization assistance to support homeowners in remaining in their homes. We help coordinate these services when the disrepair of a home imposes discomfort, the environment of a home is unsafe or the home presents a health hazard to its occupants and the homeowners are unable to make repairs themselves.

By signing this form, you are agreeing to submit an application to RTT, but also allowing us to share the information you provide with all organizations within the Chatham County Home Repair Collaborative so that we can work together to better serve you! If you meet the initial criteria, staff from RTT will contact you by telephone to set up a home visit to assess the requested repairs listed to evaluate whether or not your home is a fit for one or more of the organizations' programs.

Date of Application: ____/____/____ Applicant Name: _____

Last

First

Address: _____

Street

City

State

Zip

Phone: (____) _____ Email: _____ Date of Birth: ____/____/____

Gender: _____ Race/Ethnicity: _____ Disability Status: ☐ Yes ☐ No

1. Does the homeowner live in the house? Yes ☐ No ☐

If not, what is your relationship to the owner? _____

2. Has anyone in the home served in the Armed Forces? Yes ☐ No ☐ If yes, which person? _____

3. What is your total annual household income (before taxes)? \$ _____

4. Language Preference (if you would like to be contacted in a language other than English):

English I speak English	Spanish Yo hablo español	Arabic أنا أتحدث اللغة العربية	Mandarin 我讲国语/普通话	Other, specify:
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

5. Provide information below for everyone who lives in this home:

Name	Birthdate	Relationship	Disability Status
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No
	/ /		<input type="checkbox"/> Yes <input type="checkbox"/> No

6. Best alternative contact for you (caregiver/social worker/case manager):

Last name: _____ First Name: _____

Agency (if applicable): _____ Phone: (____) _____

Email: _____ Other Ph. No.: (____) _____

7. Can you get in and out of your home in case of an emergency? Yes ☐ No ☐**8. We would like to help you remain in your home as long as you'd like to be there. Which of these statements best describes you?**☐ I would like to continue living here.☐ I would prefer to live elsewhere; If so, please check box(es) below:☐ I cannot afford to live here anymore.☐ The repairs my home needs are too expensive.☐ I would like more caretaking support.☐ I would prefer to describe: _____**9. What repairs or modifications are needed on your home?**

Repairs/Modifications

10. What other concerns do you have about your home or living situation?

--

Sign for Releases:

I hereby certify that:

- 1) I own and occupy the home described above as my primary residence.
- 2) The above information is complete and true to the best of my knowledge.
- 3) This information is provided to qualify me for weatherization, energy efficiency, urgent repair, or other related services (program assistance).
- 4) I give permission to Rebuilding Together of the Triangle, Inc. (RTT), Central Piedmont Community Action, Inc., the Chatham County Council on Aging, Triangle J Council of Governments and other future partners to access information to verify the contents of this application and to facilitate the repair and or improvements to my home.
- 5) I understand program grant and or loans may not rectify all deficiencies in my home nor make the home conform to any local, state or federal housing quality standards.
- 6) I have been advised that my gender, race and ethnicity will be determined based upon observation and/or surname if I do not self-disclose the information.
- 7) I understand that filling out this application does not guarantee that my household will receive program assistance.

General Acknowledgement, Consent and Authorization

- 8) I acknowledge that this is an application to Rebuilding Together of the Triangle, Inc. (RTT), and that RTT may share this application and its contents with its partners, including Central Piedmont Community Action, Inc., the Chatham County Council on Aging, Triangle J Council of Governments, and other future partners for weatherization, energy efficiency, urgent repair and other related services (program assistance). These partners work collectively and will be referenced herein as the Chatham County Home Repair Collaborative (CCHRC).

- 9) I give consent and authorize Rebuilding Together of the Triangle, Inc. (RTT) and the CCHRC to maintain data concerning this application and any services provided to me on a database managed by Triangle J Council of Governments and made accessible to the CCHRC to secure, perform, manage, record and evaluate energy services and program assistance.
- 10) I give consent and authorize Rebuilding Together of the Triangle, Inc. permission to enter my home at an agreed upon time and date in order to conduct a home repair assessment to assist in determining my eligibility for energy services and program assistance.

Signature: _____ Date: _____

PLEASE RETURN THIS APPLICATION BY MAIL, FAX, OR E-MAIL TO:

**Rebuilding Together of the Triangle, Inc.
200 Trans Air Drive, Suite 200
Morrisville, NC 27560**

**Telephone: (919) 341-5980
Fax: (919) 651-0034**

E-mail: info@rebuildingtogethertriangle.org

FOR OFFICE USE ONLY:

Referred By: _____

Income Verified: ☐ Yes ☐ No

Action Taken? If so, explain: _____

Date Verified: _____

Documents Verified: _____

[illegible]

Appendix I: Administrative Data Tables, Orange County

OCHPC Participant Demographics & Orange County References

	All homeowners in updated Orange County database (n=123)	Homeowners in original Orange County database ^{xii} (n=48)	Total across databases		Orange County reference ^{xiii} (%)	Orange County reference, among older adults ^{xiv} (%)		
	n	%	n	%	n	%		
Race								
Black/African American	90	73.2%	Not available		90	73.2%	11.2%	11.6%
Latinx	6	4.9%			6	4.9%	8.4%	2.0%
White	10	8.1%			10	8.1%	69.4%	82.6%
Brown	1	0.8%			1	0.8%		
Asian	15	12.2%			15	12.2%	7.7%	3.0%
Unknown	1	0.8%	1	0.8%				
American Indian/Alaska Native, Native Hawaiian/Pacific Islander, Race not listed, and 2+ races	0	0.0%						
Age (as of Oct 1, 2020 for updated database but at time of application for original)								
<55	13	10.6%	1	2.1%	14	8.2%	75.1%	
>= 55 and <60	4	3.3%	2	4.2%	6	3.5%	6.0%	
>=60 and <65	15	12.2%	2	4.2%	17	9.9%	6.3%	32.6%

^{xii} Excluding homeowners who were also entered into the updated database

^{xiii} Source: ACS 2018 5-year estimate

^{xiv} Source: <https://files.nc.gov/ncdhs/documents/files/NC%20County%20Aging%20Profiles%202018.pdf>

	All homeowners in updated Orange County database (n=123)	Homeowners in original Orange County database ^{xii} (n=48)	Total across databases		Orange County reference ^{xiii} (%)	Orange County reference, among older adults ^{xiv} (%)		
	n	%	n	%	n	%		
>=65 and <70	14	11.4%	1	2.1%	15	8.8%	5.0%	26.2%
>=70 and <75	27	22.0%	4	8.3%	31	18.1%	3.2%	16.8%
>=75 and <80	18	14.6%	0	0.0%	18	10.5%	2.0%	10.5%
>=80 and <85	11	8.9%	0	0.0%	11	6.4%	1.4%	7.4%
>=85	10	8.1%	1	2.1%	11	6.4%	1.2%	6.4%
Unknown	11	8.9%	37	77.1%	48	28.1%		
# of people in household								
1	71	57.7%	16	33.3%	87	50.9%	0.284	
2 or more	52	42.3%	15	31.3%	67	39.2%	0.716	
	2	31	25.2%		31	46.3%	0.363	
	3	13	10.6%		13	19.4%	0.152	
	4 or more	8	6.5%		8	11.9%	0.201	
Missing	0	0.0%	17	35.4%	17	9.9%		
Households with older adult; OA >=55 years for OCHPC but >=60 for County reference								
Present	99	80.5%	10	20.8%	109	63.7%	35.6%	100%
Not present or unknown	24	19.5%	38	79.2%	62	36.3%	64.4%	0.00%
Households with child								
Present	13	10.6%	2	4.2%	15	8.8%	29.5%	
Not present	110	89.4%	12	25.0%	122	71.3%	70.5%	
Unknown	0	0.0%	34	70.8%	34	19.9%		
Both elder and child present in household								
Yes	8	6.5%	Not available		8	6.5%		

	All homeowners in updated Orange County database (n=123)		Homeowners in original Orange County database ^{xii} (n=48)		Total across databases		Orange County reference ^{xiii} (%)	Orange County reference, among older adults ^{xiv} (%)
No	n	%	n	%	n	%	(%)	(%)
	115	93.5%			115	93.5%		
Presence of disability (OCHPC is % of households with person with disability present; County reference is % of individuals with disability)								
Present	59	48.0%	Not available		59	48.0%	8.9%	
Not present	64	52.0%			64	52.0%	91.2%	
Gender identity of applicant								
Female	90	73.2%	32	66.7%	122	71.3%	52.3%	
Male	31	25.2%	14	29.2%	45	26.3%	47.7%	
Unknown	2	1.6%	2	4.2%	4	2.3%		
Income by % AMI								
<25.0%	45	36.6%	Not available		45	36.6%		
>=25.0 and <50.0%	49	39.8%			49	39.8%		
>=50.0 and <75.0%	14	11.4%			14	11.4%		
>=75.0 and <100.0%	5	4.1%			5	4.1%		
>=100.0%	0	0.0%			0	0.0%		
Unknown	10	8.1%			10	8.1%		
Annual household income								
<\$5,000	1	0.8%	0	0.0%	1	0.6%	3.3%	
>=\$5,000 and <\$9,999	3	2.4%	3	6.3%	6	3.5%	2.8%	
>=\$10,000 and <\$14,999	26	21.1%	8	16.7%	34	19.9%	3.7%	
>=\$15,000 and <\$19,999	27	22.0%	3	6.3%	30	17.5%	3.4%	
>=\$20,000 and <\$24,999	12	9.8%	4	8.3%	16	9.4%	4.7%	
>=\$25,00 and <\$34,999	19	15.4%	8	16.7%	27	15.8%	7.9%	

	All homeowners in updated Orange County database (n=123)	Homeowners in original Orange County database ^{xii} (n=48)	Total across databases		Orange County reference ^{xiii} (%)	Orange County reference, among older adults ^{xiv} (%)
	n	%	n	%		
>=\$35,000 and <\$49,999	19	15.4%	2	4.2%	12.3%	12.6%
>=50,000	6	4.9%	0	0.0%	3.5%	61.8%
Missing	10	8.1%	20	41.7%	17.5%	
Home type						
House	69	56.1%	28	58.3%	56.7%	60.3%
Condo	0	0.0%	1	2.1%	0.6%	
Mobile home	18	14.6%	6	12.5%	14.0%	7.6%
<i>Owens land</i>	14	77.8%	2	33.3%	66.7%	
<i>Rents land</i>	2	11.1%	3	50.0%	20.8%	
<i>"It's complicated" or unknown</i>	2	11.1%	1	16.7%	12.5%	
Unknown	36	29.3%	13	27.1%	28.7%	
Other					32.1%	

OCHPC Work Progress

	All homeowners in updated Orange County database (n=123)		Homeowners in original Orange County database ^{xv} (n=48)		Total across databases	
	n	%	n	%	n	%
Progress						
Application mailed out	1	0.8%			1	0.6%
Application in missing information	4	3.3%			4	2.3%
Ready for assessment/needs project assessment	9	7.3%	1	2.1%	10	5.8%
Assessed	34	27.6%	0	0.0%	34	19.9%
In progress	59	48.0%	4	8.3%	63	36.8%
Partially complete- closed	2	1.6%	2	4.2%	4	2.3%
Fully complete - closed	4	3.3%	13	27.1%	17	9.9%
Unable to complete	8	6.5%	11	22.9%	19	11.1%
On hold	2	1.6%	3	6.3%	5	2.9%
Unknown			14	29.2%	14	8.2%
Referring organization (note that some homeowners are referred by more than 1 organization)						
CPCA	4	3.3%	Not available		4	3.3%
Direct	1	0.8%			1	0.8%
Habitat	54	43.9%			54	43.9%
Jackson Center	34	27.6%			34	27.6%
OCDOA	23	18.7%			23	18.7%
OC Housing	6	4.9%			6	4.9%
RTT	11	8.9%			11	8.9%

^{xv} Excluding homeowners who were also entered into the updated database

OCHPC Collaborative Tool Utilization

	Orange County updated database		Orange County original database	
	n	%	n	%
Unified application	n=99			
Submitted?				
Yes	92	92.9%		
No	7	7.1%		
Days from applying to database entry	n=92			
<i>Average</i>	43.59			
<i>Median</i>	11.00			
<i>Minimum</i>	-83.00			
<i>Maximum</i>	511.00			
Days from applying to first completed work scope, among those with 1 completed work scope	n=29			
<i>Average</i>	175.66			
<i>Median</i>	204.00			
<i>Minimum</i>	-201.00			
<i>Maximum</i>	454.00			
Home assessment	n=99			
Received?				
Yes	91	91.9%		
No	8	8.1%		
Days from database entry to assessment	n=91			
<i>Average</i>	39.15			
<i>Median</i>	27.00			
<i>Minimum</i>	-109.00			

	Orange County updated database		Orange County original database	
	n	%	n	%
<i>Maximum</i>	224.00			
Days from applying to assessment, among those with both	n=86			
<i>Average</i>	76.31			
<i>Median</i>	49.50			
<i>Minimum</i>	-66.00			
<i>Maximum</i>	411.00			

OCHPC Project-level Details

	Orange County updated database		Orange county original database	
	n	%	n	%
Projects	n=99		n=48	
None available	11	11.1%	13	27.1%
Projects created	88	88.9%	35	72.9%
Types of projects	n=88		n=35	
<i>Accessibility modifications</i>	31	35.2%	5	14.3%
<i>Aesthetic</i>	47	53.4%	3	8.6%
<i>Appliance</i>	21	23.9%	3	8.6%
<i>Carpentry</i>	81	92.0%	16	45.7%
<i>Demolition</i>	16	18.2%	0	0.0%
<i>Electrical</i>	55	62.5%	2	5.7%
<i>Environmental rehab</i>	8	9.1%	1	2.9%
<i>Fire protection</i>	34	38.6%	1	2.9%
<i>HVAC</i>	43	48.9%	8	22.9%
<i>Masonry</i>	16	18.2%	0	0.0%
<i>Metal work</i>	1	1.1%	0	0.0%
<i>Plumbing</i>	42	47.7%	9	25.7%
<i>Roofing</i>	45	51.1%	11	31.4%
<i>Site work</i>	24	27.3%	1	2.9%
<i>Thermal & moisture</i>	45	51.1%	2	5.7%
<i>Weatherization</i>	43	48.9%	7	20.0%
Projects per homeowner	n=88			
<i>Average</i>	13.4			
<i>Median</i>	12.0			
Projects per homeowner completed	n=55			

	Orange County updated database		Orange county original database	
	n	%	n	%
0% complete	34	61.8%		
>0 and <=25% complete	9	16.4%		
>25 and <=50% complete	3	5.5%		
>50 and <=75% complete	3	5.5%		
>75 and <100% complete	4	7.3%		
100% done	2	3.6%		
Projects per homeowner planned	n=55			
0% planned	11	20.0%		
>0 and <=25% planned	9	16.4%		
>25 and <=50% planned	6	10.9%		
>50 and <=75% planned	6	10.9%		
>75 and <100% planned	10	18.2%		
100% planned	13	23.6%		
Dependency of weatherization, including HVAC, repairs	n=78		n=13	
Weatherization job is not dependent on preceding repairs	35	44.9%	8	61.5%
Weatherization job is dependent on preceding repairs	43	55.1%	5	38.5%
# of organizations involved	n=65			
0	2	3.1%		
1	23	35.4%		
2	27	41.5%		
3	9	13.8%		
4 or more	4	6.2%		

OCHPC Service by Organization

	Orange County updated database, in progress, partial complete, full complete (n=65)	
	n	%
Service status by organization and average value of repairs claimed	n=65	
CPCA		
served-finished	6	9.2%
served-in progress	9	13.8%
did not serve (tried but ineligible)	5	7.7%
unknown	45	69.2%
Habitat		
served-finished	16	24.6%
served-in progress	10	15.4%
did not serve (tried but ineligible)	1	1.5%
unknown	38	58.5%
Hope^{xvi}		
served-finished	4	6.2%
served-in progress	20	30.8%
did not serve (tried but ineligible)	0	0.0%
unknown	41	63.1%
Jackson Center		
served-finished	1	1.5%
served-in progress	3	4.6%
did not serve (tried but ineligible)	0	0.0%
unknown	61	93.8%

^{xvi} Hope's work is in partnership with other organizations, including OCDOA (see below), and may represent double counting

		Orange County updated database, in progress, partial complete, full complete (n=65)	
		n	%
OCDOA^{xvii}			
served-finished		7	10.8%
served-in progress		22	33.8%
did not serve (tried but ineligible)		1	1.5%
unknown		35	53.8%
OC Housing			
served-finished		2	3.1%
served-in progress		7	10.8%
did not serve (tried but ineligible)		0	0.0%
unknown		56	86.2%
RTT			
served-finished		8	12.3%
served-in progress		5	7.7%
did not serve (tried but ineligible)		1	1.5%
unknown		51	78.5%

^{xvii} OCDOA is likely an overestimate; unexpected funding constraints and the increased cost of supplies during COVID meant that OCDOA and Hope do not have the funding to complete many jobs that they planned for the partnership

Appendix J: Administrative Data Tables, Chatham County

CCHRC participant demographics and Chatham County references

	Chatham County survey respondents (n=16)		Chatham County homeowners in database (n=121)		Chatham County reference (Source: ACS 2018 5-Year Estimate)
	n	%	n	%	%
Race					
Black/African American	Not available		Not available		11.3%
Latinx					12.4%
White					71.5%
Asian					1.6%
American Indian/Alaska Native, Native Hawaiian/Pacific Islander, Race not listed, and 2+ races					3.2%
Age					
<55	Not available		8	6.6%	75.1%
>= 55 and <60			10	8.3%	6.0%
>=60 and <65			5	4.1%	6.3%
>=65 and <70			11	9.1%	5.0%
>=70 and <75			7	5.8%	3.2%
>=75 and <80			12	9.9%	2.0%
>=80 and <85			6	5.0%	1.4%
>=85			4	3.3%	1.2%
Unknown			58	47.9%	
# of people in household					
1	Not available		Not available		26.8%
2 or more					73.2%
2					41.8%
3					14.4%
4 or more					17.0%

	Chatham County survey respondents (n=16)		Chatham County homeowners in database (n=121)		Chatham County reference (Source: ACS 2018 5-Year Estimate)	
	n	%	n	%	%	
Households with older adult; OA >=55 years for CCHRC but >=60 for County reference						
present	12	75.0%	33	27.3%	49.0%	
not present or unknown	4	25.0%	88	72.7%	51.0%	
Households with child						
present	Not available		2	1.7%	26.8%	
not present or unknown	Not available		119	98.3%	73.2%	
Presence of disability (CCHRC is % of households with person with disability present; County reference is % of individuals with disability)						
Yes	10	62.5%	25	20.7%	15.4%	
No or unknown	6	37.5%	96	79.3%	85.0%	
Gender identity of applicant						
Female	Not available		Not available		52.0%	
Male	Not available		Not available		48.0%	
Income by % AMI						
	Not available		Not available			
Annual household income						
<\$10,000	0	0.0%	13	10.7%	<\$5,000	2.2%
\$10,000-\$20,000	11	68.8%	29	24.0%	>=\$5,000 and <\$9,999	2.3%
\$20,001-\$30,000	3	18.8%	5	4.1%	>=\$10,000 and <\$14,999	4.7%
\$30,001-\$40,000	1	6.3%	3	2.5%	>=\$15,000 and <\$19,999	4.6%
>40,001	0	0.0%	0	0.0%	>=\$20,000 and <\$24,999	6.4%
Missing	1	6.3%	71	58.7%	>=\$25,00 and <\$34,999	8.6%
					>=\$35,000 and <\$49,999	11.1%
					>=\$50,000	60.1%
Home type						
House	Not available		Not available		73.8%	

	Chatham County survey respondents (n=16)		Chatham County homeowners in database (n=121)		Chatham County reference (Source: ACS 2018 5-Year Estimate)	
Mobile Home	n	%	n	%	%	
Other					14.5%	
Progress					11.7%	
Complete	10	62.5%	45	37.2%		
Partial Complete	5	31.3%	2	1.7%		
Waitlist	1	6.3%	15	12.4%		
Partner identified			4	3.3%		
Partner needed			3	2.5%		
Assessment in Progress			19	15.7%		
Unable to complete			2	1.7%		
Unknown/empty			31	25.6%		
Referring organization						
	Not available		Not available			

Appendix K: Geographical Data

Orange County^{xviii}

Location of applicant services with Orange County population references

Township	Service sites ^{xix}		2018 Population ^{xx}		Median Year Structure Built ^{xxi}
	n	%	n	%	
Bingham	8	5.0%	7,005	4.9%	Available at census tract level
Cedar Grove	14	8.8%	5,378	3.8%	
Chapel Hill	81	50.6%	93,209	65.2%	
Cheeks	21	13.1%	11,358	7.9%	
Eno	7	4.4%	7,218	5.0%	
Hillsborough	25	15.6%	15,291	10.7%	
Little River	4	2.5	3,479	2.4%	
County total	160	100.0%	142,938	100.0%	Overall: 1986

^{xviii} County, township, and municipal shapefiles courtesy of Orange County GIS at <https://www.orangecountync.gov/2057/Download-GIS-Data>; census tract shapefile courtesy of US Census Bureau at <https://www.census.gov/geographies/mapping-files/time-series/geo/tiger-line-file.html>

^{xix} The sample is 160 addresses after a duplicate pair was removed and 1 address did not geolocate.

