

January 2021

DRAFT



Long-Term Recovery and Transformation Plan

Orange County, North Carolina





THIS IS A DRAFT PLAN

What Does That Mean?

The Orange County Long-Term Recovery Group has worked together with community members and recovery stakeholders across the region to build this **Draft** Long-Term Recovery and Transformation Plan. This plan is presented as a draft for review so that the public can provide input on the plan before it is finalized and published.

After the public review period, the Long-Term Recovery Group will edit the plan to include the community's feedback and create a final version that reflects Orange County's path forward for recovering from the coronavirus disease 2019 (COVID-19) pandemic. The current version is a draft in development, so there are pieces that are incomplete, and the content will change to accommodate guidance from organizations and practitioners that will help implement the plan once it is complete.

What Other Edits Will Be Made?

To provide a document that is standardized and easier to read, not all feedback received was added to this plan. Feedback from the following areas has not been integrated in the current draft:

- Identification of leads, partners, and potential funding sources for initiatives; identified leads within the plan currently are preliminary, and subject to change.
- Additional information about ongoing efforts and existing programs that align with initiatives.
- Implementation considerations for initiatives.

How Can I Help?

Your feedback is vital to ensuring that this draft plan is revised into a functional guiding document for Orange County's recovery and transformation after the COVID-19 pandemic. As you review, keep in mind that this document is still under development and is actively being refined by key recovery stakeholders and community leaders. If you have additional information or considerations about the content in the plan, use the [Public Comment Form](#) to provide your feedback. **Your input is an essential step toward our community's recovery!**



How Will Initiatives Be Presented in the Final Plan?



Strategy X.X: [Strategy Title.]

[A short description of the strategy.] Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque pellentesque iaculis ligula, eu tincidunt purus interdum a. Phasellus sit amet ipsum finibus, fringilla tortor non, laoreet massa.

Initiative X.X.X

[The name of the initiative.]

Initiative Lead(s)

[A bulleted list of the lead organization(s) for the initiative.]

- Fusce Iaculis

Initiative Partner(s)

[A list of partner organizations for the initiative.]

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- Adipiscii
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Implementation Approach

[A brief description of context, considerations, and relevant existing efforts.] Lorem ipsum dolor sit amet, consectetur adipiscing elit. Quisque pellentesque iaculis ligula, eu tincidunt purus interdum a. Phasellus sit amet ipsum finibus, fringilla tortor non, laoreet massa.

Potential Funding

[An overview of relevant existing funding programs.] Quisque pellentesque iaculis ligula, eu tincidunt purus interdum a. Phasellus sit amet ipsum finibus, fringilla tortor non, laoreet massa.

Value to the Community

[A summary of how the initiative will support community recovery.]

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Initiative X.X.Y

[The name of the initiative.]

LEAD

Economic Recovery
Support Function

PARTNERS

- Economic Development Boards
- Chambers of Commerce

STRATEGY PRIORITIZATION

High Priority

Goals



Community Applicability

- Urban Communities
- Rural Communities
- Municipalities
- Region-Wide



EXECUTIVE SUMMARY

The Orange County Long-Term Recovery and Transformation Plan provides the framework for how Orange County will direct its recovery from the coronavirus disease 2019 (COVID-19) pandemic in a way that is equitable and meets the needs of the whole community. The COVID-19 pandemic has impacted communities across the world, affecting public health, economic stability, and social support networks. As operations transition from response to recovery, unified guidance and overarching goals will help direct recovery efforts to ensure that they ultimately reflect the community's needs. This will allow the recovery process to not only be an opportunity to restore the community, but also to build a more resilient community together.

The scope of this plan is focused on long-term recovery actions and is not intended to cover response. This means that the plan does not directly address measures necessary to stop the spread of COVID-19 or end the pandemic. Rather, the plan outlines steps that will be taken to address the long-term effects of the pandemic. While response and recovery efforts will overlap, the intent of this plan is not to address actions to respond to the pandemic.

This plan was intentionally developed to meet the needs of the community, with an emphasis on the needs of those more severely impacted by the pandemic. Orange County faced severe and far-reaching challenges due to the COVID-19 pandemic, impacting all members of the community. However, some community members, such as communities of color, immigrant and refugee populations, and other historically underserved groups, were more acutely impacted by the pandemic. To capture the input of the whole community, the plan development process involved several community engagement efforts and venues for public input. Outreach efforts sought to engage all community members, but also included targeted measures to increase information sharing and feedback collection with historically underserved communities. In addition, the plan was built in collaboration with those community organizations and municipal governments who will be responsible for implementing the recovery activities outlined in the plan to ensure that the plan is feasible and functional.

The plan provides introductory content, context on the planning process, and information about how equity was incorporated throughout the plan. The activities critical to community recovery are organized into strategies (general objectives to meet the community's recovery goals) and initiatives (specific actions that fulfill strategies). Strategies and initiatives are described in detail in the plan, along with information about the lead and partner organizations for implementation, recommended implementation approach, potential funding, and value to the community for each initiative. Plan annexes supplement plan content in areas such as how community input was integrated in the plan and how strategies were prioritized. Altogether, the Long-Term Recovery and Transformation Plan provides the roadmap for how Orange County will recover from the COVID-19 pandemic in a way that reflects community needs and creates a stronger, more equitable community.



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INTRODUCTION

Plan Purpose

The purpose of this plan is to help the County navigate the challenges of recovery from the coronavirus disease 2019 (COVID-19) pandemic. The plan describes the actions necessary to address the needs of *all*¹ Orange County residents while transforming the County to become more resilient and equitable than it was before. To help guide Orange County through recovery from COVID-19, the County formed a Long-Term Recovery Group and assembled Recovery Support Functions with local government entities, non-profit organizations, and critical stakeholders for the County's recovery. The culmination of this planning effort is captured within this plan and identified equity considerations have been woven throughout, from equitable public engagement to initiatives gathered from Community Leader Meetings.

Event Overview

In January 2020, the United States had its first confirmed case of COVID-19 in Washington State. The State of North Carolina reported its first confirmed case on March 3, 2020. A little over a month later, on April 10, 2020, the first case in Orange County, North Carolina, was reported in a long-term care facility. By late July 2020, Orange County alone had over 1,200 confirmed cases. COVID-19 spread rapidly and presented symptoms unparalleled by earlier viruses, catching municipalities, states, and the federal government by surprise. Although the overall fatality rate remains low compared to previous pandemics like the Bubonic Plague, the virus has proved deadly for those with pre-existing health conditions and older adults. To reduce the deadly impacts of COVID-19, the State of North Carolina, along with most other states, restricted non-essential businesses and activities.

Orange County experienced numerous social, economic, and health impacts from COVID-19, as identified through various engagement efforts in the planning process, including the initial

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



Impact Assessment. The following key insights are examples of COVID-19 impacts in Orange County identified by the Impact Assessment²:

- According to available data, African American and Latinx communities have been disproportionately impacted by COVID-19 in Orange County.³⁴ The Impact Assessment identified the following racial disparities in COVID-19 transmission:
 - Black communities are contracting COVID-19 at disproportionate rates in Orange County, mirroring a similar trend across the United States. While white residents make up 78% of the population in Orange County, they represent 37% of COVID-19 cases, but Black communities make up 11% of the population and account for 17% of the County's COVID-19 cases.
 - Latinx communities are the most disproportionately impacted by COVID-19 of all races and ethnicities in Orange County, making up only 8.6% of the population but accounting for 35% of COVID-19 cases.
 - Pre-existing health conditions can create compounding risk for individuals exposed to the virus. Significant portions (more than 40%) of the County's Black and white populations have underlying health conditions that can translate to worse outcomes if they are infected with COVID-19; but these underlying health issues are more prevalent among Black residents, so they face higher risk of contracting the disease and developing serious complications as a result.
- Most individuals who contract COVID-19 in Orange County are under the age of 49 and a large population of positive cases are under the age of 30.
- Unemployment was lower in Orange County than the national average, potentially due to its large educational and medical sectors.

² To learn more about the impact of COVID-19 on Orange County, please refer to the **Impact Assessment Key Findings Annex** attached to this plan or visit **orangencforward.org** to view the full Impact Assessment. To learn more about Orange County's current COVID-19 status, visit the **COVID-19 dashboard**.

³ Given the disproportionate impacts of COVID-19 on communities of color, the Long-Term Recovery and Transformation Plan is intended to prioritize and give special attention to those communities.

⁴ Note the following demographic data considerations: any demographic groups with very small numbers have been suppressed to protect patient confidentiality; we are missing race and ethnicity data for between 15 – 25 % of confirmed cases; and there are likely many unreported cases of COVID-19 in Orange County that could impact these findings if reported.



- University of North Carolina Chapel Hill is a large economic driver in Orange County and COVID-19 threatens the viability of student and visitor spending as economic stimulus.
- Orange County has an inflated cost of living and limited affordable housing, which was exacerbated by unemployment and economic turbulence resulting from COVID-19.

Plan Scope

The plan is broken up into seven categories: Economic; Health; Human Services; Housing; Natural and Cultural Resources; Community Planning and Capacity Building; and Public Information and Intergovernmental Affairs. Each category also has an associated Recovery Support Function composed of relevant organizations and groups within Orange County that support the implementation of strategies and initiatives identified within the category (see **Planning Process** for definitions of strategies and initiatives). The goals of each section are as described in **Figure 1**. Learn more about the Recovery Support Function structure in **Annex H**.



Figure 1: Orange County Recovery Support Functions



Members of each Recovery Support Function should utilize the Long-Term Recovery and Transformation Plan as a reference and roadmap for the implementation of recovery initiatives. The plan is intended to provide actionable initiatives that Recovery Support Functions can utilize in recovery from COVID-19 and transformation for a more resilient and equitable future. The public may reference this plan to learn more about the impact of COVID-19 on their community and gain awareness about the recovery planning process undertaken by Orange County and its municipalities.

Transformation

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



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

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

PLANNING PROCESS

Planning Terms

The Orange County Long-Term Recovery and Transformation Plan is composed of goals, strategies, and initiatives to assist Orange County in their recovery from COVID-19. Taken together, the goals and initiatives will help achieve the plan’s Guiding Vision.

Figure 2 below shows how the Guiding Vision interacts with the other pieces of the plan.

Figure 2: Long-Term Recovery and Transformation Plan Structure



Guiding Vision

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

Goals

The Orange County Long-Term Recovery and Transformation Goals were identified through the public engagement efforts (detailed in the **Equitable Community Engagement** section



below); they were further refined through Recovery Support Function Focus Groups. The Long-Term Recovery and Transformation Goals are intended to provide overarching criteria that strategies and initiatives are built to achieve and to serve as the guideposts for all Strategies and Initiatives.



Address the fundamental needs of all residents.

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



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

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



Promote a dynamic, equitable, and sustainable economy.

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



Streamline access to community-based resources.

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



Combat the negative effects of social distancing.