^{xx} ACS 2018 5-year Estimate analyzed by Orange County Planning & Inspections (<https://www.orangecountync.gov/1467/Population-Demographics-Proje>, "American Community Survey" tab)

^{xxi} ACS 2019 5-Year Estimate

Completion status of applicants' projects by township in Orange County

Township	Complete		In progress		Waiting for work		Unable to complete		Unknown		Total
	n	%	n	%	n	%	n	%	n	%	
Bingham	0	0.0%	3	4.7%	3	5.7%	1	5.3%	1	20.0%	8
Cedar Grove	1	5.3%	5	7.8%	6	11.3%	2	10.5%	0	0.0%	14
Chapel Hill	11	57.9%	33	51.6%	25	47.2%	11	57.9%	1	20.0%	81
Cheeks	5	26.3%	5	7.8%	8	15.1%	2	10.5%	1	20.0%	21
Eno	0	0.0%	4	6.3%	2	3.8%	0	0.0%	1	20.0%	7
Hillsborough	2	10.5%	13	20.3%	7	13.2%	2	10.5%	1	20.0%	25
Little River	0	0.0%	1	1.6%	2	3.8%	1	5.3%	0	0.0%	4
County total	19	100.0%	64	100.0%	53	100.0%	19	100.0%	5	100.0%	160

Chatham County^{xxii}

Location of applicant services with Chatham County population references

Township	Applicant sites ^{xxiii}		2020 Population ^{xxiv}		Median Year Structure Built ^{xxv}
	n	%	n	%	
Albright	5	5.4%	2,755	3.5%	Available at census tract level
Baldwin	13	14.0%	12,353	15.7%	
Bear Creek	2	2.2%	3,801	4.8%	
Cape Fear	1	1.1%	1,662	2.1%	
Center	14	15.1%	9,066	11.5%	
Gulf	9	9.7%	3,766	4.8%	
Hadley	2	2.2%	3,241	4.1%	
Haw River	9	9.7%	1,530	1.9%	
Hickory Mountain	6	6.5%	3,021	3.8%	
Matthews	29	31.2%	14,647	18.6%	
New Hope	1	1.1%	3,688	4.7%	
Oakland	0	0.0%	1,339	1.7%	
Williams	2	2.2%	17,771	22.6%	
County total	93	100.0%	78,640	100.0%	Overall: 1993

^{xxii} County, township, municipal, and census tract shapefiles courtesy of Chatham County GIS Hub at <https://opendata-chathamncgis.opendata.arcgis.com/>^{xxiii} Addresses were not available for all applicants. Some addresses were also in the database more than once and 3 addresses did not geolocate correctly. The resulting sample is 93 addresses.^{xxiv} From "2020 Key Demographic Indicators" (ESRI), analyzed by Lucian Stewart (GIS Solutions Engineer at Chatham County); methodology at <https://pro.arcgis.com/en/pro-app/latest/tool-reference/business-analyst/enrich-layer-advanced.htm> and https://downloads.esri.com/esri_content_doc/db/us/j10268_Methodology_Statement_2020-2025_Esri_US_Demographic_Updates.pdf^{xxv} ACS 2019 5-Year Estimate

Completion status of applicants' projects by township in Chatham County

Township	Complete		Waiting for work		Unable to complete		Unknown		Total
	n	%	n	%	n	%	n	%	
Albright	2	5.1%	3	8.8%	0	0.0%	0	0.0%	5
Baldwin	8	20.5%	2	5.9%	0	0.0%	3	17.6%	13
Bear Creek	0	0.0%	0	0.0%	0	0.0%	2	11.8%	2
Cape Fear	0	0.0%	1	2.9%	0	0.0%	0	0.0%	1
Center	7	17.9%	6	17.6%	1	33.3%	0	0.0%	14
Gulf	4	10.3%	3	8.8%	0	0.0%	2	11.8%	9
Hadley	1	2.6%	1	2.9%	0	0.0%	0	0.0%	2
Haw River	6	15.4%	2	5.9%	0	0.0%	1	5.9%	9
Hickory Mountain	2	5.1%	4	11.8%	0	0.0%	0	0.0%	6
Matthews	9	23.1%	11	32.4%	1	33.3%	8	47.1%	29
New Hope	0	0.0%	1	2.9%	0	0.0%	0	0.0%	1
Oakland	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Williams	0	0.0%	0	0.0%	1	33.3%	1	5.9%	2
County total	39	100.0%	34	100.0%	3	100.0%	17	100.0%	93

Appendix L: Survey Results Data Tables

Stratification by county and completion status (n=39)

Completion Status by County									
	Completed			Ongoing w/ plan		Ongoing w/o plan		Total	
	n	%	n	%	n	%	n	%	
Overall	21	53.8	2	5.1	16	41.0	39	100.0	
<i>Orange</i>	4	18.2	2	9.1	16	72.7	22	100.0	
Original	3	33.3	0	0.0	6	66.7	9	100.0	
Updated	1	7.7	2	15.4	10	76.9	13	100.0	
<i>Chatham</i>	17	100.0	0	0.0	0	0.0	17	100.0	

Accessing services questions (n=39), by county and by completion status

How easy or difficult was it for you to fill out the application? ^{xxxvi}														
	Very difficult		Somewhat difficult		Somewhat easy		Very easy		Unsure/no response**		I did not use it**		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Overall	0	0.0	1	2.6	13	33.3	8	20.5	12	30.8	5	12.8	39	100
Orange	0	0.0	0	0.0	7	31.8	6	27.3	8	36.4	1	4.5	22	100
Original	0	0.0	0	0.0	5	55.6	1	11.1	2	22.2	1	11.1	9	100
Updated	0	0.0	0	0.0	2	15.4	5	38.5	6	46.2	0	0.0	13	100
Chatham	0	0.0	1	5.9	6	35.3	2	11.8	4	23.5	4	23.5	17	100

^{xxvi} Survey question included a prompt about what the application looked like

How much do you agree or disagree with the following statements?												
	Strongly disagree		Somewhat disagree		Neither agree nor disagree ^{xxvii}		Somewhat agree		Strongly agree		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
I received my home repairs in a timely manner.												
Overall	1	2.6	3	7.7	1	2.6	8	20.5	26	66.7	39	100.0
By county												
<i>Orange</i>	1	4.5	1	4.5	1	4.5	3	13.6	16	72.7	22	100.0
Original	0	0.0	0	0.0	1	11.1	2	22.2	6	66.7	9	100.0
Updated	1	7.7	1	7.7	0	0.0	1	7.7	10	76.9	13	100.0
<i>Chatham</i>	0	0.0	2	11.8	0	0.0	5	29.4	10	58.8	17	100.0
By completion status												
<i>Completed</i>	1	4.8	2	9.5	0	0.0	6	28.6	12	57.1	21	100.0
<i>Ongoing w/ plan</i>	0	0.0	1	50.0	0	0.0	0	0.0	1	50.0	2	100.0
<i>Ongoing w/o plan</i>	0	0.0	0	0.0	1	6.3	2	12.5	13	81.3	16	100.0
If the partners in the coalition/collaborative were not able to make my home repairs, I would not have been able to afford other repair services.												
Overall	0	0.0	2	5.1	0	0.0	4	10.3	33	84.6	39	100
By county												
<i>Orange</i>	0	0.0	1	4.5	0	0.0	0	0.0	21	95.5	22	100
Original	0	0.0	0	0.0	0	0.0	0	0.0	9	100.0	9	100
Updated	0	0.0	1	7.7	0	0.0	0	0.0	12	92.3	13	100
<i>Chatham</i>	0	0.0	1	5.9	0	0.0	4	23.5	12	70.6	17	100
By completion status												
<i>Completed</i>	0	0.0	2	9.5	0	0.0	4	19.0	15	71.4	21	100
<i>Ongoing w/ plan</i>	0	0.0	0	0.0	0	0.0	0	0.0	2	100.0	2	100
<i>Ongoing w/o plan</i>	0	0.0	0	0.0	0	0.0	0	0.0	16	100.0	16	100

^{xxvii} Survey administrators did not initially read this as a response option, and offered it only if participants had difficulty answering

Experience since repairs questions (n=39), by county and by completion status

Concern about being able to pay utility bills (n=39)										
Since home repair	Very worried		A little worried		Not worried		Unsure/no response		Total	
Before home repair	n	%	n	%	n	%	n	%	n	%
<i>Very worried</i>	4	10.3	5	12.8	3	7.7	0	0	12	30.8
<i>A little worried</i>	0	0.0	12	30.8	3	7.7	1	2.6	16	41.0
<i>Not worried</i>	0	0.0	0	0.0	6	15.4	0	0.0	6	15.4
<i>Unsure/no response</i>	0	0.0	0	0.0	0	0.0	5	12.8	5	12.8
<i>Total</i>	4	10.3	17	43.6	12	30.8	6	15.4	39	100.0
Concern about being able to pay utility bills among respondents whose entire projects are complete (n=21)										
Since home repair	Very worried		A little worried		Not worried		Unsure/no response		Total	
Before home repair	n	%	n	%	n	%	n	%	n	%
<i>Very worried</i>	2	9.5	2	9.5	2	9.5	0	0.0	6	28.6
<i>A little worried</i>	0	0.0	4	19.0	3	14.3	1	4.8	8	38.1
<i>Not worried</i>	0	0.0	0	0.0	5	23.8	0	0.0	5	23.8
<i>Unsure/no response</i>	0	0.0	0	0.0	0	0.0	2	9.5	2	9.5
<i>Total</i>	2	9.5	6	28.6	10	47.6	3	14.3	21	100.0

Quality of life: Since your home has been repaired, do you feel less socially isolated? If so, how much less? ^{xxviii}									
	No change in social isolation		A little less socially isolated		Much less socially isolated		Unsure/no response		Total
	n	%	n	%	n	%	n	%	n %
Overall	23	67.6	3	8.8	3	8.8	5	14.7	34 100.0
By county									
<i>Orange</i>	12	66.7	1	5.6	1	5.6	4	22.2	18 100.0
Original	6	85.7	0	0.0	0	0.0	1	14.3	7 100.0
Updated	6	54.5	1	9.1	1	9.1	3	27.3	11 100.0
<i>Chatham</i>	11	68.8	2	12.5	2	12.5	1	6.3	16 100.0
By completion status									
<i>Completed</i>	13	65.0	2	10.0	2	10.0	3	15.0	20 100.0
<i>Ongoing w/ plan</i>	2	100.0	0	0.0	0	0.0	0	0.0	2 100.0
<i>Ongoing w/o plan</i>	8	66.7	1	8.3	1	8.3	2	16.7	12 100.0

^{xxviii} Sample size is smaller (n=34) than rest of the survey because this question was transformed into an open-ended question for the 5 energy interviews

Quality of life: Since your home has been repaired, do you feel safer? If so, how much safer?										
	No change in safety		A little safer		Much safer		Unsure/no response		Total	
	n	%	n	%	n	%	n	%	n	%
Overall	5	12.8	7	17.9	26	66.7	1	2.6	39	100.0
By county										
<i>Orange</i>	3	13.6	5	22.7	13	59.1	1	4.5	22	
Original	0	0.0	3	33.3	6	66.7	0	0.0	9	100.0
Updated	3	23.1	2	15.4	7	53.8	1	7.7	13	100.0
<i>Chatham</i>	2	11.8	2	11.8	13	76.5	0	0.0	17	100.0
By completion status										
<i>Completed</i>	3	14.3	3	14.3	15	71.4	0	0.0	21	100.0
<i>Ongoing w/ plan</i>	0	0.0	0	0.0	1	50.0	1	50.0	2	100.0
<i>Ongoing w/o plan</i>	2	12.5	4	25.0	10	62.5	0	0.0	16	100.0

Quality of life: Since your home has been repaired, do you feel more comfortable? If so, how much more comfortable?										
	No change in comfort		A little more comfortable		Much more comfortable		Total			
	n	%	n	%	n	%	n	%		
Overall	3	7.7	8	20.5	28	71.8	39	100.0		
By county										
<i>Orange</i>	1	4.5	2	9.1	19	86.4	22	100.0		
Original	0	0.0	0	0.0	9	100.0	9	100.0		
Updated	1	7.7	2	15.4	10	76.9	13	100.0		
<i>Chatham</i>	2	11.8	6	35.3	9	52.9	17			
By completion status										
<i>Completed</i>	3	14.3	6	28.6	12	57.1	21	100.0		
<i>Ongoing w/ plan</i>	0	0.0	1	50.0	1	50.0	2	100.0		
<i>Ongoing w/o plan</i>	0	0.0	1	6.3	15	93.8	16	100.0		

Quality of life: Since your home has been repaired, do you feel less stress? If so, how much less stress?

	No change in stress		A little less stress		Much less stress		Total	
	n	%	n	%	n	%	n	%
Overall	8	20.5	13	33.3	18	46.2	39	100.0
By county								
<i>Orange</i>	5	22.7	8	36.4	9	40.9	22	100.0
Original	2	22.2	3	33.3	4	44.4	9	100.0
Updated	3	23.1	5	38.5	5	38.5	13	100.0
<i>Chatham</i>	3	17.6	5	29.4	9	52.9	17	100.0
By completion status								
<i>Completed</i>	5	23.8	6	28.6	10	47.6	21	100.0
<i>Ongoing w/ plan</i>	1	50.0	1	50.0	0	0.0	2	100.0
<i>Ongoing w/o plan</i>	2	12.5	6	37.5	8	50.0	16	100.0

Caregiving experience since repairs (n=4)

Quality of life: Since [homeowner]'s home has been repaired, is it easier for you to provide care ? If so, how much easier? ^{xxix}							
	Not easier		A little easier		Much easier		Total
	n	%	n	%	n	%	n %
Overall	1	25.0	1	25.0	2	50.0	4 100.0

^{xxix} Sample size is smaller (n=4) than rest of the survey because this question was only asked of caregivers, all of whom were in Orange County

Occupational experience since repairs questions (n=39), by county and by completion status

Since your home has been repaired, how much less scared of falling do you feel?												
	Not less scared ^{xxx}		A little less scared		Much less scared		Unsure/no response		Total			
	n	%	n	%	n	%	n	%	n	%		
Overall	11	28.2	9	23.1	16	41.0	3	7.7	39	100.0		
By county												
Orange	8	36.4	5	22.7	8	36.4	1	4.5	22	100.0		
Original	3	33.3	4	44.4	2	22.2	0	0.0	9	100.0		
Updated	5	38.5	1	7.7	6	46.2	1	7.7	13	100.0		
Chatham	3	17.6	4	23.5	8	47.1	2	11.8	17	100.0		
By completion status												
Completed	5	23.8	5	23.8	9	42.9	2	9.5	21	100.0		
Ongoing w/ plan	1	50.0	0	0.0	1	50.0	0	0.0	2	100.0		
Ongoing w/o plan	5	31.3	4	25.0	6	37.5	1	6.3	16	100.0		
Since your home has been repaired, how much easier is it for you to do your normal daily activities?												
	Not easier		A little easier		Much easier		Unsure/no response		Total			
	n	%	n	%	n	%	n	%	n	%		
Overall	9	23.1	8	20.5	18	46.2	4	10.3	39	100.0		
By county												
Orange	6	27.3	4	18.2	9	40.9	3	13.6	22	100.0		
Original	2	22.2	2	22.2	4	44.4	1	11.1	9	100.0		
Updated	4	30.8	2	15.4	5	38.5	2	15.4	13	100.0		
Chatham	3	17.6	4	23.5	9	52.9	1	5.9	17	100.0		
By completion status												
Completed	5	23.8	5	23.8	9	42.9	2	9.5	21	100.0		
Ongoing w/ plan	0	0.0	0	0.0	2	100.0	0	0.0	2	100.0		
Ongoing w/o plan	4	25.0	3	18.8	7	43.8	2	12.5	16	100.0		

^{xxx} Includes those who responded that they were never scared of falling

Perceived comprehensiveness of repairs (n=39)

Perceived Comprehensiveness						
	Did not ask about an ongoing repair need		Asked about an ongoing repair need		Total	
	n	%	n	%	n	%
Completed	11	52.4	10	47.6	21	100.0
Ongoing with all work planned	1	50.0	1	50.0	2	100.0
Ongoing, not all work planned	6	37.5	10	62.5	16	100.0
Total	18	46.2	21	53.8	39	100.0



Town of Carrboro

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

Agenda Item Abstract

File Number:21-109

Agenda Date: 4/13/2021

File Type:Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Annual Update from Orange County Partnership to End Homelessness

PURPOSE: The purpose of this item is for the Town Council to receive the 2020 Annual Report from Orange County Partnership to End Homelessness (OCPEH).

DEPARTMENT: Housing and Community Services

CONTACT INFORMATION: Anne-Marie Vanaman, Management Specialist,

amvanaman@townofcarrboro.org <<mailto:amvanaman@townofcarrboro.org>>

INFORMATION: The [Orange County Partnership to End Homelessness](https://www.ocpehnc.com/) <<https://www.ocpehnc.com/>> was established in 2008 to coordinate funding and activities to end homelessness in Orange County. The Orange County Homeless Programs Coordinator Corey Root will present the 2020 Annual Report highlighting the current status of homelessness and efforts to close system gaps in Orange County. A copy of the report can be found as Attachment A.

FISCAL & STAFF IMPACT: There is no anticipated fiscal or staff impact for this item.

RECOMMENDATION: Staff recommends the Town Council receive the OCPEH 2020 Annual Report.

Collaboration with Orange County Housing & Community Development led to unprecedented expansion

4 Direct Service Programs Added in 2020

PROGRAM	DESCRIPTION	STARTED	FTEs
Housing Helpline	Coordinated entry point for people seeking housing and homeless services	April 2020	2 fulltime, 2 temp
Housing Access Coordinator	Working with landlords to make units available for people at very low incomes	April 2020	1
Rapid Re-housing	Short-term rental assistance and services	April 2020	2
Street Outreach, Harm Reduction & Deflection*	Connections to housing and services for people living unsheltered	October 2020	3

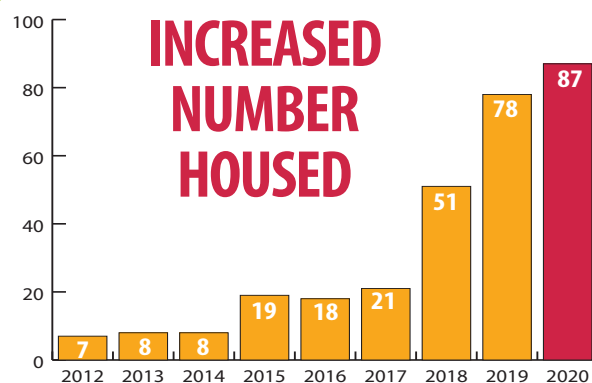
*Partnership with OC Criminal Justice Resource Department

Housing Helpline Contacts Increased Dramatically during COVID-19

MONTH	# HOUSEHOLDS	# CALLS	# EMAILS
April	113	210	5
May	350	617	116
June	391	1005	293
July	365	915	598
August	507	1527	1579
September	628	1459	955
October	587	1335	1032
November	571	1328	1224
December	667	1518	1263
2020 TOTAL	4179	9914	7065

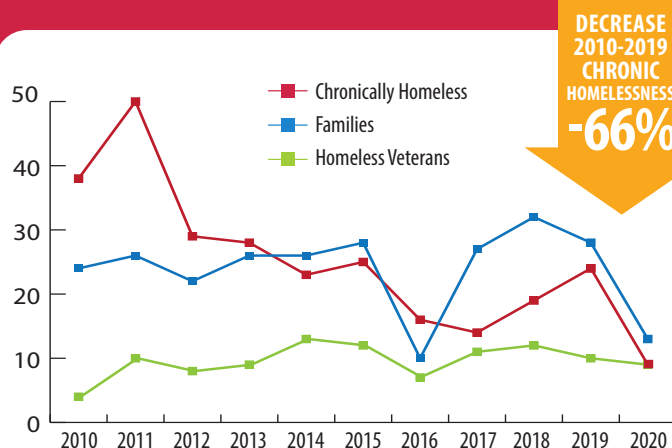
87 VULNERABLE
HOUSEHOLDS
HOUSED IN
2020

294
HOUSED SINCE 2012



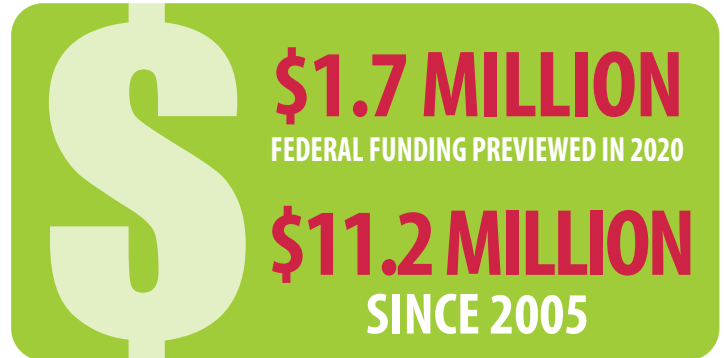
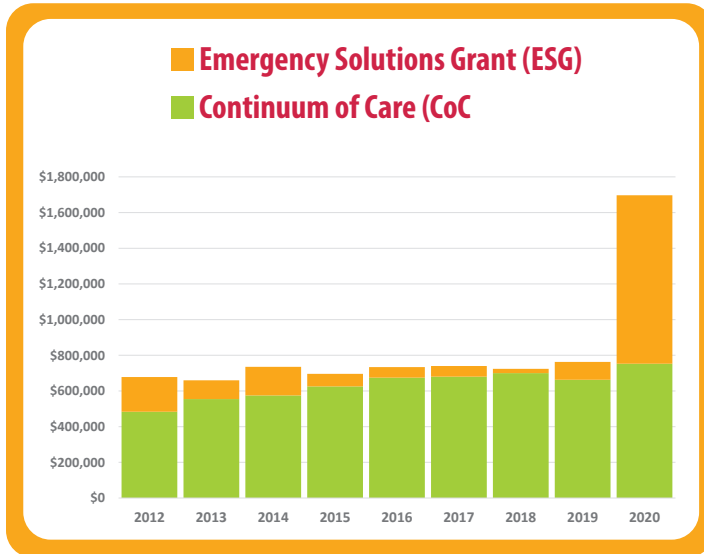
SPECIAL POPULATIONS