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

Strategies

The Long-Term Recovery and Transformation Strategies are big picture objectives that were built to achieve overarching Long-Term Recovery and Transformation Goals; they begin addressing



some of the more specific concerns voiced by respondents in the Community Values Survey, Recovery Support Function Focus Groups, Visioning Workshop, and Community Leaders Meetings, and provide a framework to categorize more actionable initiatives.

Initiatives

The Long-Term Recovery and Transformation Initiatives are designed to provide granular and actionable tactics through which Orange County can address strategies, and ultimately achieve the Long-Term Recovery and Transformation Goals and Guiding Vision. The initiatives will provide guidance on how they should be implemented, responsible parties, potential funding sources, measures to track progress, and a summary of the value to the community.

Each initiative will include the following components:

- **Leads:** Agencies, organizations, non-profits, and other stakeholders that will be responsible for implementing the initiative and its outlined activities.
- **Partners:** Agencies, organizations, non-profits, and other stakeholders that will support the implementation of the initiative and its outlined activities.
- **Implementation Approach:** Specific tools (e.g., research, activities, policies) and process recommendations to implement and evaluate initiatives.
- **Potential Funding:** Potential funding sources to aid in the implementation of each initiative.
- **Value to the Community:** Summary of how the initiative supports community recovery and transformation and the benefits the initiative is intended to provide to the community.

Plan Implementation

Implementation of the plan goals, strategies, and initiatives will be a whole community effort. While some strategies and initiatives can be implemented collaboratively, others are inherently unique and will likely look different across the County's municipalities and other communities. Certain plan initiatives may be a continuation of existing programs and therefore may have extensive resources and networks, while other initiatives may need to be kickstarted and built from the ground up. Municipalities across Orange County will need to evaluate the plan's strategies and initiatives to determine how they can most effectively be operationalized to meet the needs of their community members. In addition to the local-level implementation processes that will take place, the plan provides an overall structure for implementation to ensure clear understanding of overall responsibilities for oversight and plan execution.

Each strategy in the plan assigns one or more Recovery Support Functions as its lead. Recovery Support Function leads will provide coordination and support for their assigned strategy, working together with other Recovery Support Functions and individual community organizations to monitor and enact the strategy. In addition, each initiative will have a community organization



assigned as its lead. These local leads will be responsible for the day-to-day activities to achieve their initiative and will work with community partners and Recovery Support Function leads. Each initiative contains recommendations for implementation to support initiative leads. This structure will create a network of accountability and support for the implementation of the plan's strategies and initiatives.

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

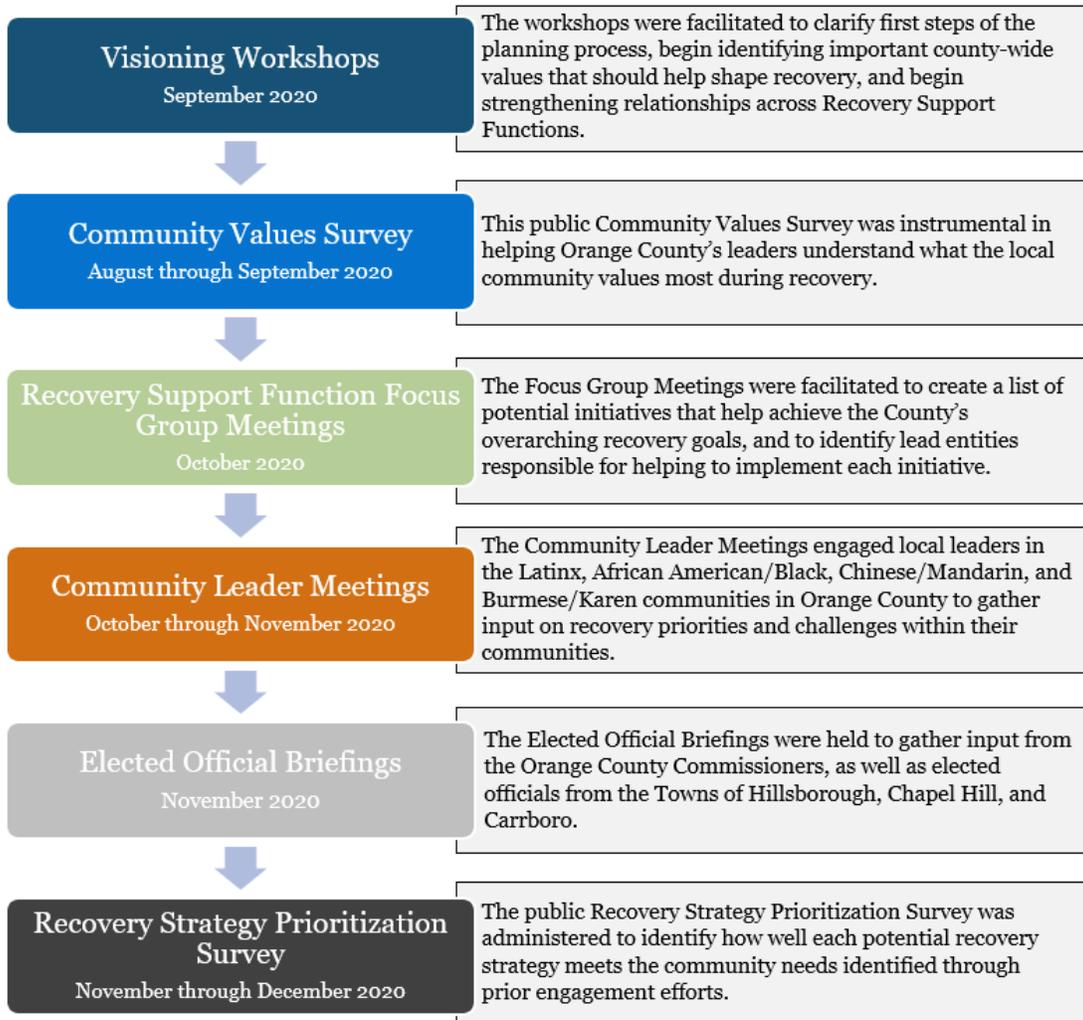


EQUITABLE COMMUNITY ENGAGEMENT

To align with the plan’s Guiding Vision and to honor Orange County’s efforts to improve racial equity within the County, ensuring the equitability of community engagement throughout the planning process has been paramount.

As identified through various engagement efforts, detailed in **Figure 3**, marginalized communities within Orange County were not successfully reached through an online survey, perhaps due to language barriers and inequities in access to technology and additional resources. To increase the diversity of feedback, the Recovery Planning Team conducted the following engagement activities.

Figure 3: Engagement Activity Timeline





The Recovery Planning Team facilitated 90-minute meetings outside working hours with Community Leaders in the Latinx, Mandarin-Chinese, African American, and Burmese and Karen communities within Orange County to gather their input on challenges faced by their communities during COVID-19 and recovery initiatives that could help address those challenges. Latinx, Mandarin-Chinese, and African American communities were engaged specifically, as the largest non-white communities within Orange County. The Burmese and Karen communities was engaged as the largest refugee population in Orange County.

The Recovery Planning Team encouraged diverse participation in the public surveys through translation into non-English languages (i.e., Spanish, Mandarin, Burmese and Karen), and targeted outreach to communities of color. Survey responses were disproportionately from white individuals, and the Recovery Planning Team responded by engaging organizations in the County with pre-existing relationships and engagement with communities of color in Orange County to perform additional targeted outreach.

[Additional content related to engagement of refugee communities to be included.]



PLAN OVERVIEW

The following overview provides a list of Recovery Support Functions (i.e., economic, housing), and associated strategies. Initiatives under each strategy will be presented in the following pages of the Plan Overview.

1

Economic

- Promote safe economic recovery.
- Create systems, networks, and programs to support small business.
- Stimulate local economic growth.

2

Health

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

3

Human Services

- Promote availability of job opportunities that provide living wages or promote increased quality of life.
- Streamline public access to government resources or information across jurisdictions.

4

Housing

- Incentivize the development of new and inclusive affordable and accessible housing.
- Rehabilitate, improve safety, and ensure the affordability of existing housing.
- Ensure continuation of and streamlined access to emergency housing assistance.

5

Natural and Cultural Resources

- Prevent the erosion of natural and cultural resources.
- Support sustainable local agriculture systems.
- Provide virtual or safe/socially distanced recreational opportunities for all residents.

6

Community Planning and Capacity Building

- Promote climate change mitigation efforts.
- Build collaborative programs between government and academia.

7

Public Information and Intergovernmental Affairs

- Support open lines of communication between the public and government.
- Promote equitable public engagement in planning processes.

1

ECONOMIC

Promote safe economic recovery.

- Loosen restrictions on pop-up markets for art, performances, street theatre, and farmers markets to enable greater access/use of public spaces.
- Educate the community about economic recovery efforts, communicate the value of economic development, and communicate why certain projects and efforts will benefit the community.
- Provide personal protective equipment to galleries and small businesses.
- Create an inventory of arts producers, artists, and craftspeople and link them with existing resources.
- Develop collaborative marketing strategies to bring new business and growth to the County.
- Build consumer confidence, particularly in service-based industries through marketing, policy, and funding support.
- Create a joint fund between all Orange County municipalities to support future disaster response and recovery efforts.

Create systems, networks, and programs to support small businesses.

- Develop free training and resources for businesses owned by people of color.
- Promote equitable capitalization of businesses owned by people of color.
- Create a registry of small businesses, including demographic data, to inform targeted technical assistance to better support businesses owned by people of color.
- Provide technical support and business mentorship to small business owners, including e-commerce and other emerging industries.
- Develop systems to connect people to job opportunities.
- Create a centralized database of resources and information for local businesses.
- Establish a website or marketing campaign to solicit and obtain information to better understand the landscape of small business needs across demographic and geographic areas.
- Identify policies that present barriers to starting and expanding home-based businesses.

Stimulate local economic growth.

- Engage economic development practitioners in recovery planning conversations to understand what changes are working well in the pandemic and to share best practices around potential long-term, permanent changes.
- Coordinate across the County to create a universal approach to marketing the County as the place to grow and start a business.
- Identify and develop targeted training programs for strong or emerging industries and market opportunities for existing and prospective residents.
- Evaluate barriers to in-person consumer activity in the County and establish plans to address those barriers (i.e., parking fees, parking availability, transportation).
- Examine barriers to innovation and market access and provide resources to help eliminate these barriers.

2

HEALTH

Continue monitoring, testing, and eradicating COVID-19.

- Continue efforts to test symptomatic and asymptomatic individuals for COVID-19 for free or low cost.
- Advertise information about testing locations, hours, cost, and accessibility to the non-native English-speaking communities within the County.
- Conduct COVID-19 surveillance testing for K-12 students regularly to avoid school outbreaks.
- Provide low- or no-cost transportation to testing sites from various locations throughout the County.
- Continue to foster partnerships with school districts, higher education, and public health leadership to develop comprehensive resources on disease prevention, monitoring, and reporting.
- Create awareness and improve accessibility of resources to reduce barriers to COVID-19 testing, treatment, or vaccination.

Promote economic recovery and bolster healthcare systems.