**Progress Towards
Ending Chronic
Homelessness In
Orange County**

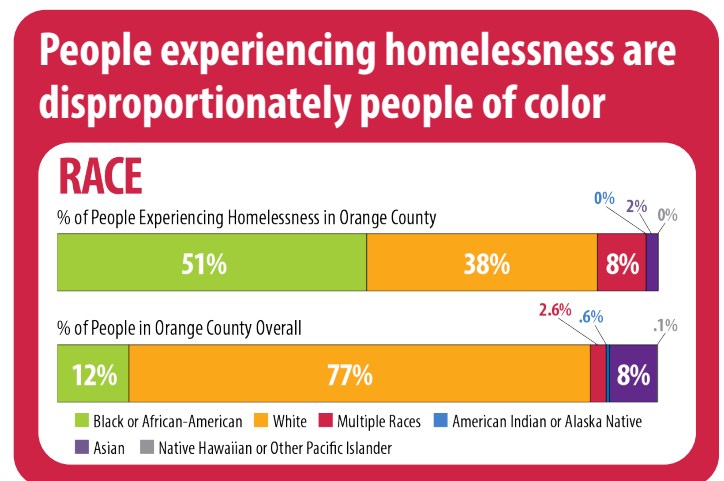
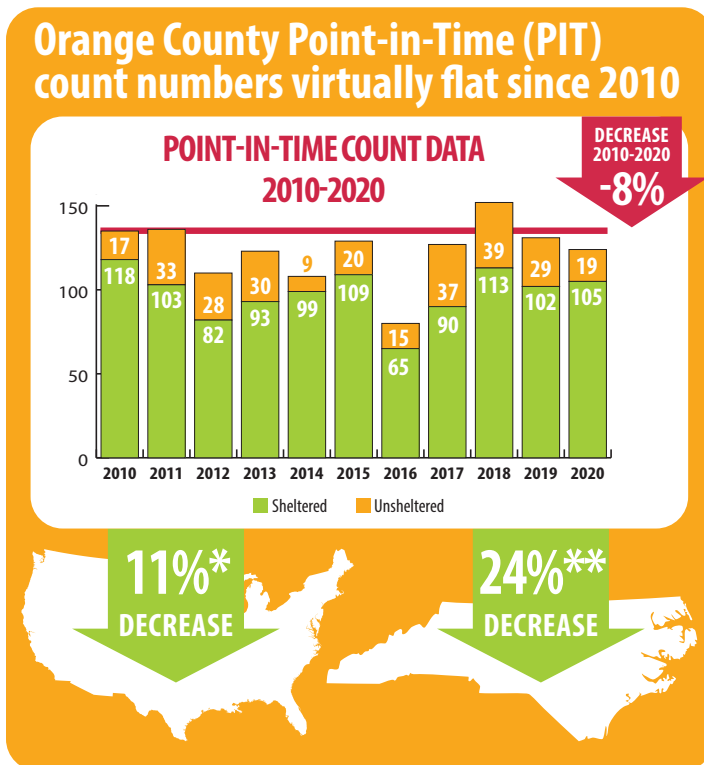
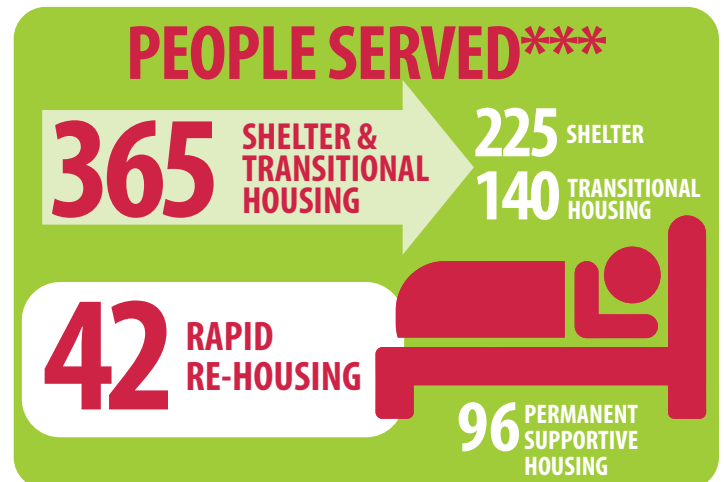




2020 REPORT



**ONLINE RESOURCE DATABASE:
OCCONNECT.INFO**



*-11% Decrease Nationwide (Tot '19: 567,715. Tot '10: 637,007) <https://www.hudexchange.info/programs/coc/coc-homeless-populations-and-subpopulations-reports>

**24% decrease statewide, 2010-2019 <https://www.nceh.org/media/files/files/7bd752c5/2019-nc-pit-infographic.pdf>

***FY2020 System Performance Measures

For more information about homelessness in Orange County, contact **Corey Root**, croot@orangecountync.gov, (919) 245-2496.



Town of Carrboro

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

Agenda Item Abstract

File Number:21-110

Agenda Date: 4/13/2021

File Type:Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Review and Acceptance of the 2021 Annual Report on the Schools Adequate Public Facilities Ordinance (SAPFO) from the Technical Advisory Committee

PURPOSE: The Orange County Board of County Commissioners has referred the 2021 draft report for review. The Board of Commissioners has requested comments from partner local governments this month. A resolution that accepts the report has been attached.

DEPARTMENT: Planning

CONTACT INFORMATION: Patricia McGuire - 919-918-7327; pmcguire@townofcarrboro.org

INFORMATION: The Orange County Board of County Commissioners has referred the 2021 Draft Annual Technical Advisory Report on the Schools Adequate Public Facilities Ordinance (SAPFO) for review.

A letter with executive summary from Chair Renee Price is [to be] attached (*Attachment B*). The executive summary includes notes related to COVID-19, the legislative changes in classroom size, discussions of accounting for pre-K and Charter/Private students, possible impacts of future residential development, and school renovation and expansion.

The full report is attached (*Attachment C*) and may also be found on Orange County's Planning Department website at the following link: <https://www.orangecountync.gov/1722/Current-Interest-Projects>.

Annual reporting requirements of the SAPFO are spelled out in Section 1D of the Memorandum of Understanding (MOU). The annual report addresses five areas for each of the two school systems, Level of Service, Building Capacity and Membership, Membership Date, Capital Improvement Planning, Student Membership Projection methodology, and Student Membership Projections.

The Adequate Public School Facilities provisions, Land Use Ordinance subsections 15-88 through 15-88.7, and the associated memorandum of understanding is provided as information (*Attachment C*). A memo providing the status of CAPS for approved residential developments will also be included as *Attachment E*.

FISCAL & STAFF IMPACT: None noted with the review and acceptance of this report.

RECOMMENDATION: Staff recommends that the Carrboro Town Council adopt the attached

Agenda Date: 4/13/2021

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Version: 1

resolution (*Attachment A*) that accepts the report. The Council may choose to attach comments if desired.

ATTACHMENT A

The following resolution was introduced by Council Member _____ and duly seconded by Council Member _____.

A RESOLUTION ACCEPTING THE SCHOOLS ADEQUATE PUBLIC FACILITIES TECHNICAL ADVISORY COMMITTEE (SAPFOTAC) 2021 REPORT

WHEREAS, the Town has had a longstanding interest in the success and excellence of the Chapel Hill – Carrboro City Schools; and

WHEREAS, the Town has participated in the development and implementation of the schools adequate public facilities ordinance provisions since 2003; and

WHEREAS, the annual technical advisory committee report has been prepared and distributed for review.

NOW, THEREFORE BE IT RESOLVED that the Town Council of the Town of Carrboro accepts the report.

This the 13th day of April in the year 2021.



TOWN OF CARRBORO

NORTH CAROLINA

TRANSMITTAL

PLANNING DEPARTMENT

DELIVERED VIA: ☒ *HAND* ☐ *MAIL* ☐ *FAX* ☐ *EMAIL*

To: Mayor and Board of Aldermen

From: Patricia J. McGuire, Planning Director

Date: April 3, 2020

Subject: Status of CAPS Issuance for Residential Projects

Projects (Permit and Approval Date)	Density Bonus Units	CAPS Issued (Applies to projects after 6-24-03)
Ballentine (CUP 6/26/07)	18	3-6-08
Claremont AIS (CUP 11/22/05)	12	12-16-05
Claremont II(Claremont II(CUP 3/17/09)	16 and 0	7-23-09 and 3-20-12
Legends at Lake Hogan Farms (CUP 8/22/06)	10	11-22-06
Lloyd Harbor AIS (CUP 6/26/07)	0	5-6-10
Veridia (CUP/CU Rezoning (April 26,2011)	0	No
Shelton Station	0	12/6/12
Inara Court	0	11/1/16
610 Homestead Road	0	10/6/16
716 Homestead Road	0	7/18/17
CASA, Merritt Mill Road	0	No
Kentfield	0	12/19/19
Sanderway	4.25, through Payment in Lieu	11/7/19

ORANGE COUNTY, NC
SCHOOLS ADEQUATE PUBLIC
FACILITIES ORDINANCE

**PREPARED BY A STAFF COMMITTEE: PLANNING DIRECTORS,
SCHOOL REPRESENTATIVES, TECHNICAL ADVISORY COMMITTEE
(SAPFOTAC)**

**(PURSUANT TO PROVISIONS OF A MEMORANDUM OF
UNDERSTANDING ADOPTED IN 2002 & 2003)
(ORDINANCES ADOPTED IN JULY 2003)**

Annual Report
2021

(BASED ON NOVEMBER 2020 DATA)

CERTIFIED BY THE BOCC ON MAY X, 2021

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2021 SAPFOTAC Executive Summary

I. Base Memorandum of Understanding

A. Level of Service(No Change).....Pg. 1

	<i>Chapel Hill/Carrboro School District</i>	<i>Orange County School District</i>
<i>Elementary</i>	105%	105%
<i>Middle</i>	107%	107%
<i>High</i>	110%	110%

B. Building Capacity and Membership(Change).....Pg. 2

	<i>Chapel Hill/Carrboro School District</i>			<i>Orange County School District</i>		
	Capacity	Membership	Change from Prior Year	Capacity	Membership	Change from Prior Year
<i>Elementary</i>	5664	4893	(470)	3361	3047	(185)
<i>Middle</i>	2944	2917	(127)	2166	1654	(109)
<i>High</i>	3975	3932	(8)	2439	2381	(16)

C. Membership Date – November 15.....(No Change).....Pg. 17

II. Annual Update to SAPFO System

A. Capital Investment Plan (CIP)(No Change).....Pg. 18

B. Student Membership Projection Methodology(No Change).....Pg. 19 *The average of 3, 5, and 10-year history/cohort survival, linear and arithmetic projection models.*

C. Student Membership Projections(Change).....Pg. 29

Analysis of 5 Years of Projections for 2020-2021 School Year – Chapel Hill/Carrboro City Schools

(The first column for each year includes the student membership projection made for 2020-2021 in that given year. The second column for each year includes the number of students the projection was off compared to actual membership. An “L” indicates the projection was low compared to the actual, whereas an “H” indicates the projection was high compared to the actual.)

		Year Projection Made for 2020-2021 Membership									
	Actual 2020 Membership	2015-2016		2016-2017		2017-2018		2018-2019		2019-2020	
Elementary	4893	5699	H806	5728	H835	5473	H580	5444	H551	5356	H463
Middle	2917	2996	H79	2984	H67	2929	H12	2981	H64	3045	H128
High	3932	3883	H49	3879	H53	3933	H1	3972	H40	3985	H53

Analysis of 5 Years of Projections for 2020-2021 School Year – Orange County Schools

(The first column for each year includes the student membership projection made for 2020-2021 in that given year. The second column for each year includes the number of students the projection was off compared to actual membership. An “L” indicates the projection was low compared to the actual, whereas an “H” indicates the projection was high compared to the actual.)

		Year Projection Made for 2020-2021 Membership									
	Actual 2020 Membership	2015-2016		2016-2017		2017-2018		2018-2019		2019-2020	
Elementary	3047	3390	H343	3267	H220	3186	H139	3262	H215	3267	H220
Middle	1654	1790	H136	1765	H111	1730	H76	1737	H83	1728	H74
High	2381	2604	H223	2539	H158	2456	H75	2371	H10	2401	H20

D. Student Membership Growth Rate(Change).....Pg. 37

Projected Average Annual Growth Rate Over Next 10 Years										
	Chapel Hill/Carrboro School District					Orange County School District				
Year Projection Made:	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Elementary	0.91%	0.36%	0.56%	0.65%	-0.23%	0.51%	0.58%	0.91%	0.84%	-0.02%
Middle	0.95%	0.21%	0.19%	-0.07%	-1.50%	0.36%	0.13%	0.28%	0.37%	-0.67%
High	0.72%	0%	0.16%	0.03%	-1.44%	0.22%	-0.10%	0.21%	0.21%	-0.98%

E. Student / Housing Generation Rate(No Change).....Pg. 40

SCHOOL ADEQUATE PUBLIC FACILITIES ORDINANCE STATUS

(Based on future year Student Membership Projections)

CHAPEL HILL/CARRBORO SCHOOL DISTRICT

Elementary School Level

- A. Does not currently exceed 105% LOS standard (current LOS is 86.4%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -0.23% per year compared to 0.29% over the past 10 years).
- C. Similar to last year, projections are not showing a need for an additional Elementary School in the 10-year projection period.

Middle School Level

- A. Does not currently exceed 107% LOS standard (current LOS is 99.1%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -1.50% compared to an average of 1.19% over the past 10 years).
- C. Similar to last year, projections are not showing a need for an additional Middle School in the 10-year projection period.

High School Level

- A. Does not currently exceed the 110% LOS standard (current LOS is 98.9%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -1.44% compared to 0.90% over the past 10 years).
- C. Capacity has increased by 100 seats due to renovations at Chapel Hill High School. Similar to last year, projections are not showing a need to expand Carrboro High School from the initial capacity of 800 students to the ultimate capacity of 1,200 students in the 10-year projection period.

ORANGE COUNTY SCHOOL DISTRICT

Elementary School Level

- A. Does not currently exceed 105% LOS standard (current LOS is 90.7%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -0.02% compared to 0.09% over the past 10 years).
- C. Similar to last year, projections are not showing a need for an additional Elementary School in the 10-year projection period.

Middle School Level

- A. Does not currently exceed 107% LOS standard (current LOS is 76.4%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -0.67% compared to 0.59% over the past 10 years).
- C. Similar to last year, projections are not showing a need for an additional Middle School in the 10-year projection period.

High School Level

- A. Does not currently exceed 110% LOS standard (current LOS is 97.6%).
- B. The projected growth rate at this level is expected to decrease over the next 10 years (average ~ -0.98% compared to 0.81% over the past 10 years).
- C. Similar to last year, projections are not showing a need to expand Cedar Ridge High School from the initial capacity of 1,000 students to 1,500 students in the 10-year projection period.

ADDITIONAL INFORMATION

COVID Impacts

Both school districts have experienced decreases in student membership due to students being withdrawn and enrolled in private schools with in-person learning or homeschooled. At this time, staff believes these are temporary impacts and a majority of these students will return when in-person learning commences. However, the loss of students has impacted the SAPFO 10-year projections by decreasing future student growth rates and service levels and pushing building capacity needs far beyond the 10-year projection period. Recognizing concerns with these projections not being constructive in planning for the future or when students return to the classroom, Orange County Planning staff drafted hypothetical 2020-21 student membership and grade level numbers in order to generate alternative 10-year student projections.

Hypothetical student membership and grade level numbers were drafted based on SAPFO data from previous reports. The purpose of this was to draft informal projections which may depict future student growth rates and service levels without the impacts from COVID. Staff believes the 10-year projections will correct themselves when students return to the classroom and student membership numbers increase to regular levels. Due to the requirements in the SAPFO MOUs, these projections cannot be certified, but may be documented in the annual report. Similar to the 2020-21 SAPFO projections, the alternative projections utilize the same methodology contained in the SAPFO MOUs. The four alternative projections were based on the following scenarios and data:

- Scenario 1: Draft 10-year projections using 2019 SAPFO student membership and grade level numbers for this school year (2020-21).
- Scenario 2: Draft 10-year projections using the average student membership and grade level numbers from the previous five school years (2015-2019).

- Scenario 3: Draft 10-year projections using the average Student Growth Rates from the past 10 school years.
- Scenario 4: Draft 10-year projections using the average Student Growth Rates over the next 10 school years.

Based on the four alternative projections, no capacity needs were identified in the 10-year projection period for both districts. Outcomes (i.e. projected student membership, service levels, and student growth rates) of the alternative projections are similar to 10-year projections contained in previous SAPFO reports. The following tables provide a summary of the alternative projections for the 2030-31 school year including average student membership numbers and service levels. In addition, average student membership numbers and service levels from the 2020-21 SAPFO projections are provided for comparison purposes. The 2020-21 SAPFO projection sheets, contained on pages 35 and 36 of this report, are certified annually by the Orange County Board of Commissioners. Spreadsheets of the alternative projections can be provided upon request.

Chapel Hill – Carrboro City Schools						
	SAPFO Level of Service (LOS) and Building Capacity					
	Elementary		Middle		High	
	Capacity at 100% LOS	Capacity at 105% LOS	Capacity at 100% LOS	Capacity at 107% LOS	Capacity at 100% LOS	Capacity at 110% LOS
	5,664	5,947	2,944	3,150	3,975	4,373
	2030-31 School Year					
	Elementary		Middle		High	
	Average Membership	Level of Service	Average Membership	Level of Service	Average Membership	Level of Service
Scenario 1	5,688	100.4%	3,040	103.2%	3,954	99.5%
Scenario 2	5,751	101.5%	3,010	102.3%	3,948	99.3%
Scenario 3	5,724	101.1%	3,073	104.4%	4,009	100.9%
Scenario 4	5,738	101.3%	3,067	104.2%	3,987	100.3%
2020-21 Projections	4,782	84.4%	2,505	85.1%	3,401	85.5%

Orange County Schools						
	SAPFO Level of Service (LOS) and Building Capacity					
	Elementary		Middle		High	
	Capacity at 100% LOS	Capacity at 105% LOS	Capacity at 100% LOS	Capacity at 107% LOS	Capacity at 100% LOS	Capacity at 110% LOS
	3,361	3,529	2,166	2,318	2,439	2,683
	2030-31 School Year					
	Elementary		Middle		High	
	Average Membership	Level of Service	Average Membership	Level of Service	Average Membership	Level of Service
Scenario 1	3,478	103.5%	1,819	84.0%	2,444	83.2%
Scenario 2	3,413	101.6%	1,797	83.0%	2,434	82.8%
Scenario 3	3,492	103.9%	1,836	84.8%	2,471	84.1%
Scenario 4	3,516	104.6%	1,843	85.1%	2,477	84.3%
2020-21 Projections	3,039	90.4%	1,545	71.4%	2,157	73.4%

Changes in Average Class Size

In 2018, the North Carolina General Assembly unveiled House Bill 90 which allows for a phasing-in process to address the decrease in class size averages over the next three school years. Based on House Bill 90, average class sizes for kindergarten to third grade will face a decrease from 1:20 to 1:19 for the 2019-2020 school year, 1:19 to 1:18 for the 2020-2021 school year, and 1:18 to 1:17 for the 2021-2022 school year. Reductions in class size averages may create elementary school capacity issues for the 2024-25 school year based on the four alternative SAPFO projections. In order to address these impacts in time, the School Boards and Orange County Board of Commissioners met to review elementary school capacity (including Pre-K impacts) and determine how to implement the school capacity changes into the SAPFO annual report and 10-year student membership and building capacity projections sheets. At this time, no decisions have been made by the Schools Joint Action Committee (SJAC). As a result, the 1:20 class size continues to be used for SAPFO purposes.