- Encourage local employers to partner with Carolina PROSPER to receive assistance with implementing health and safety considerations in the workplace and at work sites.
- Partner with academic institutions to conduct a gap analysis of public and private healthcare providers across the County.
- Support growth of County healthcare systems through healthcare-focused workforce development programs, talent pipelines, spinoffs, and entrepreneurship, with a focus on workforce development for long-term care and home care agencies.
- Work with non-profit and public entities to help COVID-19-positive individuals, including those with co-existing conditions, avoid lifelong debt.
- Improve mental care and support for first responders and medical care providers.
- Expand the pool of in-state licensed healthcare providers, the use of telehealth, and appropriate liability protections.
- Identify barriers and technology gaps in accessing telehealth services.

Promote better access to mental and behavioral health services.

- Engage teenagers and young adults through the provision of mental health resources and programs to improve mental health.
- Launch public campaigns in various locally spoken languages to destigmatize mental health for all communities.
- Coordinate with healthcare systems and County social workers to enhance screenings for social isolation and Post-Traumatic Stress Disorder among residents.
- Maintain and expand networks of community volunteers that provide support to members of the older adult community, such as Volunteer Connect and Project EngAGE.
- Conduct additional outreach to advertise and create awareness of existing wellness services.
- Provide support to socially isolated people, especially those in rural areas.
- Improve community access to opioid and substance-abuse assistance.
- Ensure that mental and behavioral health tracking metrics include social isolation, Post-Traumatic Stress Disorder, and other downstream impacts of COVID-19 to ensure the County will quickly recognize large-scale manifestation of mental or behavioral health challenges.
- Provide support and access to public health resources and information for non-native English speakers.

Address historic or systemic health disparities.

- Improve access to equitably distributed and quality healthcare.
- Continue or expand healthcare for school aged kids through mobile clinics.
- Appoint an advisory committee to address unique needs of the disabled, homeless, non-white, and other historically underserved communities with representation from affected communities.
- Investigate for-profit medical providers within Orange County to determine whether inequities of care exist in the private sector.

3

HUMAN SERVICES

Promote availability of job opportunities that provide living wages or promote increased quality of life.

- Promote job training and skills development through educational, apprenticeship, or internship programs.
- Leverage empty privately-owned buildings to provide job-focused trainings throughout the County in socially distant environments.
- Create subsidized employment opportunities and ensure that undocumented residents are served.
- Perform a gap analysis to determine necessary policy changes around minimum and living wages.
- Create a talent pipeline for communities of color and members of marginalized communities in partnership with educational systems and technical skills training institutions.
- Continue to provide and build virtual job training opportunities to the community.

Streamline public access to government resources or information across jurisdictions.

- Improve access to healthy food services through supplemental funding to food pantries and marketing of available food distribution locations.
- Identify alternate pathways to assessing the need for assistance beyond the examination of wealth and assets.
- Require non-governmental organizations to register with NCcare360 to improve equitable access to community resources and promote the availability of NCcare360 to all community members.
- Perform gap analysis of food services and providers within the County to identify food deserts, areas that need additional food pantry supplementation, and funding needs.
- Seek and secure additional funding to continue essential emergency support services.
- Increase joint collaboration between County and municipal transportation systems to promote uniform and equitable access to resources.
- Develop continuity of operations plans that are connected to municipal plans to provide critical services consistently.
- Align County and municipal websites to reduce duplication and confusion of information and resources.
- Create a mobile-friendly common portal or centralized database for community resources.
- Formalize an ad-hoc coalition around feeding and food resources to prevent duplication of efforts and maximize available resources.

4

HOUSING

Incentivize the development of new and inclusive affordable and accessible housing.

- Investigate housing stock, density, and development regulations to enhance policy changes that promote housing development in alignment with the region's long-term goals.
- Analyze regulatory requirements and incentivize housing development to promote affordable housing development through allowing accessory dwelling units, increasing housing density, and allowing varied sizes of homes.
- Continue to increase the number of subsidized housing units available locally, including site-based and vouchers/rental assistance and promote broader landlord acceptance of vouchers.
- Identify and change policy that inhibits the development of affordable housing.
- Leverage the Partnership to End Homelessness Gap Analysis to enact or inform policy changes to ensure that existing and new affordable housing programs are accessible to undocumented residents.
- Track tax foreclosures and evaluate opportunities to purchase property and develop into affordable housing.
- Incentivize new development through the use of private-public partnerships.

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

- Establish a fast and straightforward way to change approved and zoned uses of existing buildings or developments.
- Continue to develop, support, and refine strategies to encourage landlords to participate in site-based voucher programs, such as implementing a master leasing.
- Define supplemental parameters around Area Median Income to identify those ineligible for federal assistance who may require additional local assistance. Prioritize programs to address identified gaps.
- Using flexible funding, incentivize timely repairs and rehabilitation of affordable housing units for landlords willing to adopt an affordability guarantee to ensure units remain on market as affordable housing rentals.
- Increase access to flexible funding that can be used to rehabilitate homeowner-owned mobile homes on rented property.
- Expand and advertise available renter-support services.
- Provide funding for and promote the availability of Americans with Disabilities Act compliant affordable housing through modification, rehabilitation, and redevelopment efforts.

Ensure continuation of streamlined access to emergency housing assistance.

- Perform gap analysis of interim and long-term housing support programs and resources to identify areas of necessary expansion or development of resources.
- Secure funding to continue and expand provision of emergency assistance housing fund and eviction diversion programs.
- Change the structure of emergency housing assistance permanently to encourage centralization of resources and easier access for residents.
- Decrease reliance on volunteer labor to support homeless populations.
- Coordinate entry and case management support to improve the flexibility for case management services.
- Partner with health entities to direct funding toward housing as a social determinant of health.
- Identify and provide support to households facing imminent risk of homelessness.