Pre-K Students

In recent years, Pre-K enrollment has been a topic of discussion with both school districts. At this time, SAPFO has not been amended to include Pre-K in the membership and capacity numbers. Pre-K enrollment has been included in discussions regarding changes in class size and school capacity. However, Pre-K numbers and impacts continue to be monitored by the SAPFOTAC. In addition, the annual report will begin to report Pre-K membership beginning with the 2019-20 school year, prior to COVID impacts. Pre-K students for each district is as follows:

	Chapel Hill-Carrboro City Schools	Orange County Schools
School Year	Number of Students	Number of Students
2019-20	267	144
2020-21	208	86

Charter and Private Schools

Currently, there are two Charter Schools located in the Town of Hillsborough. Charter student membership for these two schools is as follows:

	Eno River Academy	The Expedition School
School Year	Number of Students	Number of Students
2017-18	542	326
2018-19	655 (+113)	355 (+29)
2019-20	715 (+60)	365 (+10)
2020-21	747 (+32)	365*
*The Expedition School reached full capacity of 365 students last school year		

Charter and private schools are not included as part of the SAPFO Annual Report and, as a result, their membership and capacity numbers are not included in future projections. SAPFO projections are used for projecting only public school capacity/construction needs. However, the SAPFO Technical Advisory Committee does monitor charter and private schools and their effect on student enrollment in both school districts. If a charter or private school were to close and a spike were to be realized in school enrollment, the student projections would likely accelerate the need for additional capacity in future years, but likely still within an appropriate time for CIP planning. Charter Schools are also monitored by the Department of Public Instruction (DPI) which provides pupil information, based on data received from Charter Schools located in Orange County, to the County for funding purposes. The County budgeted for charter schools as follows:

	Chapel Hill-Carrboro City Schools	Orange County Schools
Fiscal Year	Number of Students	Number of Students
2017-18	162	617
2018-19	155 (-7)	769 (+152)
2019-20	169 (+14)	843 (+74)
2020-21	166 (-3)	885 (+42)

Although charter and private schools numbers are not collected for SAPFO purposes, impacts due to enrollment at these schools are accounted for in SAPFO process with the annual reporting of student membership and growth rates contained in the 10-year student projections.

Future Residential Development

Proposed growth is not included in the SAPFO projection system until actual students begin enrollment. The Certificate of Adequate Public Schools (CAPS) test is conducted during the approval process at a certain stage. Once students are enrolled in a school year, through annual reporting of student membership numbers, 10-year student projections can be updated to display future capacity needs in time to efficiently plan for future school capacity/construction requests. The SAPFOTAC continue to monitor and evaluate the demand and growth of residential development throughout Orange County as well as its effect on student membership rates. Below is a list of larger residential projects and the potential number of students from these projects which may have an impact in the short term. Please note, the City of Mebane is not a party to the SAPFO agreement and therefore does not require that CAPS (Certificate of Adequate Public Schools) be issued prior to development approvals. As a result, the expected number of students is based on unit type and bedroom count estimates.

Residential Project	Jurisdiction	Proposed Total Units	Expected Number of Students
Collins Ridge Phase 1	Hillsborough	672	Elementary: 84 Middle: 45 High: 57
Weavers Grove	Chapel Hill	235	Elementary: 44 Middle: 18 High: 20
The Meadows	Mebane	256	Elementary: 60 Middle: 31 High: 34
Stagecoach Corner	Mebane	35	Elementary: 9 Middle: 5 High: 6
Bowman Village/ Bowman Place	Mebane	177	Elementary: 48 Middle: 23 High: 30
The Townes of Oakwood Square	Mebane	88	Elementary: 5 Middle: 4 High: 5
Northeast Village (Havenstone Phase 1 & 2)	Mebane	169	Elementary: 46 Middle: 22 High: 29

Tupelo Junction	Mebane	181	Elementary: 49 Middle: 24 High: 31
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School Renovation and Expansion

The Schools Adequate Public Facilities Ordinance (SAPFO) student projections illustrate when the adopted level of service capacities are forecasted to be met and/or exceeded in anticipation of CIP planning and the construction of a new school. Both school districts continue planning efforts to renovate and expand existing facilities to address school capacity needs in a more feasible way. Additional capacity resulting from school renovations and expansions will be added to the projection models in stages, once funding is approved, versus the addition of greater capacity when a new school is constructed and completed. The renovation and expansion to existing facilities may delay construction of new schools further into the future, depending on how and how much capacity is added to the system. Decisions on the timing of reconstruction (i.e. capacity additions) funding would be directly linked to the SAPFO model at the appropriate time.

Orange County, NC School Adequate Public Facilities Ordinance

Introduction

The Schools Adequate Public Facilities Ordinance (SAPFO) and its Memorandum of Understanding are ordinances and agreements, respectively. Supporting documents are anticipated to be dynamic to incorporate the annual changing conditions of membership, capacity and student projections that may affect School Capital Investment Plan (CIP) timing. This formal annual report will be forthcoming to all of the Schools Adequate Public Facilities Ordinance partners each year as new information is available.

This updated information is used in the schools capital needs process of the Capital Investment Plan (Process 1) and within elements of the Schools Adequate Public Facilities Ordinance Certificate of Adequate Public Schools (CAPS) spreadsheet system (Process 2).

This report and any comments from the Schools Adequate Public Facilities Ordinance partners will be considered in the first half of each year by the Board of County Commissioners at a regular or special meeting. The various elements of the report are then “certified” and formally considered in the process of the upcoming Capital Investment Plan. The Certificate of Adequate Public Schools system is updated after November 15 when data is received from the school districts with actual membership and pre-certified capacity (i.e. CIP capacity or prior “joint action” capacity changes).

The Schools Adequate Public Facilities Ordinance and Memorandum of Understanding have dynamic aspects. The derivation of the baseline and update to the variables will continue in the future as a variety of school related issues are fine-tuned by technical and policy groups.

The primary facet of this report includes the creation of mathematical projections for student memberships by school levels (Elementary, Middle and High) and by School Districts (Chapel Hill/Carrboro and Orange County). This information is found in Section II, Subsections B, C, D, and E.

In summary, this report serves as an update to the dynamic conditions of student membership and school capacity which affect future projected needs considered in Capital Investment Planning.

Interested parties may make their comments known to the Board of County Commissioners prior to their review of the report and school CIP completion or ask questions of the SAPFOTAC members.

Schools Adequate Public Facilities Ordinance Partners

Annual Report as Outlined in Schools Adequate Public Facilities Ordinance Memorandum of Understanding (SAPFO MOU) Section 1d

Respectfully Submitted to Schools Adequate Public Facilities Ordinance Partners

Chapel Hill-Carrboro City School District SAPFO	Orange County School District SAPFO
Board of County Commissioners	Board of County Commissioners
Carrboro Town Council	Hillsborough Board of Commissioners
Chapel Hill Town Council	
Chapel Hill-Carrboro School Board	Orange County School Board

**Planning Directors/School Representatives
Technical Advisory Committee
(aka SAPFOTAC)**

Town of Carrboro
Trish McGuire, Planning Director
301 West Main Street
Carrboro, NC 27510

Town of Chapel Hill
Colleen R. Willger, Planning and Development Services Director
405 Martin Luther King, Jr. Blvd.
Chapel Hill, North Carolina 27514

Town of Hillsborough
Margaret Hauth, Planning Director
P.O. Box 429
Hillsborough, NC 27278

Orange County Planning Department
Craig Benedict, Planning Director
Ashley Moncado, Special Projects Planner
Gary Donaldson, Director of Finance and Administrative Services
131 W. Margaret Lane
P.O. Box 8181
Hillsborough, NC 27278

Orange County School District
Monique Felder, Superintendent
200 E. King Street
Hillsborough, NC 27278

Chapel Hill-Carrboro City School District
Nyah Hamlett, Superintendent
Patrick Abele, Assistant Superintendent for Support Services
Catherine Mau, Coordinator of Student Enrollment
750 Merritt Mill Road
Chapel Hill, NC 2751

I. Base Memorandum of Understanding

A. Level of Service

1. **Responsible Entity for Suggesting Change** – Change can only be effectuated by amendment to Memorandum of Understanding (MOU) by all SAPFO partners.
2. **Definition** – Level of Service (LOS) means the amount (level) of students that can be accommodated (serviced) at a certain school system grade group [i.e., Elementary level (K-5), Middle Level (6-8), High School Level (9-12)].

3. <i>Standard for:</i>			<i>Standard for:</i>		
Chapel Hill-Carrboro City School District			Orange County School District		
Elementary	Middle	High School	Elementary	Middle	High School
105%	107%	110%	105%	107%	110%

4. **Analysis of Existing Conditions:**

Chapel Hill-Carrboro City School District	Orange County School District
These standards are acceptable at this time.	These standards are acceptable at this time.

5. **Recommendation:**

Chapel Hill-Carrboro City School District	Orange County School District
No change from above standard.	No change from above standard.

B. Building Capacity and Membership

1. **Responsible Entity for Suggesting Change** – The Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) will receive requested changes that are CIP related and adopted in the prior year. CIP capacity changes will be updated along with actual membership received in November of each year. Other changes will be sent to a ‘Joint Action Committee’ of the BOCC and Board of Education, as noted in the MOU, who will make recommendations and forward changes (on the specific forms with justification) to the full Board of County Commissioners for review and action. These non-CIP changes would be updated in the upcoming November CAPS system recalibration and included in the SAPFOTAC report.
2. **Definition** – For purposes of this Memorandum, "building capacity" will be determined by reference to State guidelines and the School District guidelines (consistent with CIP School Construction Guidelines/policies developed by the School District and the Board of County Commissioners) and will be determined by a joint action of the School Board and the Orange County Board of Commissioners. As used herein the term "building capacity" refers to permanent buildings. Mobile classrooms and other temporary student accommodating classroom spaces are not permanent buildings and may not be counted in determining the school districts building capacity.

3. **Standard for:**

Chapel Hill-Carrboro City School District

The original certified capacity for each of the schools was certified by the respective superintendent and incorporated in the initialization of the CAPS system (Chapel Hill-Carrboro School District April 29, 2002 - Base) Capacity changes were made each year as follows:

2003: Increase of 619 at Rashkis Elementary.
2004: No changes at Elementary, Middle, or High School levels.

Standard for:

Orange County School District

The original certified capacity for each of the schools was certified by the respective superintendent and incorporated in the initialization of the CAPS system (Orange County School District April 30, 2002 - Base) Capacity changes were made each year as follows:

2003: No net increase in capacity at Elementary level. No changes at Middle School level.
Increase of 1,000 at Cedar Ridge High School.

Section I

2005: No changes at Elementary, Middle, or High School levels.

2006: No changes at Elementary, Middle, or High School levels.

2007: An increase of 800 at the High School level with the opening of Carrboro High School.

2008: An increase of 323 at the Elementary School level due to the opening of Morris Grove Elementary School and the implementation of the 1:21 class size ratio in grades K-3

2009: No changes at Elementary, Middle, or High School levels.

2010: An increase in capacity of 40 students at the High School level with Phoenix Academy High School becoming official high school within the district

2011: No changes at Elementary, Middle, or High School levels.

2012: No changes at Elementary, Middle, or High School levels.

2013: An increase in capacity of 585 students due to the opening of Northside Elementary School.

2014: An increase in capacity of 104 students due to the opening of the Culbreth Middle School addition.

2015: No changes at Elementary, Middle, or High School levels.

2016: No changes at Elementary, Middle, or High School levels.

2004: No net increase in capacity at Elementary level. No changes at Middle or High School levels.

2005: An increase in capacity of 100 at Hillsborough Elementary with the completion of renovations.

2006: An increase in capacity of 700 at the Middle School level with the completion of Gravelly Hill Middle School and an increase of 15 at the High School level with the temporary location of Partnership Academy Alternative School. An increase of 2 at the Elementary level due to a change in the capacity calculation for each grade at each school.

2007: No changes at Elementary, Middle, or High School levels.

2008: A decrease of 228 at the Elementary School level due to the implementation of the 1:21 class size ratio in grades K-3 and an increase of 25 at the High School level with the completion of the new Partnership Academy Alternative School.

2009: No changes at Elementary, Middle, or High School levels.

2010: No changes at Elementary, Middle, or High School levels.

2011: No changes at Elementary, Middle, or High School levels.

2012: No changes at Elementary or Middle School levels. A decrease of 119 at High School level as a result of a N.C. Department of Public Instruction (DPI) study.

Section I

2017: A decrease in capacity of 165 students due to the implementation of the 1:20 class size ratio in grades K-3.

2018: No changes at Elementary, Middle or High School levels.

2019: No changes at Elementary, Middle, or High School levels.

2020: Increase of 100 seats at the High School level due to renovations at Chapel Hill High School. No changes at Elementary or Middle School levels.

4. *Analysis of Existing Conditions:*

Chapel Hill-Carrboro City School District

The Schools Facilities Task Force developed a system to calculate capacity. Any changes year to year will be monitored, reviewed, and recorded by the SAPFOTAC on approved forms distributed to SAPFO partners and certified upon approval by the Board of County Commissioners each year. The requested 2020-21 capacity is noted on Attachment I.B.4

5. *Recommendation:*

Chapel Hill-Carrboro City School District

Accept school capacities at all levels, as reported by CHCCS and shown in Attachment I.B.4.

2013: No changes at Elementary, Middle, or High School levels.

2014: No changes at Elementary, Middle, or High School levels.

2015: No changes at Elementary, Middle, or High School levels.

2016: No changes at Elementary, Middle, or High School levels.

2017: A decrease in capacity of 333 students due to the implementation of the 1:20 class size ratio in grades K-3.

2018: No changes at Elementary, Middle, or High School levels.

2019: No changes at Elementary, Middle, or High School levels.

2020: No changes at the Elementary, Middle, or High School levels.

Analysis of Existing Conditions:

Orange County School District

The Schools Facilities Task Force developed a system to calculate capacity. Any changes year to year will be monitored, reviewed, and recorded by the SAPFOTAC on approved forms distributed to SAPFO partners and certified upon approval by the Board of County Commissioners each year. The requested 2020-21 capacity is noted on Attachment I.B.3

Recommendation:

Orange County School District

Accept school capacities at all levels, as reported by OCS and shown in Attachment I.B.3.

Attachment I.B.1 Orange County School Capacity (Elementary, Middle, & High)
 (2019-20)
 (Page 1 of 3)

School APFO Capacity, Membership and Change Request Form

School District: Orange County Schools

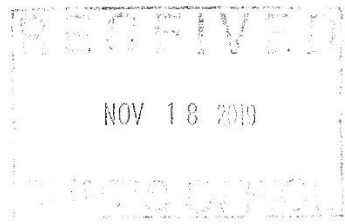
SAPFO CAPS Year: November 15, 2019 - November 14, 2020

Capacity and Membership Submittal Date: November 15, 2019

Elementary School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership
Cameron Park	70,812	565	565	502	502	502		601
Central	52,492	455	455	428	428	428		286
Efland Cheeks	64,316	497	497	455	455	455		499
Grady Brown	74,016	544	544	490	490	490		442
Hillsborough	51,106	471	471	420	420	420		444
New Hope	100,164	586	586	526	526	526		579
Pathways	85,282	576	576	540	540	540		381
Total	498,188	3,694	3,694	3,361	3,361	3,361		3,232

Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:



Capacity Certification:

Margaret Elder 11/19/19
 Superintendent Date

Membership Certification:

Margaret Elder 11/19/19
 Superintendent Date

[Signature]
 BOCC Chair Date

[Signature]
 BOCC Chair Date

Attachment I.B.1 Orange County School Capacity (Elementary, Middle, & High)
 (2019-20)
 (Page 2 of 3)

School APFO Capacity, Membership and Change Request Form

School District: Orange County Schools

SAPFO CAPS Year: November 15, 2019 - November 14, 2020

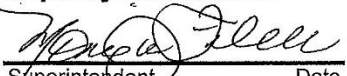
Capacity and Membership Submittal Date: November 15, 2019

Middle School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership
A.L. Stanback	136,000	740	740	740	740	740		653
C.W. Stanford	107,620	726	726	726	726	726		642
Gravelly Hill	123,000	700	700	700	700	700		468
Total	366,620	2,166	2,166	2,166	2,166	2,166		1,763

Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

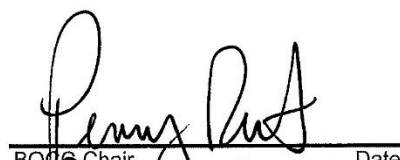
Justification:


Capacity Certification:


 Superintendent Date 11/20/19

Membership Certification:


 Superintendent Date 11/20/19

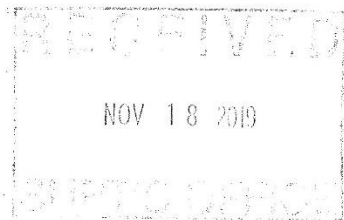

 BOCC Chair Date


 BOCC Chair Date

School APFO Capacity, Membership and Change Request Form**School District:** Orange County Schools**SAPFO CAPS Year:** November 15, 2019 - November 14, 2020**Capacity and Membership Submittal Date:** November 15, 2019

High School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership
Orange	213,509	1,399	1,399	1,399	1,399	1,399		1,296
Cedar Ridge	206,900	1,000	1,000	1,000	1,000	1,000		1,067
Partnership	6,600	40	40	40	40	40		34
Total	427,009	2,439	2,439	2,439	2,439	2,439		2,397

Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC. 2. The 2012-2013 capacity numbers for Orange High School (1,399) is based on a capacity analysis and facilities study completed by the Department of Public Instruction in August 2012.

Justification:**Capacity Certification:**

Monica Felle
 Superintendent Date 4/15/15

Membership Certification:

Monica Felle
 Superintendent Date 11/15/19

Penny R...
 BOCC Chair Date

Penny R...
 BOCC Chair Date

Attachment I.B.2 Chapel Hill-Carrboro City School Capacity (Elementary, Middle, & High)
(2019-20)
(Page 1 of 3)

School APFO Capacity, Membership and Change Request Form

School District: Chapel Hill-Carrboro City Schools
SAPFO CAPS Year: November 15, 2019 - November 14, 2020
Capacity and Membership Submittal Date: November 15, 2019

Elementary School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership (referenced school year)
Carrboro	60,832	533	533	518	518	518	*	515
Ephesus	66,952	448	448	436	436	436		389
Estes Hills	56,299	527	527	516	516	516		429
Glenwood	50,764	538	423	412	412	412		456
FP Graham	66,689	423	538	522	522	522		585
McDougle	98,000	564	564	548	548	548		552
Rashkis	95,729	585	585	568	568	568		494
Scroggs	90,980	585	575	558	558	558		425
Seawell	52,896	585	466	450	450	450		517
Morris Grove	90,221	575	585	568	568	568		545
Northside	99,500	466	585	568	568	568		456
Total	828,862	5,829	5,829	5,664	5,664	5,664		5,363

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:

* Waiting for the Schools Joint Action Committee reductions for class size changes

Capacity Certification:

Pamela Bator 11/20/19
Superintendent Date

Penny Ruhl
BOCC Chair Date

Membership Certification:

Pamela Bator 11/20/19
Superintendent Date

Penny Ruhl
BOCC Chair Date

School APFO Capacity, Membership and Change Request Form

School District: Chapel Hill-Carrboro City Schools
SAPFO CAPS Year: November 15, 2019 - November 14, 2020
Capacity and Membership Submittal Date: November 15, 2019

Middle School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership (referenced school year)
Culbreth	122,467	774	774	774	774	774		800
McDougle	136,221	732	732	732	732	732		692
Phillips	109,498	706	706	706	706	706		748
Smith	128,764	732	732	732	732	732		804
Total	496,950	2,944	2,944	2,944	2,944	2,944		3,044

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:

Capacity Certification:

Pamela Bald 11/20/19
Superintendent Date

Membership Certification:

Pamela Bald 11/20/19
Superintendent Date

Penny Rut
BOCC Chair Date

Penny Rut
BOCC Chair Date

School APFO Capacity, Membership and Change Request Form

School District: Chapel Hill-Carrboro City Schools
SAPFO CAPS Year: November 15, 2019 - November 14, 2020
Capacity and Membership Submittal Date: November 15, 2019

High School	Square Feet	2015-2016 Requested Capacity	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	Justification Footnote #	Membership (referenced school year)
Chapel Hill	241,111	1,520	1,520	1,520	1,520	1,520		1,514
East Chapel Hill	259,869	1,515	1,515	1,515	1,515	1,515		1,519
Carrboro	148,023	800	800	800	800	800		869
Phoenix Acad.	5,207	40	40	40	40	40		38
Total	654,210	3,875	3,875	3,875	3,875	3,875		3,940

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:

Capacity Certification:

Pamela Balda 11/20/19
Superintendent Date

Membership Certification:

Pamela Balda 11/20/19
Superintendent Date

[Signature]
BOCC Chair Date

[Signature]
BOCC Chair Date

Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and Change Request Form

School District: Orange County Schools
SAPFO CAPS Year: November 13, 2020 - November 14, 2021
Capacity and Membership Submittal Date: November 13, 2020

Elementary School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
Cameron Park	70,812	565	565	502	502	502		567	112.9%
Central	52,492	455	455	428	428	428		268	62.6%
Efland Cheeks	64,316	497	497	455	455	455		499	109.7%
Grady Brown	74,016	544	544	490	490	490		405	82.7%
Hillsborough	51,106	471	471	420	420	420		427	101.7%
New Hope	100,164	586	586	526	526	526		533	101.3%
Pathways	85,282	576	576	540	540	540		348	64.4%
Total	498,188	3,694	3,694	3,361	3,361	3,361		3,047	90.7%

Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:

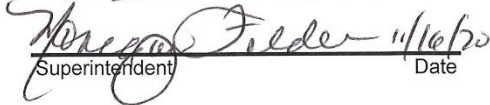
Capacity and Membership Certification:

Morgan J. Felde 11/14/20
 Superintendent Date

Renee A. Price 1-19-21
 BOCC Chair Date

Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and Change Request Form									
School District: Orange County Schools									
SAPFO CAPS Year: November 13, 2020 - November 14, 2021									
Capacity and Membership Submittal Date: November 13, 2020									
Middle School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
A.L. Stanback	136,000	740	740	740	740	740		627	84.7%
C.W. Stanford	107,620	726	726	726	726	726		583	80.3%
Gravelly Hill	123,000	700	700	700	700	700		444	63.4%
Total		366,620	2,166	2,166	2,166	2,166		1,654	76.4%
Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.									
Justification:									

Capacity and Membership Certification:



 Superintendent

Date



 BOCC Chair

Date

Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and Change Request Form

School District: Orange County Schools

SAPFO CAPS Year: November 13, 2020 - November 14, 2021

Capacity and Membership Submittal Date: November 13, 2020

High School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
Cedar Ridge	206,900	1,000	1,000	1,000	1,000	1,000		1,035	103.5%
Orange	213,509	1,399	1,399	1,399	1,399	1,399		1,317	94.1%
Partnership	6,600	40	40	40	40	40		29	72.5%
Total	427,009	2,439	2,439	2,439	2,439	2,439		2,381	97.6%

Special Note(s): 1. For the November 15, 2002 base year the board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:**Capacity and Membership Certification:**

Superintendent Date

Renee A. Price 1-19-21
BOCC Chair Date

Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and Change Request Form

School District: Chapel Hill-Carrboro City Schools
SAPFO CAPS Year: November 13, 2020 - November 14, 2021
Capacity and Membership Submittal Date: November 13, 2020

Elementary School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
Carrboro	60,832	533	518	518	518	518*		478	92.3%
Ephesus	66,952	448	436	436	436	436		342	78.4%
Estes Hills	56,299	527	516	516	516	516		380	73.6%
FP Graham	66,689	538	522	522	522	522		564	108.0%
Glenwood	50,764	423	412	412	412	412		433	105.1%
McDougle	98,000	564	548	548	548	548		488	89.1%
Morris Grove	90,221	585	568	568	568	568		492	86.6%
Northside	99,500	585	568	568	568	568		402	70.8%
Rashkis	95,729	585	568	568	568	568		437	76.9%
Scroggs	90,980	575	558	558	558	558		474	84.9%
Seawell	52,896	466	450	450	450	450		403	89.6%
Total	828,862	5,829	5,664	5,664	5,664	5,664		4,893	86.4%

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification: Waiting for the Schools Joint Action Committee reductions for class size changes.