5

NATURAL AND CULTURAL RESOURCES

Prevent the erosion of natural and cultural resources.

- Conduct a park access study to gather key insight about how the community utilizes public spaces and whether the expansion of public spaces is necessary.
- Monitor and address indirect impacts from COVID-19 on the natural environment.
- Evaluate the need for sweeping policy changes about the way we use public spaces or develop land post-COVID-19.
- Establish outreach campaigns to educate residents about their role as stewards of natural resources.

Support sustainable local agriculture systems.

- Establish a program to funnel excess food from local agricultural producers to local food distribution organizations and families in need.
- Provide technology training for agricultural producers to promote the utilization of e-commerce and alternative distribution models.
- Strengthen economic independence for agricultural producers and reduce reliance on grants and subsidies.
- Revise land use and zoning rules that inhibit the growing and processing of food locally.
- Work with stakeholder groups representing producers, processors, restaurants, supply chains, food pantries, and grocery stores to encourage and incentivize expansion of local and sustainable food systems.

Provide virtual or safe/socially distanced recreational opportunities for all residents.

- Utilize oral histories to tell the story of the pandemic.
- Establish a tree planting program to encourage safe physical outdoor activities and climate mitigation efforts.
- Pursue opportunities to pool resources across organizations and jurisdictions to coordinate free virtual activity offerings.
- Create a platform to promote virtual participation in outdoor activities.
- Promote the value of community art to recovery and community resilience through community arts projects.
- Support and promote new community-driven arts projects that enable community healing.
- Gamify outdoor activity by providing park "swag," centralizing countywide parks resources, and providing accessible opportunities for outdoor education.

6 COMMUNITY PLANNING AND CAPACITY BUILDING

Promote climate change mitigation efforts.

- Partner with utilities to promote energy conservation messaging to the community in an effort to reduce utility bills.
- Engage in comprehensive climate action planning to address and mitigate present and future environmental impacts.

Build collaborative programs between government and academia.

- Work with community colleges and universities to develop a comprehensive approach to supporting students in accessing resources necessary for success.
- Work with colleges and universities to provide short-term training opportunities.

DRAFT

7

PUBLIC INFORMATION AND INTERGOVERNMENTAL AFFAIRS

Support open lines of communication between the public and government.

- Partner with utilities to promote energy conservation messaging to the community in an effort to reduce utility bills.
- Engage in comprehensive climate action planning to address and mitigate present and future environmental impacts. Build a local Voluntary Organizations Active in Disaster to assemble an active volunteer network.
- Develop a 24-hour chat portal or hotline for community members to share concerns or inquiries. Leverage the Housing Helpline as a model or potential connection point.
- Provide language translation services to non-native English-speaking individuals and households within the community.

Promote equitable public engagement in planning processes.

- Leverage virtual participation platforms and assess new means of recording and enabling participation in public meetings, recognizing not all solutions will work for all communities.
- Leverage the Government Alliance on Race and Equity planning process to establish a system for and culture of sharing resources, data, and lessons learned regionally.
- Create a campaign aimed at educating people about why it is important to participate in planning processes.
- Develop a systematic approach to coordinating countywide community engagement efforts with a focus on creating meaningful engagement opportunities for rural and historically underserved communities.
- Develop a systematic approach to engaging residents across the community in an equitable way.

ECONOMIC

A landscape photograph of a river or lake with a grassy foreground and a dark, cloudy sky. The word 'ECONOMIC' is overlaid in white text.



Strategy 1.1: Promote Safe Economic Recovery.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

This strategy is intended to support economic recovery efforts within the community and stimulate economic growth in a way that is safe and equitable. In addition to supporting the economy of Orange County, this strategy seeks to provide resources and policies to make economic recovery possible for businesses struggling to maintain solvency during and after the pandemic. Initiatives within this strategy provide specific actions to work toward a safe and prosperous economy.

Initiative 1.1.1

Loosen restrictions on pop-up markets for art, performances, street theater, and farmers markets to enable greater access/use of public spaces.

Value to the Community

Given the increased risk of COVID-19 transmission indoors, outdoor gatherings venues are increasingly important for safe public activities and interactions. Events at outdoor venues such as street theater or farmers markets provide an opportunity for local businesses to operate even if their normal locations are not open or have capacity limitations. By opening more public spaces for these types of events, local vendors can better support themselves and their communities while reducing the risk of viral transmission.

Initiative 1.1.2

Educate the community about economic recovery efforts, communicate the value of economic development, and explain why certain projects and efforts will benefit the public.

Value to the Community

Public buy-in for these community efforts is essential to the success and sustainability of economic recovery. By providing regular, clear, and relevant communications, community leaders can help the public understand the rationale behind and value of projects. Educating the

public will also empower community members to engage in economic development with a clear understanding of how the efforts will benefit the community as a whole.

Initiative 1.1.3

Provide personal protective equipment to galleries and small businesses.

Value to the Community

Providing personal protective equipment to spaces like galleries and small businesses will help reduce COVID-19 transmission and help reduce obstacles to reopening or remaining open. Orange County can support economic recovery and help prevent the permanent or long-term closure of cultural staples and small businesses in the community by facilitating the distribution of key personal protective equipment.

Initiative 1.1.4

Create an inventory of arts producers, artists, and craftspeople and link them with existing resources.

Value to the Community

Creating an inventory of artisans in the community would help encourage more effective resource distribution (when available) and promote network building. This in turn can support artisans in finding avenues for business and help them maintain solvency during and after the COVID-19 pandemic. Supporting Orange County's arts producers, artists, and craftspeople also stimulates economic growth and reduces the likelihood of losing cultural resources in the community to more lucrative areas.

Initiative 1.1.5

Develop collaborative marketing strategies to bring new business and growth to the County.

Value to the Community

When businesses resume normal operations, there may be challenges in encouraging customers to resume previous buying patterns. By collaboratively developing marketing strategies, Orange County can help all businesses by effectively informing the public about safety

measures and emphasizing the importance of supporting local businesses to promote recovery. This initiative will help them stay afloat and avoid businesses and business owners moving out of Orange County, creating additional economic losses.

Initiative 1.1.6

Build consumer confidence, particularly in service-based industries through marketing, policy, and funding support.

Value to the Community

Taking a comprehensive approach to building consumer confidence through marketing, policy, and funding support seizes the opportunity for transformative change in Orange County's economic landscape after the COVID-19 pandemic. As buying patterns have changed over the course of the pandemic, recovery efforts must be coupled with initiatives that support consumers in returning to previous buying patterns and contributing to economic development. This is especially true in service industries, where there have been layoffs, capacity limitations, and business closings. Encouraging consumer confidence will be key to supporting Orange County's economic development after the pandemic.

Initiative 1.1.7

Create a joint fund between all Orange County municipalities to support future disaster response and recovery efforts.

Value to the Community

Establishing a joint fund would help provide a sort of localized insurance across Orange County to help municipalities quickly access funding needed to respond and recover from future disasters. This joint fund will help municipalities support their communities and ensure that their residents and businesses receive the support services they need mid- and post-disaster.



Strategy 1.2: Create systems, networks, and programs to support small businesses.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

The intent of this strategy is to create structures of support for small businesses and businesses owned by people of color as part of economic development efforts following the COVID-19 pandemic. By providing central repositories for information and resources as well as offering targeted support for businesses owned by people of color, Orange County can shape economic revitalization within the community to be more equitable and resilient.

Initiative 1.2.1

Develop free training and resources for businesses owned by people of color.

Value to the Community

Providing targeted services for businesses owned by people of color will help support these businesses and ensure they have a place in Orange County's economic revitalization efforts. Specifically, providing free trainings and resources can help provide best practices and tools for these business owners so they can take advantage of economic development initiatives. By providing support for these businesses, Orange County will also encourage more equitable economic revitalization.

Initiative 1.2.2

Promote equitable capitalization of businesses owned by people of color.

Value to the Community

To create an equitable economic future for Orange County, businesses owned by people of color must be engaged and provided with the resources to grow profitable businesses in the community. Capitalization of these businesses provides an opportunity for Orange County to build a better, more equitable economic environment that serves the entire community and provides opportunities for people of color.

Initiative 1.2.3

Create a registry of small businesses, including demographic data, to inform targeted technical assistance to better support businesses owned by people of color.

Value to the Community

Creating a small business registry will help direct programs to support these businesses and identify what kinds of technical assistance would best serve them. Small businesses are vulnerable to economic downturns such as those seen during the COVID-19 pandemic and therefore are at a higher risk of closing or moving out of the County. By gaining a better understanding of the small businesses in the community and their needs, the County can provide tailored services that create space for small businesses in Orange County's economic revitalization.

Initiative 1.2.4

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

Value to the Community

Due to the challenges that small businesses face in maintaining solvency during economic downturns, technical support and mentorship will be key to ensuring their survival. By offering services like mentorship programs, small business owners can build networking connections with other business owners, therefore forming a more cohesive business community. Providing targeted support to emerging industries such as e-commerce will also diversify the economy and show economic adaptability.

Initiative 1.2.5

Develop systems to connect people to job opportunities.

Value to the Community

During the COVID-19 pandemic, unemployment and job loss soared across country and in Orange County. As places of work return to normal operations and people return to the workforce, it will be important to create programs to support job seekers. By linking job

seekers to businesses pursuing a return to their pre-pandemic staffing level, Orange County can also aid businesses in rebuilding and support overall economic development.

Initiative 1.2.6

Create a centralized database of resources and information for local businesses.

Value to the Community

By creating a single repository for local businesses to reference and use, Orange County can uplift local business owners and provide them with tools to take part in economic recovery and revitalization. While efforts that provide direct support such as technical assistance to local businesses are important, these methods of engagement are not always accessible to all members of the community (e.g., communities of color, people with disabilities). Providing a database of resources allows local business owners to use the tools provided on their own terms to bolster economic development.

Initiative 1.2.7

Establish a website or marketing campaign to solicit and obtain information to better understand the landscape of small business needs across demographic and geographic areas.

Value to the Community

As the development of this plan revealed, Orange County contains diverse communities, both in terms of demographics and geography. To build effective systems for economic development, the County must understand the diverse needs of small business owners at a macro level. Creating a website or marketing campaign would allow the County to take advantage of successes and lessons learned from the development of the **OrangeNCForward website** to better understand and serve the County's small businesses.

Initiative 1.2.8

Identify policies that present barriers to starting and expanding home-based businesses.

Value to the Community

Due to stay-at-home measures and social distancing requirements, many small businesses are operating out of the owner's residence, in addition to small businesses that are home-based in normal operations. Additional support for home-based businesses can empower residents to start new small businesses or help grow existing small businesses. By providing opportunities for people to operate businesses out of their homes, Orange County can create a more resilient economic environment and encourage safe business activity.