Capacity and Membership Certification:

 11/15/2020
Superintendent Date

 1-19-21
BOCC Chair Date

**Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and
Change Request Form**

School District: Chapel Hill-Carrboro City Schools
SAPFO CAPS Year: November 13, 2020 - November 14, 2021
Capacity and Membership Submittal Date: November 13, 2020


Middle School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
Culbreth	122,467	774	774	774	774	774		737	95%
McDougle	136,221	732	732	732	732	732		751	103%
Phillips	109,498	706	706	706	706	706		694	98%
Smith	128,764	732	732	732	732	732		735	100%
Total	496,950	2,944	2,944	2,944	2,944	2,944		2,917	99.1%

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification:

Capacity and Membership Certification:

 11/15/2020
Superintendent Date

 1-19-21
BOCC Chair Date

Schools Adequate Public Facilities Ordinance (SAPFO) Capacity, Membership and Change Request Form

School District: Chapel Hill-Carrboro City Schools

SAPFO CAPS Year: November 13, 2020 - November 14, 2021

Capacity and Membership Submittal Date: November 13, 2020

High School	Square Feet	2016-2017 Requested Capacity	2017-2018 Requested Capacity	2018-2019 Requested Capacity	2019-2020 Requested Capacity	2020-2021 Requested Capacity	Justification Footnote #	Membership (referenced school year)	Percentage of Capacity/Level of Service
Carrboro	148,023	800	800	800	800	800		838	105%
Chapel Hill	278,508	1,520	1,520	1,520	1,520	1,620	*	1,529	94%
East Chapel Hill	259,869	1,515	1,515	1,515	1,515	1,515		1,516	100%
Phoenix Acad.	5,207	40	40	40	40	40		49	123%
Total	691,607	3,875	3,875	3,875	3,875	3,975		3,932	98.9%

Special Note(s): 1. For the November 15, 2002 base year the Board accepted the superintendent-certified capacities as part of the School Facilities Task Force review and 2003 Planners and School Representative Technical Advisory Committee Report. These capacities will remain effective until changed by (1) the School CIP or (2) an amended version of this form that is certified by the BOCC.

Justification: 100 seats added to CHHS for the 2020-21 school year. Total square feet 278,508.

Capacity and Membership Certification:

 11/15/2020
Superintendent Date

 1-19-21
BOCC Chair Date

C. Membership Date

1. ***Responsible Entity for Suggesting Change*** – Change can be effectuated only by amendment to Memorandum of Understanding (MOU) by all SAPFO partners. The Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) may advise if a change in date would improve the reporting or timeliness of the report.
2. ***Definition*** – The date at which student membership is calculated. This date is updated each year and also serves as the basis for projections along with the history from previous years. “For purposes of this Memorandum, the term "school membership" means the actual number of students attending school as of November 15 of each year. The figure is determined by considering the number of students enrolled (i.e. registered, regardless of whether a student is no longer attending school) and making adjustments for withdrawals, dropouts, deaths, retentions and promotions. Students who are merely absent from class on the date membership is determined as a result of sickness or some other temporary reason are included in school membership figures. Each year the School District shall transmit its school membership to the parties to this agreement no later than five (5) school days after November 15.
3. ***Standard for:***

Chapel Hill-Carrboro City School District November 15 of each year	Standard for: Orange County School District November 15 of each year
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4. ***Analysis of Existing Conditions:***

This will be analyzed in the future years to determine if it is an exemplary date.
5. ***Recommendation:***

Chapel Hill-Carrboro City School District No change at this time.	Recommendation: Orange County School District No change at this time.
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II. Annual Update to Schools Adequate Public Facilities Ordinance System

A. Capital Investment Plan (CIP)

1. ***Responsible Entity for Suggesting Change*** – The updating of this section will be conducted by the Board of County Commissioners (BOCC) after review of the CIP requests from the School Districts. Action regarding CIP programs usually occurs during the BOCC budget Public Hearing process in the winter and spring of each year. The development of the CIP considers the conditions noted in the SAPFOTAC report released in the same CIP development year including LOS (level of service), capacity, and membership projections.
2. ***Definition*** – The process and resultant program to determine school needs and provide funding for new school facilities through a variety of funding mechanisms.
3. ***Standard for:***

Chapel Hill-Carrboro City School District	Orange County School District
Not Applicable	Not Applicable
4. ***Analysis of Existing Conditions:***

The MOU outlines a system of implementing the SAPFO, including issuing Certificates of Adequate Public Schools (CAPS) to new development if capacity is available. The Requests for CAPS will be evaluated using the most recently adopted Capital Investment Plan. A new Capital Investment Plan is currently under development for approval prior to June 30, 2021.
5. ***Recommendation:***

Not subject to staff review

B. Student Membership Projection Methodology

1. **Responsible Entity for Suggesting Change** – This section is reviewed and recommended by the Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) to the BOCC for change, if necessary.
2. **Definition** – The method(s) by which student memberships are calculated for future years to determine total membership at each combined school level (Elementary, Middle, and High School) which take into consideration historical membership totals at a specific time (November 15) in the school year. These methods are also known as ‘models’.

3. **Standard for:**

Chapel Hill-Carrboro City School District

Standard for:

Orange County School District

Presently, the average of five models is being used: namely 3, 5, and 10-year history/cohort survival methods, Orange County Planning Department Linear Wave, and Tischler Linear methods. Attachment II.B.1 includes a description of each model.

4. **Analysis of Existing Conditions:**

Performance of the models is monitored each year. The value of a projection model is in its prediction of school level capacities at least three years in advance of capacity shortfalls so the annual Capital Investment Plan (CIP) updates can respond proactively with siting, design, and construction. Attachment II.B.1 includes a description of each model. Attachment II.B.3 shows the performance of the models for the 2020-21 school year from the prior year projection.

5. **Recommendation:**

Analysis on the accuracy of the results is showing that some models have better results in one district while others have better results in the other district. The historic growth rate is recorded by the models, but projected future growth is more difficult to accurately quantify. In all areas of the county, proposed growth is not included in the SAPFO projection system until actual students begin enrollment. The system is updated in November of each year, becoming part of the historical projection base.

STUDENT MEMBERSHIP PROJECTIONS

PROJECTION TYPE	DESCRIPTION / CHARACTERISTICS	FORMULA	ASSUMPTIONS
Tischler Linear (OCS & CHCCS)	Mathematical formula, straight line projection	$y = ((c^x) * b)^x + b$ y=projected population; c=historical annual change; b=base year; x= projection years	Historical growth is reflected in projected growth
OCP Linear Wave (OCS)	Mathematical linear with percent variation among school levels; reflects progressing waves of membership	$BYM + (BYI + 5(n)) = EYM$ $EYM * \%SL = EYM/SL$ BYM= base year 2nd month membership; BYI=year student membership increment base; EYM=ensuing year membership; n=projection year; %SL=% of total membership per school level (i.e. elementary, middle, high); EYM/SL=ensuing year member by school level	Base year growth reflects 10-year average; increase in BYI of 5 every other year reflects increases in housing growth; reflects buildout constraints
OCP Linear Wave (CHCCS)	Mathematical linear with percent variation among school levels; reflects progressing waves of membership	$BYM + (BYI - 15(n)) = EYM$ $EYM * \%SL = EYM/SL$ BYM= base year 2nd month membership; BYI=year student membership increment base; EYM=ensuing year membership; n=projection year; %SL=% of total membership per school level (i.e. elementary, middle, high); EYM/SL=ensuing year member by school level	Base year growth reflects 10-year average; decrease in BYI of 15 until school year 2010-2011 reflects decreases in housing growth; reflects buildout constraints
3-Year Cohort (OCS & CHCCS)	Mathematical formula that computes the average advancement rate over the previous 3 years for each grade level and then uses each rate to calculate projected membership by school level; an assumed kindergarten membership is based on birth records and/or historical growth rates	$K_n = K_{n-1} + (K_{n-1} * 0.01)$ n=1 $a = (\sum G_n / g_{n-1}) / 3$ n=3 $b = g_{n-1} (a)$ K=kindergarten membership; n=given school year; G=given grade's membership(other than kindergarten); g= previous grade's membership; a=average advancement rate; b=projected membership	Assumes a 1% annual growth rate for the kindergarten grade level; assumes the same percentage of students in each grade level graduate to the next level each year
5 year Cohort (OCS & CHCCS)	Mathematical formula that computes the average advancement rate over the previous 5 years for each grade level and then uses each rate to calculate projected membership by school level; an assumed kindergarten membership is based on birth records and/or historical growth rates	$K_n = K_{n-1} + (K_{n-1} * 0.01)$ n=1 $a = (\sum G_n / g_{n-1}) / 5$ n=5 $b = g_{n-1} (a)$ K=kindergarten membership; n=given school year; G=given grade's membership(other than kindergarten); g= previous grade's membership; a=average advancement rate; b=projected membership	Assumes a 1% annual growth rate for the kindergarten grade level; assumes the same percentage of students in each grade level graduate to the next level each year
10 year Cohort (OCS & CHCCS)	Mathematical formula that computes the average advancement rate over the previous 10 years for each grade level and then uses each rate to calculate projected membership by school level; an assumed kindergarten membership is based on birth records and/or historical growth rates	$K_n = K_{n-1} + (K_{n-1} * 0.01)$ n=1 $a = (\sum G_n / g_{n-1}) / 10$ n=10 $b = g_{n-1} (a)$ K=kindergarten membership; n=given school year; G=given grade's membership(other than kindergarten); g= previous grade's membership; a=average advancement rate; b=projected membership	Assumes a 1% annual growth rate for the kindergarten grade level; assumes the same percentage of students in each grade level graduate to the next level each year

**Orange County School District
School Membership 2019-20 School Year (November 15, 2019)**

	11/15/18 Actual 2018-19	2019 Report Projection for 2019-20	11/15/19 Actual 2019-20	Change between actual Nov 2018 - Nov 2019
Elementary	3205		3232	+ 27
Model			Projection is	
T		3217	L15	
OCP		3215	L17	
10C		3217	L15	
5C		3197	L35	
3C		3217	L15	
Average		3213	L19	
	11/15/18		11/15/19	
Middle	1779		1763	- 16
Model			Projection is	
T		1786	H23	
OCP		1773	H10	
10C		1808	H45	
5C		1794	H31	
3C		1788	H25	
Average		1790	H27	
	11/15/18		11/15/19	
High	2349		2397	+ 48
Model			Projection is	
T		2358	L39	
OCP		2385	L12	
10C		2339	L58	
5C		2339	L58	
3C		2318	L79	
Average		2348	L49	
Totals	11/15/18		11/15/19	
Elementary	3205		3232	
Middle	1779		1763	
High	<u>2349</u>		<u>2397</u>	
Total	7333		7392	+ 59
Model			Projection is	
T		7361	L31	
OCP		7373	L19	
10C		7364	L28	
5C		7330	L62	
3C		7323	L69	
Average		7351	L41	

H means High
L means Low

**Orange County School District
School Membership 2019-2020 School Year (November 15, 2019)**

Statistical Findings

<i>PROJECTION TYPE ABBREVIATIONS</i>	
'TISCHLER' LINEAR (T)	10-YEAR COHORT (10C)
ORANGE COUNTY PLANNING (OCP)	5-YEAR COHORT (5C)
	3-YEAR COHORT (3C)

Elementary School Level

- The projections were all low, ranging from 15 students to 35 students below actual membership. On average, the projections were 19 students lower than the actual membership.
- The membership actually increased by 27 students between November 16, 2018 and November 15, 2019.

Middle School Level

- Projections were all high, ranging from 10 students to 45 students above actual membership. On average, the projections were 27 students higher than the actual membership.
- The membership actually decreased by 16 students between November 16, 2018 and November 15, 2019.

High School Level

- The majority of projections all low, ranging from 12 students to 79 students below actual membership. On average, the projections were 49 students lower than the actual membership.
- The membership actually increased by 48 students between November 16, 2018 and November 15, 2019.

TOTAL

- The totals of all school level projections were low, ranging from 19 students to 69 students below actual membership. On average, the projections were 41 students lower than the actual membership.
- The membership increased in total by 59 students, which is the sum of +27 at Elementary, -16 at Middle, and +48 at High.

Chapel Hill-Carrboro City School District
School Membership 2019-2020 School Year (November 15, 2019)

	11/15/18 Actual 2018-19	2019 Report Projection for 2019-20	11/15/19 Actual 2019-20	Change between actual Nov 2018 - Nov 2019
Elementary	5471		5363	- 108
Model			Projection is	
T		5512	H149	
OCP		5417	H54	
10C		5423	H60	
5C		5473	H110	
3C		5418	H55	
Average		5448	H85	
	11/15/18		11/15/19	
Middle	2933		3044	+ 111
Model			Projection is	
T		2955	L89	
OCP		2910	L134	
10C		3010	L34	
5C		2908	L136	
3C		3025	L19	
Average		2962	L82	
	11/15/18		11/15/19	
High	3932		3940	+ 8
Model			Projection is	
T		3962	H22	
OCP		4055	H115	
10C		3894	L46	
5C		3902	L38	
3C		3926	L14	
Average		3948	H8	
Totals	11/15/18		11/15/19	
Elementary	5471		5363	
Middle	2933		3044	
High	<u>3932</u>		<u>3940</u>	
Total	12,336		12,347	+ 11
Model			Projection is	
T		12,429	H82	
OCP		12,382	H35	
10C		12,327	L20	
5C		12,283	L64	
3C		12,369	H22	
Average		12,358	H11	

H means High
L means Low

**Chapel Hill-Carrboro City School District
School Membership 2019-2020 School Year (November 15, 2019)**

Statistical Findings

<i>PROJECTION TYPE ABBREVIATIONS</i>	
'TISCHLER' LINEAR (T)	10-YEAR COHORT (10C)
ORANGE COUNTY PLANNING (OCP)	5-YEAR COHORT (5C)
	3-YEAR COHORT (3C)

Elementary School Level

- Projections were all high ranging from 54 students to 149 students above actual membership. On average, the projections were 85 students higher than the actual membership.
- The actual membership decreased by 108 students between November 16, 2018 and November 15, 2019.

Middle School Level

- Projections were all low, ranging from 19 students to 136 students below actual membership. On average, the projections were 82 students lower than the actual membership.
- The actual membership increased by 111 students between November 16, 2018 and November 15, 2019.

High School Level

- Projections were mixed, ranging from 46 students below to 115 students above actual membership. On average, the projections were 8 students higher than the actual membership.
- The actual membership increased by 8 students between November 16, 2018 and November 15, 2019.

TOTAL

- The totals of all school level projections were mixed, ranging from 64 students below to 82 students above actual membership. On average, the projections were 11 students higher than the actual membership.
- The membership increased in total by 11 students, which is the sum of -108 at Elementary, +111 at Middle, and +8 at High.

Orange County School District
School Membership 2020-2021 School Year (November 13, 2020)

	11/15/19 Actual 2019-20	2020 Report Projection for 2020-21	11/13/20 Actual 2020-21	Change between actual Nov 2019 - Nov 2020
Elementary	3232		3047	- 185
Model			Projection is	
T		3241	H194	
OCP		3248	H201	
10C		3275	H228	
5C		3285	H238	
3C		3286	H239	
Average		3267	H220	
	11/15/19		11/13/20	
Middle	1763		1654	- 109
Model			Projection is	
T		1768	H114	
OCP		1773	H119	
10C		1709	H55	
5C		1702	H48	
3C		1686	H32	
Average		1728	H74	
	11/15/19		11/13/20	
High	2397		2381	- 16
Model			Projection is	
T		2404	H23	
OCP		2412	H31	
10C		2398	H17	
5C		2389	H8	
3C		2401	H20	
Average		2401	H20	
Totals	11/15/19		11/13/20	
Elementary	3232		3047	
Middle	1763		1654	
High	2397		2381	
Total	7392		7082	- 310
Model			Projection is	
T		7413	H331	
OCP		7433	H351	
10C		7382	H300	
5C		7376	H294	
3C		7373	H291	
Average		7396	H314	

H means High
L means Low

**Orange County School District
School Membership 2020-2021 School Year (November 13, 2020)**

Statistical Findings

<i>PROJECTION TYPE ABBREVIATIONS</i>	
‘TISCHLER’ LINEAR (T) ORANGE COUNTY PLANNING (OCP)	10-YEAR COHORT (10C)
	5-YEAR COHORT (5C)
	3-YEAR COHORT (3C)

Elementary School Level

- Projections were all high, ranging from 194 students to 239 students above actual membership. On average, the projections were 220 students higher than the actual membership.
- The membership actually decreased by 185 students between November 16, 2019 and November 13, 2020.

Middle School Level

- Projections were all high, ranging from 32 students to 119 students above actual membership. On average, the projections were 74 students higher than the actual membership.
- The membership actually decreased by 109 students between November 16, 2019 and November 13, 2020.

High School Level

- Projections were all high, ranging from 8 students to 31 students above actual membership. On average, the projections were 20 students higher than the actual membership.
- The membership actually decreased by 16 students between November 16, 2019 and November 13, 2020.

TOTAL

- The totals of all school level projections were all high, ranging from 291 students to 351 students above actual membership. On average, the projections were 314 students higher than the actual membership.
- The membership decreased in total by 310 students, which is the sum of -185 at Elementary, -109 at Middle, and -16 at High.

**Chapel Hill-Carrboro City School District
School Membership 2020-2021 School Year (November 12, 2020)**

	11/15/19 Actual 2019-20	2020 Report Projection for 2020-21	11/13/20 Actual 2020-21	Change between actual Nov 2019 - Nov 2020
Elementary	5363		4893	- 470
Model			Projection is	
T		5398	H505	
OCP		5378	H485	
10C		5349	H456	
5C		5331	H438	
3C		5322	H429	
Average		5356	H463	
Middle	3044		2917	- 127
Model			Projection is	
T		3064	H147	
OCP		3055	H138	
10C		3031	H114	
5C		3033	H116	
3C		3042	H125	
Average		3045	H128	
High	3940		3932	- 8
Model			Projection is	
T		3966	H34	
OCP		3959	H27	
10C		3981	H49	
5C		3998	H66	
3C		4022	H90	
Average		3985	H53	
Totals	11/15/19		11/13/20	
Elementary	5363		4893	
Middle	3044		2917	
High	<u>3940</u>		<u>3932</u>	
Total	12,347		11,742	- 605
Model			Projection is	
T		12,428	H686	
OCP		12,392	H650	
10C		12,361	H619	
5C		12,362	H620	
3C		12,386	H644	
Average		12,386	H644	

H means High
L means Low

**Chapel Hill-Carrboro City School District
School Membership 2020-2021 School Year (November 12, 2020)**

Statistical Findings

<i>PROJECTION TYPE ABBREVIATIONS</i>	
'TISCHLER' LINEAR (T) ORANGE COUNTY PLANNING (OCP)	10-YEAR COHORT (10C) 5-YEAR COHORT (5C) 3-YEAR COHORT (3C)

Elementary School Level

- Projections were all high ranging from 429 students to 505 students above actual membership. On average, the projections were 463 students higher than the actual membership.
- The actual membership decreased by 470 students between November 16, 2019 and November 13, 2020.

Middle School Level

- Projections were all high, ranging from 114 students to 147 students above actual membership. On average, the projections were 128 students higher than the actual membership.
- The actual membership decreased by 127 students between November 16, 2019 and November 13, 2020.

High School Level

- Projections were all high, ranging from 27 students to 90 students above actual membership. On average, the projections were 53 students higher than the actual membership.
- The actual membership decreased by 8 students between November 16, 2019 and November 13, 2020.

TOTAL

- The totals of all school level projections were all high, ranging from 619 students to 686 students above actual membership. On average, the projections were 644 students higher than the actual membership.
- The membership decreased in total by 605 students, which is the sum of -470 at Elementary, -127 at Middle, and -8 at High.

C. Student Membership Projections

1. **Responsible Entity for Suggesting Change** – The updating of this section will be conducted by the Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) and referred to the BOCC for annual report certifications. Projections will be distributed to SAPFO partners for review and comments to the BOCC prior to certification.

2. **Definition** – The result of the average of the five student projection models represented by 10 year numerical membership projections by school level (Elementary, Middle, and High) for each school district (Chapel Hill-Carrboro City School District and Orange County School District).

3. **Standard for:**

Chapel Hill-Carrboro City School District

The 5 model average discussed in Section II.B (Student Projection Methodology). See Attachment II.C.4

Standard for:

Orange County School District

The 5 model average discussed in Section II.B (Student Projection Methodology). See Attachment II.C.3

4. **Analysis of Existing Conditions**

The membership figures and percentage growth on the attachments show a decrease and negative growth rate for all three school levels for both districts in the 10-year projection period. Attachment II.C.3 and Attachment II.C.4 show year-by-year percent growth and projected level of service (LOS). The projection models were updated using current (November 13, 2020) memberships. Ten years of student membership were projected thereafter.

Chapel Hill-Carrboro City School District

Elementary

The previous year (2019-20) projections for November 2020 at this level were overestimated by 463 students. The actual membership decreased by 470 students. Over the previous ten years, this level has shown varying increases and decreases in growth rates. Following a significant increase (168 students) in 2011-12, this level has experienced a decrease in five out of the following eight school years. Growth rates during the past ten years have ranged from -1.97% to +3.17%. The district's eleventh elementary school, Northside Elementary School, opened in

Section II

2013. Capacity was decreased in 2017-18 due to changes in class size averages for kindergarten to third grade by the North Carolina State Legislature. The need for an additional elementary school is not anticipated in the 10-year projection period. This is similar to last year's projections.

Although not included in SAPFO school capacity or membership numbers, Pre-K programs continue to impact operations at District elementary schools where Pre-K programs exist. CHCCS reported 208 Pre-K students for the 2020-21 school year. Specific impacts of Pre-K programs at the elementary school level continue to be reviewed and discussed .

Middle

The previous year (2019-20) projections for November 2020 for this level were overestimated by 128 students. The actual membership decreased by 127 students. Over the previous ten years, this level has shown varying increases before experiencing decreases in 2015-16 and 2016-17. Following these decreases, membership increased the last three school years before experiencing a decrease this year. Growth rates during this time period have ranged from -0.59% to +3.78%. Capacity was increased in 2014-15 with the opening of the Culbreth Middle School science wing. The need for an additional middle school is not anticipated in the 10-year projection period. This is similar to last year's projections.

High School

The previous year (2019-20) projections for November 2020 for this level were overestimated by 53 students. The actual membership decreased by 8 students. Over the previous ten years, growth has been variable with decreases in membership in only three of the last ten years. Growth rates during this time period have ranged from -0.90 to +4.39%. Due to renovations at Chapel Hill High School, this level experienced an increase in capacity of 100 seats. The need for additional high school capacity at Carrboro High School is not anticipated in the 10-year projection period. This is similar to last year's projections.

Additional Information for Chapel Hill-Carrboro City School District

Following the economic downturn (2011-14), there has been an increase in residential projects, specifically multifamily development, in the Town of Chapel Hill. As previously stated, proposed growth is not directly and immediately included in the SAPFO projection system until actual students begin enrollment. However, proposed student growth resulting from new

development is directly accounted for through the CAPS test. The CAPS test is conducted during the approval process at a certain stage and this step does project development impacts against rated capacity. Once students are enrolled in a school year, through annual reporting of student membership numbers, 10-year student projections can be updated to display future capacity needs in time to efficiently plan for future school construction requests. SAPFOTAC will continue to monitor and evaluate the demand and growth of residential development in Chapel Hill and Carrboro as well as its effect on student membership rates.

Orange County School District

Elementary

The previous year (2019-20) projections for November 2020 at this level were overestimated by 220 students. Actual membership decreased by 185 students. Over the previous ten years, this level experienced positive growth before experiencing decreases in 2014-15, 2016-17, and 2017-18. Following these decreases, this level experienced increases during the last two school years before experiencing a decrease this year. Growth rates during this period have ranged from -5.07% to +2.30%. Capacity was decreased in 2017-18 due to changes in class size averages for kindergarten to third grade by the North Carolina State Legislature. The need for an additional Elementary School is not anticipated in the 10-year projection period. This is similar to last year's projections.

Although not included in SAPFO school capacity or membership numbers, Pre-K programs continue to impact operations at District elementary schools where Pre-K programs exist. OCS reported 86 Pre-K students for the 2020-21 school year. Specific impacts of Pre-K programs at the elementary school level continue to be reviewed and discussed.

Middle

The previous year (2019-20) projections for November 2020 for this level were overestimated by 74 students. The actual membership decreased by 109 students. Over the previous ten years, growth has varied widely with decreases in student membership in four of the ten school years. Growth rates during this period have ranged from -1.31% to +3.74%. The need for an additional Middle School is not anticipated in the 10-year projection period. This is similar to last year's projections.

High School

The previous year (2019-20) projections for November 2020 for this level were overestimated by 20 students. The actual membership decreased by 16 students. This school level has experienced decreases in four out of the ten previous school years and this school year. Growth rates during this period ranged from -3.93% to 4.58%. In 2012-13 student membership increased by 32 while capacity decreased by 119 at Orange County High School as a result of a N.C. Department of Public Instruction (DPI) study. Similar to last year's projections, the need for additional capacity at Cedar Ridge High School is not anticipated in the 10-year projection period. However, to address public safety concerns with the current high school capacity exceeding the 100% threshold, Cedar Ridge High School will be expanded from an initial capacity of 1,000 students to 1,500 students for the 2021-22 school year.

Additional Information for Orange County School District

The City of Mebane lies partially within Orange County and students within the Orange County portion of Mebane attend Orange County Schools. However, the City of Mebane is not a party to the SAPFO agreement and therefore does not require that CAPS (Certificate of Adequate Public Schools) be issued prior to development approvals. Following the economic downturn (2011-14), there has been an increase in approved and undeveloped residential development in the City of Mebane and the Town of Hillsborough. However, the residential growth that has occurred in the recent past within Mebane's and Hillsborough's jurisdiction has yet to be seen with OCS student membership numbers and fully realized into the historically based projection methods due to the recession, charter schools, and possibly new family dynamics affecting family size. SAPFOTAC will continue monitoring and evaluating the demand and growth of residential development in Mebane and Hillsborough as well as its effect on student membership rates.

Currently, there are two Charter Schools located in the Town of Hillsborough, which continue to have an effect on OCS membership numbers. Charter schools are not included as part of the SAPFO Annual Report and, as a result, their membership and capacity are not included in future projections. However, the SAPFOTAC does monitor charter schools and their effect on student enrollment at both school districts.

5. Recommendation:

Use statistics as noted in 3 above

OCS Student Projections (1) (4)

Elementary		School Year	2008-09	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Average	Annual Change - Increase (Decrease) in Actual & Projected Membership	Scholar	3,211	3,295	3,344	3,403	3,433	3,459	3,516	3,568	3,608	3,655	3,702	3,749	3,796	3,843	3,890	3,937	3,984	4,031	4,078	4,125	4,172
		Fischer (2)																					
Average	Capacity - 100% Level of Service	DC Planning	3,654	3,694	3,734	3,774	3,814	3,854	3,894	3,934	3,974	4,014	4,054	4,094	4,134	4,174	4,214	4,254	4,294	4,334	4,374	4,414	4,454
		100% Level of Service	3,654	3,694	3,734	3,774	3,814	3,854	3,894	3,934	3,974	4,014	4,054	4,094	4,134	4,174	4,214	4,254	4,294	4,334	4,374	4,414	4,454
Average	Number of Students, Actual and Projected, Over (Under) 100% LOS	100% Level of Service	3,654	3,694	3,734	3,774	3,814	3,854	3,894	3,934	3,974	4,014	4,054	4,094	4,134	4,174	4,214	4,254	4,294	4,334	4,374	4,414	4,454
		100% Level of Service	3,654	3,694	3,734	3,774	3,814	3,854	3,894	3,934	3,974	4,014	4,054	4,094	4,134	4,174	4,214	4,254	4,294	4,334	4,374	4,414	4,454
Average	Number of Students, Actual and Projected, Over (Under) 105% LOS	105% Level of Service	3,837	3,877	3,917	3,957	3,997	4,037	4,077	4,117	4,157	4,197	4,237	4,277	4,317	4,357	4,397	4,437	4,477	4,517	4,557	4,597	4,637
		105% Level of Service	3,837	3,877	3,917	3,957	3,997	4,037	4,077	4,117	4,157	4,197	4,237	4,277	4,317	4,357	4,397	4,437	4,477	4,517	4,557	4,597	4,637
Average	Average % Level of Service	100% Level of Service	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
		105% Level of Service	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%	105%
Average	Annual Student Growth Rate (3)	100% Level of Service	1.45%	2.30%	1.32%	1.64%	0.88%	45.07%	-1.75%	-3.41%	0.69%	0.42%	0.84%	1.05%	1.22%	1.19%	0.96%	0.79%	0.82%	0.73%	0.77%	0.77%	0.77%
		105% Level of Service	1.45%	2.30%	1.32%	1.64%	0.88%	45.07%	-1.75%	-3.41%	0.69%	0.42%	0.84%	1.05%	1.22%	1.19%	0.96%	0.79%	0.82%	0.73%	0.77%	0.77%	0.77%

Source: Information due to or prepared by the subject per Iowa Bell (13) (5-3)

Average class size ratios are 1.22 as reported by State legislative action

3) It is important to note that this reflects the November 15, 2019 date of its endorsement as outlined in by the Schools Advocate Public Facilities Ordinal

(2) The Tischler Model provides for the "Linear Method" of projections for both ChC/CS and CCS. Original projections used in prior years projection models included the "Linear Extrapolation Method" for CH

D. Annual growth rate calculated using actual membership for years 2010-11 through 2019-20 and average membership for years 2020-21 through 2025.

d) Class sizes for grades K-2 = 1:23 for school years 2000 through 2007-08. In accordance with 2002 School Collaboration Work Group direction, effective the 2008-2009 school year with the opening of CH

OCS Student Projections(1)

[illegible]

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D. The Trajectory Model provides for the "Linear Method" of projections for both CHCS and CCS. Original projections used in prior year projection models. It is important to note that this reflects the November 15, 2013 date of membership as outlined in by the Senate Adequate Public Facilities Ordinance.

OCS Student Projections (1)

OCS Student Projections (1)

High School Year	2009-10		2010-11		2011-12		2012-13		2013-14		2014-15		2015-16		2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26		2026-27		2027-28		2028-29		2029-30																																																																																																																																																																																																																																																																																																																																																																																																																																															
	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	Projected																																																																																																																																																																																																																																																																																																																																																																																																																																														
Actual	2,117	2,222	2,231	2,315	2,431	2,502	2,618	2,743	2,881	2,993	3,082	3,141	3,185	3,225	3,259	3,289	3,316	3,340	3,361	3,379	3,395	3,409	3,421	3,431	3,440	3,448	3,455	3,461	3,466	3,471	3,475	3,479	3,483	3,486	3,489	3,492	3,495	3,498	3,501	3,503	3,506	3,508	3,510	3,512																																																																																																																																																																																																																																																																																																																																																																																																																																												
Projected (1)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
100% Level of Service	2,588	2,669	2,768	2,839	2,919	3,002	3,089	3,180	3,274	3,361	3,442	3,517	3,595	3,675	3,757	3,841	3,927	4,015	4,105	4,197	4,291	4,387	4,485	4,585	4,686	4,789	4,893	4,999	5,107	5,217	5,329	5,443	5,559	5,677	5,797	5,919	6,043	6,169	6,297	6,427	6,558	6,690	6,824	6,959	7,095	7,233	7,372																																																																																																																																																																																																																																																																																																																																																																																																																																									
Under 100% Level of Service	3,411	3,492	3,591	3,685	3,783	3,884	3,988	4,095	4,205	4,317	4,431	4,547	4,665	4,786	4,909	5,034	5,161	5,290	5,421	5,554	5,689	5,826	5,965	6,106	6,249	6,394	6,541	6,690	6,841	6,994	7,149	7,306	7,465	7,626	7,789	7,954	8,121	8,290	8,461	8,634	8,809	8,986	9,165	9,346	9,528	9,712	9,897																																																																																																																																																																																																																																																																																																																																																																																																																																									
10% Year Growth	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814																																																																																																																																																																																																																																																																																																																																																																																																																																							
3 Year Growth	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814																																																																																																																																																																																																																																																																																																																																																																																																																																					
1 Year Growth	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814	2,814																																																																																																																																																																																																																																																																																																																																																																																																																																				
Average	2,588	2,669	2,768	2,839	2,919	3,002	3,089	3,180																																																																																																																																																																																																																																																																																																																																																																																																																																																																																
Annual Change - Increase (Decrease) in Actual & Projected Membership	25%	6	61	32	106	81	123	106	111	68%	48	4	14	18	29	33	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%	23%

3) It is important to note that this reflects the November 15, 2019 date of membership as outlined in by the Schools Advocates Public Facilities Ordinal

2) The Tracer Model provides for the "New Method" of projections for both CHC CS and OC CS. Original projections used in six years projection model (1) are reported to note that this research has been adopted as outlined in the scenario developed by the Tracer Model.

2) The Trisolver Model provides for the "True Method" of projections for both CHC C5 and OC5. Original projections used in prior years projection model.

CHCCS Student Projections (1) (4)

Elementary		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	5,219	5,296	5,464	5,543	5,554	5,541	5,501	5,507	5,522	5,471	5,335										
	Teacher (2)												5,398	5,432	5,407	5,502	5,537	5,571	5,606	5,641	5,676	5,710
	O/C Planning												5,378	5,371	5,413	5,453	5,493	5,532	5,570	5,608	5,643	5,674
	1 Year Growth												5,349	5,349	5,390	5,434	5,478	5,523	5,568	5,613	5,658	5,703
	2 Year Growth												5,372	5,372	5,413	5,457	5,501	5,546	5,591	5,636	5,681	5,726
	3 Year Growth												5,332	5,306	5,363	5,370	5,416	5,469	5,523	5,576	5,630	5,684
	Average												5,365	5,367	5,367	5,442	5,489	5,537	5,584	5,632	5,680	5,723
	Annual Change - Increase (Decrease) in Actual & Projected Memberships												5,365	5,367	5,367	5,442	5,489	5,537	5,584	5,632	5,680	5,723
	Capacity - 100% Level of Service (LOS)	5,244	5,244	5,244	5,829	5,829	5,829	5,829	5,829	5,829	5,864	5,864	5,864	5,864	5,864	5,864	5,864	5,864	5,864	5,864	5,864	5,864
	Number of Students Actual and Projected Over Under 100% LOS	(20)	52	209	(776)	(288)	(320)	(320)	(262)	(142)	(133)	(301)	(308)	(307)	(297)	(222)	(176)	(127)	(80)	(32)	16	59
	Capacity - 195% Level of Service (LOS)	5,906	5,906	5,906	6,120	6,120	6,120	6,120	6,120	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947	5,947
	Number of Students Actual and Projected Over Under 195% LOS	(297)	(210)	(482)	37	(586)	(519)	(519)	(553)	(495)	(476)	(836)	(852)	(850)	(803)	(655)	(465)	(411)	(283)	(316)	(267)	(224)
	Average % Level of Service	92.6%	104.6%	102.2%	102.2%	92.6%	92.6%	92.6%	92.6%	92.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%	94.6%
	Annual Student Growth Rate (%)	-1.57%	1.46%	3.17%	1.46%	0.20%	-0.23%	-0.72%	1.20%	-0.81%	-0.92%	-1.97%	-0.14%	0.03%	0.19%	1.40%	0.97%	0.86%	0.86%	0.86%	0.86%	0.86%

⁽¹⁾ It is important to note that this selective November 15, 2018 date of membership was obtained in the Spanish Alternative Public Opinion Laboratory. It does not include CHCS's students attending the Hospital Universitario de Navarra. The Institute Model provides us the "Lunar Method" of projections used in prior years' projection models related the "Lunar 5-Deposits Method" for CHCC.

CHCCS Student Projections (1)

[illegible]

1. It is important to note that this reflects the intention to, after the intervention, include CHCs in the school-leaving rate indicator. It does not include CHCs already attending the Hospital School.

CHCCS Student Projections (1)

[illegible]

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Chapel Hill High School adding 105 seats.

Attachment II.C.3 – Orange County Student Projections (Elementary, Middle, & High) (2020-21)

OCS Student Projections (1) (4)

School Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Actual	3,211	3,255	3,301	3,403	3,423	3,523	3,513	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523	3,523
Teacher (2)																						
DC Planning																						
10 Year Growth																						
5 Year Growth																						
3 Year Growth																						
Average	48	74	63	45	38	153	68	68	68	68	68	68	68	68	68	68	68	68	68	68	68	68
Capacity - 100% Level of Service	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654
Number of Students, Actual and Projected, Over (Under) 100% LOS	(442)	(409)	(350)	(251)	(251)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)	(435)
100% Level of Service	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654	3,654
Number of Students, Actual and Projected, Over (Under) 100% LOS	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)	(654)
Actual - % Level of Service	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%
Average - % Level of Service	1.45%	2.39%	1.52%	1.64%	1.88%	-4.07%	-1.81%	-0.75%	-3.24%	0.69%	0.84%	-0.72%	-1.17%	-0.95%	-0.42%	-0.88%	-0.42%	0.59%	-0.59%	0.60%	0.60%	0.60%
Annual Student Growth Rate (3)																						

(1) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(2) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(3) The "Actual" data provided for the "Actual" data is based on the 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(4) Actual growth rate calculated at 10% actual membership for years 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(5) Actual growth rate for grades K-12 for actual year 2009 through 2007-08. In accordance with 2008 School Collection With Group Allocation, effective the 2009-2000 actual year with the opening of OCS 6.5 Elementary WIS, 6.5 actual value are 1.12 as divided by total state legislative action.

OCS Student Projections(1)

School Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Actual	1,895	1,895	1,704	1,684	1,747	1,702	1,738	1,724	1,730	1,719	1,763	1,844	1,848	1,842	1,835	1,829	1,823	1,817	1,811	1,805	1,808	1,802
Teacher (2)																						
DC Planning																						
10 Year Growth																						
5 Year Growth																						
3 Year Growth																						
Average	64	33	6	100	63	15	120	100	6	49	169	109	164	168	168	168	168	168	168	168	168	168
Capacity - 100% Level of Service	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166
Number of Students, Actual and Projected, Over (Under) 100% LOS	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)
100% Level of Service	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166	2,166
Number of Students, Actual and Projected, Over (Under) 100% LOS	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)	(651)
Actual - % Level of Service	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%	78.4%
Average - % Level of Service	4.89%	1.89%	0.29%	-1.17%	-3.74%	0.86%	-1.31%	-0.86%	0.29%	2.12%	-0.95%	4.16%	-1.19%	-1.46%	0.13%	-1.18%	0.31%	-1.39%	-1.71%	-1.42%	0.60%	0.60%
Annual Student Growth Rate (3)																						

(1) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(2) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(3) The "Actual" data provided for the "Actual" data is based on the 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(4) Actual growth rate calculated at 10% actual membership for years 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(5) Actual growth rate for grades K-12 for actual year 2009 through 2007-08. In accordance with 2008 School Collection With Group Allocation, effective the 2009-2000 actual year with the opening of OCS 6.5 Elementary WIS, 6.5 actual value are 1.12 as divided by total state legislative action.

OCS Student Projections (1)

School Year	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Actual	2,712	2,722	2,703	2,710	2,715	2,747	2,802	2,808	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844	2,844
Teacher (2)																						
DC Planning																						
10 Year Growth																						
5 Year Growth																						
3 Year Growth																						
Average	64	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61	61
Capacity - 100% Level of Service	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658
Number of Students, Actual and Projected, Over (Under) 100% LOS	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)
100% Level of Service	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658	2,658
Number of Students, Actual and Projected, Over (Under) 100% LOS	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)	(64)
Actual - % Level of Service	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%	88.9%
Average - % Level of Service	-1.12%	0.23%	2.77%	1.40%	4.65%	3.35%	-1.32%	-0.93%	-0.94%	-3.93%	2.94%	-0.97%	-0.86%	-0.95%	-0.92%	-0.92%	-0.92%	-1.18%	-0.37%	-0.94%	-1.19%	-0.89%
Annual Student Growth Rate (3)																						

(1) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(2) Not projected to be affected by the December 15, 2020 date of membership as collected by the School Adequacy Public Funding Calculator.

(3) The "Actual" data provided for the "Actual" data is based on the 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(4) Actual growth rate calculated at 10% actual membership for years 2011-12 through 2020-21 and average membership for years 2021-32 through 2035.

(5) Actual growth rate for grades K-12 for actual year 2009 through 2007-08. In accordance with 2008 School Collection With Group Allocation, effective the 2009-2000 actual year with the opening of OCS 6.5 Elementary WIS, 6.5 actual value are 1.12 as divided by total state legislative action.

CHCCS Student Projections (1) (4)

[illegible]

(*) We want to note that this reflects the November 15, 2020 date of membership as reflected in the Schools' Advanced Public Facility Ordinance. It does not include CACC's students attending the Vocational School.

(2) The Teacher Model provides for the "Linear Method" of projections for both CHCCS and CCS. Original projections used in prior years projection models included the "Linear Extrapolation Method" for CHC

(3) Annual growth rate calculated using actual membership for years 2001-02 through 2003-04 and average membership for years 2004-05 through 2006-07.

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CHCCS Student Projections (1)

[illegible]

(*) It is important to note that this reflects the November 15, 2005 date of membership as reflected in the Schools Advancing Public Facilities Ordinance. It does not include CICC's Students Affected by the Warstar Sale.

(2) The Teacher Model provides for the "Linear Method" of injections for both CHCCS and CCS. Original projection models included the "Linear Extrapolation Method" for CHC

(13) Annual growth rates calculated using actual membership for years 2000-07 and average membership for years 2007-22 through 2030.

CHCCS Student Projections (1)

CHCCS Student Projections (1)

[illegible]

(*) It is important to note that this reflects the November 15, 2009 date of membership as reflected in the Subacute Admissions Public Facility Ordinance. It does not include CHCC's students attending the Wing Jai Subc.

(2) The Taylor Model provides for the "Leave Method" of projections for both CMCS and CCS. Original projections used in prior years projection models included the "Leave Extrapolation Method" for CMCS.

(2) Annual growth rates calculated using initial membership for years 2015-17 and average membership for years 2021-22 through 2030-31

D. Student Membership Growth Rate

1. **Responsible Entity for Suggesting Change** – The updating of this section will be conducted by the Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) each year and referred to the BOCC for annual report certification. Projections will be distributed to SAPFO partners for review and comments to the BOCC prior to certification.
2. **Definition** – The annual percentage growth rate calculated from the projections resulting from the average of the five models represented by 10-year numerical membership projections by school level for each school district. This does not represent the year-by-year growth rate that may be positive or negative, but rather the average of the annual anticipated growth rates over the next 10 years.

3. **Standard for:**

Chapel Hill-Carrboro City School District

See Attachment II.D.2

4. **Analysis of Existing Conditions:**

Chapel Hill-Carrboro City School District

The membership figures and percentage growth on the attachments show continued growth at each school level within the system. Projected Average Annual Growth Rate over next ten years:

School Level	Year Projection Made				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Elementary	0.91%	0.36%	0.56%	0.65%	-0.23%
Middle	0.95%	0.21%	0.19%	-0.07%	-1.50%
High	0.72%	0%	0.16%	0.03%	-1.44%

5. **Recommendation:**

Chapel Hill-Carrboro City School District

Use statistics as noted.

Standard for:

Orange County School District

See Attachment II.D.2

Analysis of Existing Conditions:

Orange County School District

The membership figures and percentage growth on the attachments show continued growth at each school level within the system. Projected Average Annual Growth Rate over next ten years:

School Level	Year Projection Made				
	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Elementary	0.51%	0.58%	0.91%	0.84%	-0.02%
Middle	0.36%	0.13%	0.28%	0.37%	-0.67%
High	0.22%	-0.10%	0.21%	0.21%	-0.98%

Recommendation:

Orange County School District

Use statistics as noted.

Attachment II.D.1 – Orange County and Chapel Hill-Carrboro City Student Growth Rates (Chart dates from 2020-2030 based on 11/15/19 membership numbers) (2019-20)

2019-2020

Orange County Student Projections

Elementary		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		3,232	3,267	3,281	3,320	3,351	3,378	3,406	3,433	3,459	3,486	3,513
Average % Increase			1.08%	0.42%	1.19%	0.95%	0.79%	0.82%	0.79%	0.77%	0.77%	0.77%

Middle

Middle		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		1,763	1,728	1,719	1,713	1,732	1,732	1,762	1,781	1,796	1,812	1,828
Average % Increase			-2.01%	-0.47%	-0.35%	1.11%	-0.01%	1.72%	1.10%	0.84%	0.87%	0.87%

High School

High School		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		2,397	2,401	2,415	2,433	2,404	2,401	2,370	2,380	2,408	2,416	2,447
Average % Increase			0.16%	0.57%	0.76%	-1.18%	-0.12%	-1.31%	0.44%	1.16%	0.34%	1.27%

Chapel Hill/Carrboro Student Projections

Elementary		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		5,363	5,356	5,357	5,367	5,442	5,489	5,537	5,584	5,632	5,680	5,723
Average % Increase			-0.14%	0.03%	0.18%	1.40%	0.87%	0.86%	0.86%	0.86%	0.85%	0.76%

Middle

Middle		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		3,044	3,045	3,016	2,992	2,933	2,917	2,897	2,946	2,970	2,995	3,020
Average % Increase			0.03%	-0.97%	-0.77%	-1.97%	-0.55%	-0.68%	1.69%	0.81%	0.84%	0.83%

High School

High School		2019-2020 (actual)	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
School Year												
Membership		3,940	3,985	4,021	4,085	4,123	4,111	4,090	4,001	3,972	3,959	3,950
Average % Increase			1.15%	0.89%	1.60%	0.94%	-0.31%	-0.50%	-2.17%	-0.74%	-0.31%	-0.23%

Attachment II.D.2 – Orange County and Chapel Hill-Carrboro City Student Growth Rates (Chart dates from 2021-2031 based on 11/13/20 membership numbers) (2020-21)

2020-2021

Orange County Student Projections

Elementary

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	3,047	3,011	2,994	2,982	2,962	2,949	2,966	2,984	3,002	3,019	3,039
Average % Increase		-1.17%	-0.56%	-0.42%	-0.68%	-0.42%	0.59%	0.59%	0.59%	0.60%	0.65%

Middle

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	1,654	1,634	1,611	1,613	1,593	1,598	1,579	1,552	1,530	1,538	1,545
Average % Increase		-1.18%	-1.46%	0.13%	-1.18%	0.31%	-1.20%	-1.71%	-1.42%	0.50%	0.50%

High School

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	2,381	2,365	2,367	2,301	2,293	2,239	2,213	2,221	2,200	2,176	2,157
Average % Increase		-0.66%	0.09%	-2.80%	-0.32%	-2.36%	-1.18%	0.37%	-0.94%	-1.10%	-0.86%

Chapel Hill/Carrboro Student Projections

Elementary

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	4,893	4,808	4,708	4,685	4,655	4,634	4,666	4,698	4,731	4,759	4,782
Average % Increase		-1.73%	-2.09%	-0.48%	-0.65%	-0.45%	0.69%	0.69%	0.69%	0.59%	0.49%

Middle

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	2,917	2,874	2,830	2,747	2,671	2,601	2,558	2,511	2,473	2,489	2,505
Average % Increase		-1.49%	-1.52%	-2.94%	-2.76%	-2.61%	-1.68%	-1.83%	-1.51%	0.65%	0.65%

High School

School Year	2020-2021 (actual)	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Membership	3,932	3,904	3,915	3,906	3,893	3,844	3,721	3,641	3,557	3,438	3,401
Average % Increase		-0.72%	0.28%	-0.21%	-0.35%	-1.27%	-3.20%	-2.15%	-2.29%	-3.35%	-1.10%

E. Student / Housing Generation Rate

1. ***Responsible Entity for Suggesting Change*** – The updating of this section will be conducted by Planning Directors, School Representatives, and Technical Advisory Committee (SAPFOTAC) and referred to the BOCC for certification.
Projections will be distributed to SAPFO partners for review and comments to the BOCC prior to certification.
2. ***Definition*** – Student generation rate refers to the number of public school students per housing unit constructed in each school district, as defined in the Student Generation Rate Study completed by TisherBise on October 28, 2014. Housing units include single-family detached, single family attached/duplex, multifamily, and manufactured homes.
3. ***Standard for:***

Chapel Hill-Carrboro City School District	Orange County School District
See Attachment II.E.1	See Attachment II.E.1

4. ***Analysis of Existing Conditions:***

At the January 2014 SAPFOTAC meeting, members discussed the increased number of students generated in both school districts from new development, particularly multifamily housing. The SAPFOTAC recommended further evaluation of the adopted Student Generation Rates and the impacts the number of bedrooms a particular housing type may have on student generation rates. As a result, Orange County entered into a contract with TischlerBise to update the student generation rate analysis. The new student generation rates were approved on May 19, 2015 and are shown in Attachment II.E.1. New rates from the 2014 Student Generation Rates for Orange County Schools and Chapel Hill-Carrboro School District Report are based on an inventory of recently built units from January 1, 2004 to December 31, 2013.

It should be noted that students are generated from new housing as well as from existing housing where new families have moved in. The CAPS system estimates new development impacts and associated student generation, but it is important to understand that student increases are a composite of both of these factors. This effect can be dramatic and can vary greatly between areas and districts where either new

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housing is dominant or new families move into a large inventory of existing housing stock.

5. *Recommendation:*

No change at this time.

TischlerBise Student Generation Rates – 2014

Chapel Hill/Carrboro Schools				
	0-3 Bedrooms	4 Bedrooms	5+ Bedrooms	Weighted Average
Single-Family Detached	0.61	0.84	1.13	0.84
	0-2 Bedrooms	3+ Bedrooms		Weighted Average
Single-Family Attached	0.27	0.42		0.38
Multifamily/Other	0.11	0.47		0.18
Manufactured Home	0.268	0.86		0.78
Weight Average for Chapel Hill/Carrboro School District				0.49

Orange County Schools				
	0-3 Bedrooms	4 Bedrooms	5+ Bedrooms	Weighted Average
Single-Family Detached	0.35	0.57	0.57	0.44
	0-2 Bedrooms	3+ Bedrooms		Weighted Average
Single-Family Attached	0.07	0.17		0.15
Multifamily/Other	0.08	0.67		0.17
Manufactured Home	0.67	0.47		0.52
Weight Average for Orange County School District				0.37

Source: Student Generation Rates for Orange County School District and Chapel Hill-Carrboro School District, TischlerBise, October 28, 2014
Revised May 7, 2015

III. Flowchart of Schools Adequate Public Facilities Ordinance Process

Abstract: The Schools Adequate Public Facilities Ordinance process has two distinct components:

A. Capital Investment Plan (CIP) (Process 1)

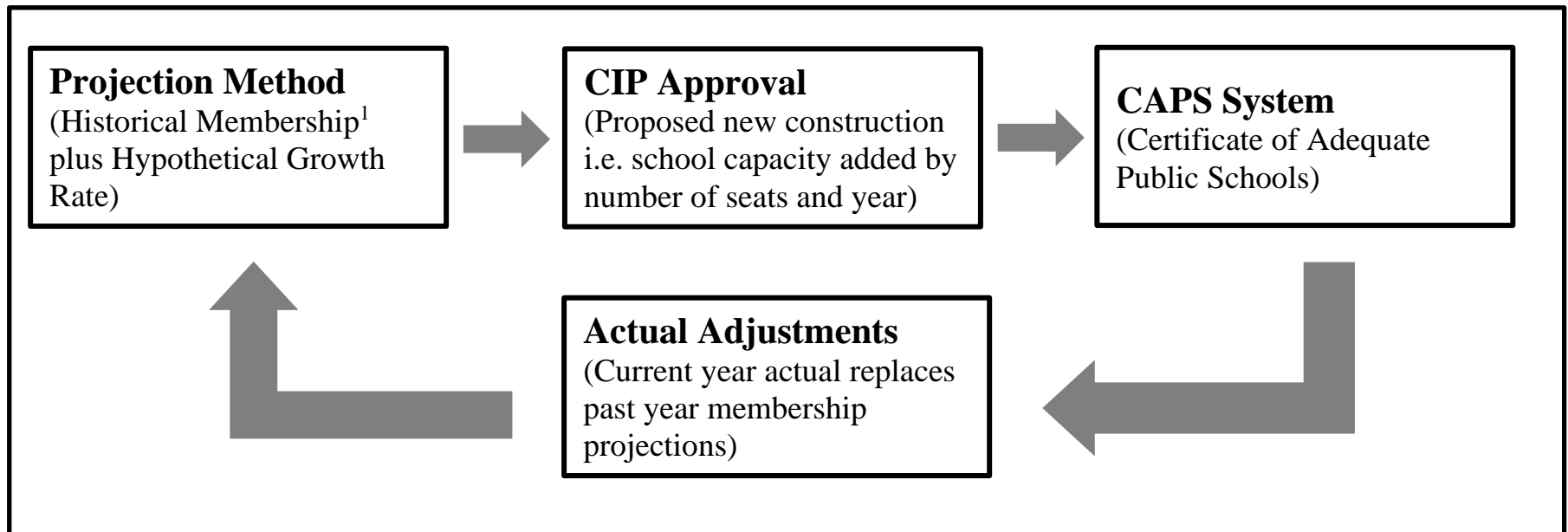
Timeframe: In November of each year, Student Membership and Building Capacity is transmitted from the school districts to the Orange County Board of Commissioners for consideration and approval and used in the following years CIP (e.g. November 15, 2020 membership numbers used to develop a CIP to be considered for adoption in June 2021).

Process Framework

1. SAPFOTAC projects future student membership from historical data, current membership and hypothetical growth rates from established methodologies.
2. School Districts and BOCC compare projections to existing capacity and proposed Capital Investment Plan.
3. SAPFOTAC forwards data and projections to all SAPFO partners.
4. School Districts develop Capital Investment Plan Needs Assessment during this process
5. The Capital Investment Plan work sessions and Public Hearings are conducted by the BOCC in the spring of each year.
6. The adoption of CIP that sets forth monies and timeframe for school construction (future capacity) by BOCC.

School Adequate Public Facilities Ordinance

Process 1 - Capital Investment Planning (CIP)



¹Historical Membership is a product of students generated from: (1) pre-existing/approved undeveloped lots where new housing is built, (2) existing housing stock with new families/children, and (3) newly approved housing development (in the future this component will be known as CAPS approved development).

²The only part of the CAPS System (i.e., computer spreadsheet subdivision tracking) that receives data from the Process 1 CIP includes the actual membership (November 15 of preceding CIP year) and new school capacity amount (seats) in a specific year pursuant to the CIP.

B. Schools Adequate Public Facilities Ordinance Certificate of Adequate Public Schools (CAPS) Update (Process 2)

Timeframe: The CAPS system is updated approximately November 15 of each year when the school districts report actual membership and ‘pre-certified’ capacity, whether it is CIP associated or prior ‘joint action’ agreement. ‘Joint action’ determinations of changes in capacity due to State rules or other non-construction related items are anticipated to be done prior to the November 15 capacity and membership reporting date. This update may reflect the Board of County Commissioners action on the earlier year Capital Investment Plan (CIP) as it affects capacity and addition of new actual fall membership. The Schools Adequate Public Facilities Ordinance Certificate of Adequate Public Schools (CAPS) stays in effect until the following year – (e.g.: November 15, 2005 to November 14, 2006).

New development is originally logged for a certain year. As the CAPS system is updated, each CAPS projection year is ‘absorbed’ by the actual estimate of a given year. Later year CAPS projections of the same development remain in the future year CAPS system accordingly. For example, if a 50-lot subdivision is issued a CAPS, 15 lots may be assigned to “Year 1,” 10 lots to “Year 2,” 10 lots to “Year 3,” 10 lots to “Year 4,” and 5 lots to “Year 5.” When “Year 1” is updated, the students generated from the 15 lots are absorbed by the actual estimate. The students generated in “Years 2, 3, 4, and 5” are held in the CAPS system and added to the appropriate year when the CAPS system is updated.

As previously noted in Section II.C, The City of Mebane is not a party to the SAPFO and does not require that CAPS be issued prior to approving development activities. Increasing development within this area of the county has the potential to encumber a significant portion of the available capacity within the Orange County School District. Although the SAPFO system is not formally regulated in Mebane, staff monitors development activity and when students enter the school system their enrollment is calculated and used in future school projection needs.

Please note that the two processes (CIP and CAPS) are on separate, but parallel tracks. However, the CIP does create a crossover of capacity information between the two processes. For example, the SAPFO system for both school districts that will be established / initiated /

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certified each year in November and is based on prior year created and/or planned CIP capacity and current school year membership. The SAPFOTAC report including new current year membership and projections are to be used for upcoming CIP development as noted in Process 1.

CIP Process 1 (for CIP 2021 - 2031)

November 2019 – June 2020 (using 2020 SAPFOTAC Report)

SAPFO CAPS Process 2 (for SAPFO System 2021 – 2022)

November 2020 - November 2021

School Adequate Public Facilities Ordinance

Process 2 - Certificate of Adequate Public Schools (CAPS) Allocation

2021 CAPS system is effective November 15, 2020 through November 14, 2021.

The system is updated with new membership, CIP capacity changes, and any other BOCC/School District joint action approved capacity prior to November 15, 2020. This information is received within 5 days of November 15 and posted within the next 15 days. This CAPS system recalibration is retroactive to November 15, 2020.

CAPS Allocation System

1. Certified Capacity
2. LOS Capacity
3. Actual Membership
4. Year Start Available Capacity
5. Ongoing Current Available Capacity (includes available capacity decreases from approved CAPS development by year)
6. CAPS approved development
 - a. Total units
 - b. Single Family¹
 - c. Other Housing¹

CAPS System²

$$AC = SC - (ADM + ND1 + ND2 + \dots)$$

$AC \geq 0$ - Issue CAPS

$AC < 0$ - Defer CAPS to later date

¹ Student Generation Rates from CAPS housing type create future membership estimate. Please note that this CAPS membership future estimate is different than the projection based on historical data and projection models used in the CIP process 1. This estimate only captures new development impact, which is the component that the SAPFO can regulate.

² AC – Available Capacity - Starts at Annual Update Capacity and reduces as CAPS approved development is entered into the system.
SC – Certified School Level Capacity
ADM – Average Daily Membership
ND – New Development; ND1 means first approved CAPS approved development

ARTICLE IV

PERMITS AND FINAL PLAT APPROVAL

PART IV. ADEQUATE PUBLIC SCHOOL FACILITIES (JULY 17, 2003)

Section 15-88 Purpose.

The purpose of this Part IV is to ensure that, to the maximum extent practical, approval of new residential development will become effective only when it can reasonably be expected that adequate public school facilities will be available to accommodate such new development.

Section 15-88.1 Certificate of Adequacy of Public School Facilities.

(a) Subject to the remaining provisions of this part, no approval under this ordinance of a conditional or special use permit for a residential development shall become effective unless and until Certificate of Adequacy of Public School Facilities (CAPS) for the project has been issued by the School District. Notwithstanding the foregoing, this subsection shall not apply to conditional use permits for residential developments less than five lots or dwelling units in the WR, B-5 and WM-3 zoning districts.

(b) A CAPS shall not be required for a general use or conditional use rezoning or for a master land use plan. However, even if a rezoning or master plan is approved, a CAPS will nevertheless be required before any of the permits or approvals identified in subsection (a) of this section shall become effective, and the rezoning of the property or approval of a master plan provides no indication as to whether the CAPS will be issued. The application for rezoning or master plan approval shall contain a statement to this effect.

(c) A CAPS must be obtained from the School District. The School District will issue or deny a CAPS in accordance with the provisions of the Memorandum of Understanding between Carrboro, Chapel Hill, Orange County, and the Chapel Hill Carrboro School District dated July 17, 2003.

(d) A CAPS attaches to the land in the same way that development permission attaches to the land. A CAPS may be transferred along with other interests in the property with respect to which such CAPS is issued, but may not be severed or transferred separately.

Section 15-88.2 Service Levels.

(a) This section describes the service levels regarded as adequate by the parties to the Memorandum of Understanding described in subsection (b) with respect to public school facilities.

(b) As provided in the Memorandum of Understanding between Orange County, Chapel Hill, Carrboro, and the Chapel Hill/Carrboro School District, adequate service levels for public schools shall be deemed to exist with respect to a proposed new residential development if, given the number of school age children projected to reside in that development, and considering all the factors listed in the Memorandum of Understanding, projected school membership for the elementary schools, the middle schools, and the high school(s) within the Chapel Hill/Carrboro School District will not exceed the following percentages of the building capacities of each of the following three school levels:

Elementary school level	<u>105%</u>
Middle school level	<u>107%</u>
High school level	<u>110%</u>

For the period of time beginning the effective date of this ordinance and terminating on the day on which the third high school within the Chapel Hill-Carrboro City School District is first attended by high school students, the determination by the Chapel Hill-Carrboro City School District that adequate service levels for public schools exist shall be made without regard to whether or not projected capacity of the High School level exceeds 110% of Building Capacity. On and after the day on which the third high school within the Chapel Hill-Carrboro City School District is first attended by high school students, determination by the Chapel Hill-Carrboro City School District that adequate service levels for public schools exist shall be made only if projected capacity of each school level does not exceed the following:

Elementary School	105% of Building Capacity
Middle School	107% of Building Capacity
High School	110% of Building Capacity

For purposes of this ordinance, the terms "building capacity" and "school membership" shall have the same meaning attributed in the Schools Adequate Public Facilities Memorandum of Understanding among the Towns of Carrboro, Chapel Hill, Orange County, and the Chapel Hill/Carrboro Board of Education.

Section 15-88.3 Expiration of Certificates of Adequacy of Public School Facilities.

A CAPS issued in connection with approval of a conditional or special use permit shall expire automatically upon the expiration of such permit approval.

Section 15-88.4 Exemption From Certification Requirement for Development with Negligible Student Generation Rates.

In recognition of the fact that some new development will have a negligible impact on school capacity, a CAPS shall not be required under the following circumstances:

- a. For residential developments restricted by law and/or covenant for a period of at least thirty years to housing for the elderly and/or adult care living and/or adult special needs;
- b. For residential developments restricted for a period of at least thirty years to dormitory housing for university students.

If the use of a development restricted as provided above changes, then before a permit authorizing such change of use becomes effective, a CAPS must be issued just as if the development were being constructed initially.

Section 15-88.5 Applicability to Previously Approved Projects and Projects Pending Approval.

(a) Except as otherwise provided herein, the provisions of this part shall only apply to applications for approval of conditional or special use permits that are submitted for approval after the effective date of this ordinance.

(b) The provisions of this part shall not apply to amendments to special or conditional use permit approvals issued prior to the effective date of this ordinance so long as the approvals have not expired and the proposed amendments do not increase the number of dwelling units authorized within the development by more than five percent or five dwelling units, whichever is less.

(c) The Board of Aldermen shall issue a special exception to the CAPS requirement to an applicant whose application for approval of a conditional or special use permit covers property within a planned unit development or master plan project that was approved prior to the effective date of this ordinance, if the Board of Aldermen finds, after an evidentiary hearing, that the applicant has (1) applied to the School District for a CAPS and the application has been denied, (2) in good faith made substantial expenditures or incurred substantial binding obligations in reasonable reliance on the previously obtained planned unit development or master plan approval, and (3) would be unreasonably prejudiced if development in accordance with the previously approved development or plan is delayed due to the provisions of this ordinance. In deciding whether these findings can be made, the Board of Aldermen shall consider the following, among other relevant factors:

- (1) Whether the developer has installed streets, utilities, or other facilities or expended substantial sums in the planning and preparation for installation of such facilities which were designed to serve or to be paid for in part by the development of portions of the planned unit development or master planned project that have not yet been approved for construction;
- (2) Whether the developer has installed streets, utilities, or other facilities or expended substantial sums in the planning and preparation for installation of such

facilities that directly benefit other properties outside the development in question or the general public;

(3) Whether the developer has donated land to the School District for the construction of school facilities or otherwise dedicated land or made improvements deemed to benefit the School District and its public school system;

(4) Whether the developer has had development approval for a substantial amount of time and has in good faith worked to timely implement the plan in reasonable reliance on the previously obtained approval;

(5) The duration of the delay that will occur until public school facilities are improved or exist to such an extent that a CAPS can be issued for the project, and the effect of such delay on the development and the developer.

(d) The decision of the Board of Aldermen involving a special exception application under subsection (c) is subject to review by the Orange County Superior Court by proceedings in the nature of certiorari. Any petition for review by the Superior Court shall be filed with the Clerk of Superior Court within 30 days after a written copy of the decision of the Board of Aldermen is delivered to the applicant and every other party who has filed a written request for such copy with the Clerk to the Board of Aldermen at the time of its hearing on the application for a special exception. The written copy of the decision of the Board of Aldermen may be delivered either by personal service or by certified mail, return receipt requested.

(e) The Mayor or any member temporarily acting as Mayor may, in his or her official capacity, administer oaths to witnesses in any hearing before the Board of Aldermen concerning a special exception.

Section 15-88.6 Appeal of School District Denial of a CAPS.

The applicant for a CAPS which is denied by the School District may, within 30 days of the date of the denial, appeal the denial to the Board of Aldermen. Any such appeal shall be heard by the Board of Aldermen at an evidentiary hearing before it. At this hearing the School District will present its reasons for the denial of the CAPS and the evidence it relied on in denying the CAPS. The applicant appealing the denial may present its reasons why the CAPS application should have, in its view, been approved and the evidentiary basis it contends supports approval. The Board of Aldermen may (1) affirm the decision of the School District, (2) remand to the School District for further proceedings in the event evidence is presented at the hearing before the Board of Aldermen not brought before the School District, or (3) issue a CAPS. The Board of Aldermen will only issue a CAPS if it finds that the CAPS should have been issued by the School District as prescribed in the Memorandum of Understanding among the School District, Orange County and the towns of Carrboro and Chapel Hill. A decision of the Board of Aldermen affirming the School District may be appealed by the applicant for a CAPS by

proceedings in the nature of certiorari and as prescribed for an appeal under section 15-88.5 of this part.

Section 15-88.7 Information Required From Applicants.

The applicant for a CAPS shall submit to the School District all information reasonably deemed necessary by the School District to determine whether a CAPS should be issued under the provision of the Memorandum of Understanding. An applicant for a CAPS special exception or an applicant appealing a CAPS denial by the School District shall submit to the Board of Aldermen all information reasonably deemed necessary by the Board of Aldermen to determine whether a special exception should be granted as provided in Section 15-88.5 or for the hearing of an appeal of a School District denial of a CAPS as provided in Section 15-88.6. A copy of a request for a CAPS special exception or of an appeal of a School District denial of a CAPS shall be served on the superintendent of the School District. Service may be made by personal delivery or certified mail, return receipt requested.

Section 15-89 through 15-90 Reserved.

SCHOOLS ADEQUATE PUBLIC FACILITIES MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is entered into this 17 day of July, 2003, by and between the Town of Carrboro, the Town of Chapel Hill, the Chapel Hill-Carrboro City Board of Education (the "School District") and Orange County.

WHEREAS, the portion of Orange County, served by the Chapel Hill/Carrboro School System has for the past decade been experiencing rapid growth in population; and

WHEREAS, this growth, and that which is anticipated, creates a demand for additional school facilities to accommodate the children who reside within new developments; and

WHEREAS, the responsibility for planning for and constructing new school facilities lies primarily with the Chapel Hill/Carrboro School Board, with funding provided by Orange County; and

WHEREAS, Chapel Hill, Carrboro, Orange County and the Chapel Hill School District, have recognized the need to work together to ensure that new growth within the School District occurs at a pace that allows Orange County and the School District to provide adequate school facilities to serve the children within such new developments;

WHEREAS, the parties have worked cooperatively and developed a system wherein school facilities are currently adequate to meet the needs of the citizens of the county and will continue to maintain a Capital Investment Plan (CIP) that is financially feasible and synchronized with historical growth patterns;

NOW, THEREFORE, the parties to this Memorandum hereby agree as follows:

Section 1. The parties will work cooperatively to develop a realistic Capital Improvement Plan for the construction of schools such that, from the effective date of this Memorandum, school membership within each school level (i.e. elementary, middle or high) does not exceed the following:

Elementary School	105% of Building Capacity
Middle School	107% of Building Capacity
High School	110% of Building Capacity

- a. For purposes of this Memorandum, the term "school membership" means the actual number of students attending school as of November 15 of each year. The figure is determined by considering the number of students enrolled (i.e. registered, regardless of whether a student is no longer attending school) and making adjustments for withdrawals, dropouts, deaths, retentions and promotions. Students who are merely absent from

class on the date membership is determined as a result of sickness or some other temporary reason are included in school membership figures. Each year the School District shall transmit its school membership to the parties to this agreement no later than five (5) school days after November 15. Within fifteen (15) school days after receiving the school membership calculations from the School District, the Board of County Commissioners shall approve the School District's school membership calculations.

- b. For purposes of this Memorandum, "building capacity" will be determined by reference to State guidelines and the School District guidelines (consistent with CIP School Construction Guidelines/policies developed by the School District and the Board of County Commissioners) and will be determined by a joint action of the School Board and the Orange County Board of Commissioners. As used herein the term "building capacity" refers to permanent buildings. Mobile classrooms and other temporary student accommodating classroom spaces are not permanent buildings and may not be counted in determining the school districts building capacity. The School District shall transmit its building capacity to the parties to this agreement no later than five (5) school days after November 15. Within fifteen (15) school days after receiving the building capacity calculations from the School District, the Board of County Commissioners shall approve the School District's building capacity calculations.
- c. Prior to the adoption of the ordinances referenced in Section 2, the parties shall reach agreement on the following:
 - (i) A Capital Improvement Program (CIP) that will achieve the objectives of this Memorandum;
 - (ii) A projected growth rate for student membership within the School District's three school levels during the ten year life of the CIP;
 - (iii) A methodology for determining the projected growth rate for student membership; and
 - (iv) The number of students at each level expected to be generated by each new housing type (i.e., the "student generation rate").
- d. After the adoption of the ordinances referenced in Section 2, the Orange County Board of Commissioners may change the projected student membership growth rate, the methodology used to determine this rate, or the student generation rate if the Board concludes that such a change is necessary to predict growth more accurately. Before making any such change, the Board shall receive and consider the recommendation of a staff committee consisting of the planning directors of the Town(s) and the County and a representative of the School District appointed by the Superintendent. The committee shall provide, in a timely manner, a copy of its recommendation to the governing boards of the other parties to this memorandum at the time it provides such recommendation to the Board of

Commissioners and the Board of Commissioners shall provide an opportunity for those governing Boards to comment on the recommendation. In making its recommendation, the committee shall consider the following, and in making its determination, the Board of Commissioners shall consider the following:

- (i) The accuracy of the methodology and projected growth rate then in use, in projecting school membership for the current school year;
- (ii) The accuracy of the student generation rate then in use in predicting the number of students at each level actually generated by each new housing type;
- (iii) Approval of and issuance of CAPS for residential developments that, individually or collectively, are of sufficient magnitude to alter the previously agreed upon school membership growth projections; or
- (iv) Other trends and factors tending to alter the previously agreed upon projected growth rates.

If any such change is made in the projected growth rate, the methodology for determining this rate, or the student generation rate, the Orange County Board of Commissioners shall inform the other parties to this Memorandum prior to February 1st in any year in which such change is intended to become effective what change was made and why it was necessary.

- e. The Orange County Board of Commissioners shall provide a copy of the updated CIP to each of the parties to the Memorandum as soon as it is revised, annually or otherwise.

Section 2. The towns and the county will adopt amendments to their respective ordinances, conceptually similar to that attached hereto as Exhibit A, to coordinate the approval of residential developments within the School District with the adequacy of existing and proposed school facilities.

Section 3. The following process shall be followed by the School District to receive and take action upon applications for Certificates of Adequacy of Public School Facilities ("CAPS") submitted by persons who are required by an implementing ordinance conceptually similar to that attached as Exhibit A to have such certificates before the development permission they have received from the town or county becomes effective.

- a. On November 15th of each year, the School District shall calculate the building capacity of each school level and the school membership of each school level as of November 15th of that year. Also on November 15th of each year, the School District shall calculate the projected building capacity for each school level and the projected school membership for

each school level as of November 15th in each of the following ten years. These calculations shall be made in accordance with the provisions of Section 1.a and Section 1.b. and also in accordance with the remaining provisions of this section.

- b. On November 15th of the year in which the calculation above is made, the school building capacity numbers and the school membership numbers as of November 15th of that year are known figures (i.e. not projections). The twelve month period beginning on November 15th of the year in which the calculation is made and ending on November 14th of the following year is referred to as the "base year."
- c. Projections of school building capacity as of November 15th in each of the ten years following the base year shall be derived from the following:
 - (i) A calculation of the existing building capacity within each school level;
 - (ii) The anticipated opening date of schools under construction;
 - (iii) The anticipated opening date of schools on the ten-year CIP for which funding has been committed by the Board of Commissioners as a result of an approved bond issue, an approved installment purchase agreement, or otherwise; and
 - (iv) The anticipated closing dates of any schools within the School District.
- d. In the first year in which the ordinance adopted pursuant to this Memorandum becomes effective, school membership figures as of November 15th in each of the succeeding ten years shall initially be assumed to be the same school membership figures as are determined for the base year. As CAPS are issued during the base year, school membership figures for the base year and succeeding years shall be modified to reflect the additional students from the developments for which CAPS are issued.
- e. On each November 15th following the first year in which the ordinance adopted pursuant to this Memorandum becomes effective, school membership figures as of November 15th in each of the succeeding ten years shall be determined by adding to the school membership figures for the base year the number of students projected to be added to the schools in each successive year by developments for which CAPS have been issued in accordance with this section.
- f. When an application for a CAPS is submitted, the School District shall determine the impact on school membership for each school level as of November 15th in each year of the period-during which the development is expected to be adding new students to the school system as the result of such new construction. In making this determination, the School District shall rely upon the figures established under Section 1 of this Memorandum as to the number of students at each level expected to be generated by each housing type, and data furnished by the applicable

planning department as to the expected rate at which new dwellings within developments similar in size and type to the proposed development are likely to be occupied. Notwithstanding the foregoing, if, upon request of the applicant, the planning jurisdiction approving the development imposes enforceable conditions upon the development (such as a phasing schedule) to limit the rate at which new dwellings within the development are expected to be occupied, then the School District shall take such limitations into account in determining the impact of the development on school membership.

- g. The School District shall determine the amount of available capacity in each school level as of November 15th in the base year and each November 15th of the succeeding ten years by subtracting from the building capacity numbers for each of those years the student membership numbers for each of those years. The results shall then be compared with the number of students expected to be added to each school level as of November 15th in each year (as determined in accordance with subsection 3.f above). The School District shall make that information known to the parties to this agreement within 15 days of the comparison. If the School District determines that the projected remaining capacity of each school level is sufficient to accommodate the proposed development without exceeding the building capacity levels set forth in Section 1 of this Memorandum then the School District shall issue the CAPS. If the School District determines that the projected capacity of each school level is not sufficient to accommodate the proposed development without exceeding the building capacity levels set forth in Section 1, then the School District shall deny the CAPS. If a CAPS is denied, the applicant may seek approval from the appropriate planning jurisdiction of such modifications to the development as will allow for the issuance of a CAPS, and then reapply for a CAPS.
- h. The School District shall issue CAPS on a "first come first served" basis, according to the date a completed application for a CAPS is received. If projected building capacity is not available and an application for a CAPS is therefore denied, the development retains its priority in line based upon the CAPS application date.

- Section 4. A CAPS issued in connection with approval of a subdivision preliminary plat, minor subdivision final plat, site plan, or conditional or special use permit shall expire automatically upon the expiration of such plat, plan, or permit approval.
- Section 5. The towns and the county will provide to the School District all information reasonably requested by the School District to assist the District in making its determination as to whether the CAPS should be issued.
- Section 6. The School District will use its best efforts to construct new schools and permanent expansions or additions to existing schools in accordance with the CIP.
- Section 7. Orange County will use its best efforts to provide the funding to carry out the Capital Improvement Plan referenced in Section 1 above.

Section 8. In recognition of the fact that some new development will have a negligible impact on school capacity, a CAPS shall not be required under the following circumstances:

- a. For residential developments restricted by law and/or covenant for a period of at least thirty years to housing for the elderly and/or adult care living and/or adult special needs;
- b. For residential developments restricted for a period of at least thirty years to dormitory housing for university students.

If the use of a development restricted as provided above changes, then before a permit authorizing such change of use becomes effective, a CAPS must be issued just as if the development were being constructed initially.

Section 9. The parties acknowledge that this Memorandum of Understanding is not intended to and does not create legally binding obligations on any of the parties to act in accordance with its provisions. Rather, it constitutes a good faith statement of the intent of the parties to cooperate in a manner designed to meet the mutual objective of all the parties that the children who reside within the School District are able to attend school levels that satisfy the level of service standards set forth herein.

The Town of Carrboro and the Town of Chapel Hill intend to remain committed to the MOU only as long as Orange County continues to execute the CIP as agreed in the MOU. If the Carrboro Board of Aldermen finds Orange County is no longer in compliance with the CIP as outlined in the MOU, the Town of Carrboro will no longer consider itself bound by this MOU and may consider repealing the Ordinance referenced in Section 2 of this MOU. If the Chapel Hill Town Council finds Orange County is no longer in compliance with the CIP as outlined in the MOU, the Town of Chapel Hill will no longer consider itself bound by this MOU and may consider repealing the Ordinance referenced in Section 2 of this MOU.

This the 17 day of July, 2003.

TOWN OF CARRBORO

By: Michael R. Niles
Mayor

Attest:

Town Clerk



TOWN OF CHAPEL HILL

SEAL

By: [Signature]
Mayor

Attest:

[Signature]
Town Clerk



Attest:

[Signature]
Secretary

THE CHAPEL HILL-CARRBORO
BOARD OF EDUCATION

By: [Signature]
Chair



ORANGE COUNTY

By: [Signature]
Chair, Board of Commissioners

Attest:

[Signature]
Clerk to the Board of Commissioners

lsg:orangecounty\mou for chcs cb version with geg chgs clean.doc



Town of Carrboro

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

Agenda Item Abstract

File Number:21-112

Agenda Date: 4/13/2021

File Type:Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Town Council Discussion of Possible Amendments to the Town of Carrboro Advisory Board Recruitment and Appointment Policy

PURPOSE: The purpose of this item is to allow the Town Council to discuss requested changes by Council Member Slade policy as it relates to recruitment and appointments to advisory boards.

DEPARTMENT: Town Clerk

CONTACT INFORMATION: Cathy Dorando

INFORMATION: Town Council asked that staff schedule this item for discussion during their April 6, 2021 meeting. Council Member Slade has requested certain language amendments regarding ethnicity and his email is attached.

FISCAL & STAFF IMPACT: There is no fiscal or staff impact associated with this agenda item.

RECOMMENDATION: Staff recommends that the Town Council discuss this item.

Composition

The Town of Carrboro Town Council shall appoint all voting and non-voting members to boards. The Town Council shall endeavor to appoint members who represent the ethnic, cultural, demographic, and geographic diversity of the community. The Town Council has a goal of promoting racial and ethnic diversity on advisory boards. To the extent possible, the Town Clerk will bring forth applications that will expand the racial and ethnic composition of the existing advisory board. If no applications exist that will expand the racial or ethnic diversity of the advisory board, the Town Clerk shall notify the Town Council of the lack of racial or ethnic diverse applicants and at such time request that the Town Council work to recruit additional applicants. If the advisory board must have appointments due to membership numbers resulting in a lack of quorum, the Town Clerk shall bring forth applications regardless of the racial and ethnic diversity of applicants and request that the Town Council make the appointments. The Town Council should consider the following when making appointments:

- Address
- Neighborhood/Geographic location
- Date of Birth
- Length of Residence in Carrboro
- Gender
- Race
- Ethnicity
- Occupation
- Advisory Board Service
- Experience/Skill Set/Expertise
- Community Activities/Involvement/Organizations

Catherine Dorando

From: Sammy Slade
Sent: Tuesday, March 2, 2021 9:41 AM
To: council
Cc: publicemail
Subject: Advisory board recruitment and appointment policy

All,

In the interest of better achieving our stated goal of diversifying our advisory boards and making them look more like the demographic of Carrboro, I will be requesting tonight, during matters by the board, that Cathy bring back to us for our next meeting the following modifications to our advisory board recruitment and appointment policy (changes are in bold and italicized):

The Town of Carrboro Town Council shall appoint all voting and non-voting members to boards. The Town Council shall endeavor to appoint members who represent the ethnic, cultural, demographic, and geographic diversity of the community. The Town Council has a goal of promoting racial, ***ethnic and socioeconomic*** diversity on advisory boards. To the extent possible, the Town Clerk will bring forth applications that will expand the racial, ***ethnic, and socioeconomic*** composition of the existing advisory board. If no applications exist that will expand the racial, ***ethnic or socioeconomic*** diversity of the advisory board, the Town Clerk shall notify the Town Council of the lack of racial, ***ethnic or socioeconomic*** diverse applicants and at such time request that the Town Council work to recruit additional applicants. If the advisory board must have appointments due to membership numbers resulting in a lack of quorum, the Town Clerk shall bring forth applications regardless of ***the*** racial, ***ethnic or socioeconomic*** diversity of applicants and request that the Town Council make the appointments. The Town Council should consider the following when making appointments:

- Address
- Neighborhood/Geographic location
- Date of Birth
- Length of Residence in Carrboro
- Gender
- Race
- ***Ethnicity***
- ***Income***
- Occupation
- Advisory Board Service

- Experience/Skill Set/Expertise
- Community Activities/Involvement/Organizations

I hope you share with me an understanding of the need for these changes. Please feel free to call me if you would like to discuss.

Sammy Slade
Council Member
Carrboro, Nc
919-951-5200