DRAFT



Strategy 1.3: Stimulate local economic growth.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY

PRIORITIZATION

Ranking from prioritization survey.

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Community Applicability

(Table showing which initiatives are relevant to respective communities)

The intent of this strategy is to use economic development practices to support economic revitalization in Orange County and ultimately build a stronger economy. The initiatives within this strategy aim to use known approaches for economic development to support the County's efforts to remain conducive to economic growth and prosperity.

Initiative 1.3.1

Engage economic development practitioners in recovery planning conversations to understand what changes are working well in the pandemic and to share best practices around potential long-term, permanent changes.

Value to the Community

As the County continues to develop its recovery approach and tactics for economic revitalization, engaging stakeholders such as chambers of commerce and development districts will provide key insights to inform recovery practices. By engaging these practitioners as part of the planning process, the County can also create additional opportunities to gain buy-in from community leaders on proposed efforts.

Initiative 1.3.2

Coordinate across the County to create a universal approach to marketing the County as the place to grow and start a business.

Value to the Community

During economic recovery and revitalization efforts, promoting the County as an economically vibrant and desirable place to live and do business will be key to encouraging new businesses and residents to relocate to the area. This will provide additional consumers to support existing businesses as well as draw in new businesses to grow the County's economic ecosystem. Creating a unified approach to

marketing will help represent a clear image of the community as prosperous and resilient in the wake of the COVID-19 pandemic.

Initiative 1.3.3

Identify and develop targeted training programs for strong or emerging industries and market opportunities for existing and prospective residents.

Value to the Community

Strong and emerging industries can play vital roles in economic development by generating profits as well as interest in economic activity. By identifying the industries proven to be more resilient to economic instability in Orange County, communities can take steps to strengthen these industries as well as create awareness around them. Heightened awareness can encourage current community members to purchase from those industries as well as encourage others to relocate to Orange County due to economic opportunities. Additionally, by providing targeted training for these industries, Orange County can connect job seekers with more stable jobs that support a resilient economy.

Initiative 1.3.4

Evaluate barriers to in-person consumer activity in the County and establish plans to address those barriers (e.g., parking fees, parking availability, transportation).

Value to the Community

As the COVID-19 pandemic has changed buying patterns, businesses will need to re-evaluate how they approach their business practices as well as how they can adapt to meet the current needs of consumers. By assessing the barriers that discourage consumer activity, businesses can make informed choices and start to identify how those barriers can be mitigated or removed. These efforts may also help to identify barriers that affect historically marginalized communities, allowing businesses to develop strategies to engage a more diverse consumer base.

Initiative 1.3.5

Examine barriers to innovation and market access and provide resources to help eliminate these barriers.

Value to the Community

To foster a resilient, diverse local economy, Orange County can identify the barriers that exist to economic innovation and market access. As barriers are identified, business owners and prospective entrepreneurs can be connected with existing resources and support to help encourage diverse economic development. This can also help identify what new resources, programs, or networks can be developed to further reduce and remove barriers that inhibit economic growth.

DRAFT

HEALTH





Strategy 2.1: Continue monitoring, testing, and eradicating COVID-19.

This strategy is intended to contain the spread of COVID-19 in the community and take steps to eliminate the virus' spread entirely. The initiatives within this strategy provide methods to track transmission, provide regular testing across the community, and reduce transmission whenever possible.

Initiative 2.1.1

Continue efforts to test symptomatic and asymptomatic individuals for COVID-19 for free or low cost.

Value to the Community

Regular testing of both symptomatic (e.g., those presenting with a fever) and asymptomatic (i.e., those with no observable, known symptoms of COVID-19) individuals is an important method for controlling the spread of COVID-19. When individuals have better awareness of their COVID-19 status, they can make more informed choices and likely reduce their risk of spreading the virus to others. To contain the spread of COVID-19, it is also important that testing services are offered at low or no cost to those being tested. This can help reduce the disparities in infection rates among historically marginalized communities and communities of color.

Initiative 2.1.2

Advertise information about testing locations, hours, cost, and accessibility to the non-native English-speaking communities within the County.

Value to the Community

Due to the disparities observed in the infection rates of historically marginalized communities and communities of color, the County must take steps to provide outreach and services directed at those at a higher risk of infection. One way this can be done is by offering informational materials about testing in languages other than English, such as Spanish, Mandarin-Chinese, Burmese, and Karen. By offering several translations, the County can increase the reach of

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Community

Applicability

(Table showing which initiatives are relevant to respective communities)

its informational materials and encourage more individuals to get tested.

Initiative 2.1.3

Conduct COVID-19 surveillance testing for K-12 students regularly to avoid school outbreaks.

Value to the Community

The prevalence of outbreaks within schools has highlighted the need for surveillance testing among K-12 students, who may be in large groups and in single classrooms together, thereby increasing the risk of mass transmission. Surveillance testing provides an overall picture of infection rates and makes it easier to identify asymptomatic cases that may transmit the virus to others and subsequently pull them out of classes or require additional testing. Regular testing at schools is a necessary step toward providing educational services safely.

Initiative 2.1.4

Provide low- or no-cost transportation to testing sites from various locations throughout the County.

Value to the Community

To address access disparities for those without transportation or who use public transit, the County can offer dedicated transportation options to encourage more widespread and equitable testing throughout the County. This helps to address disparities in infection rates and supports individuals in getting tested when needed, regardless of their transportation options. Offering transportation to and from various locations, including urban and rural areas, will also help address the diverse needs across the County. By providing transportation, the County can increase testing rates and have a better overall understanding of infection trends.

Initiative 2.1.5

Continue to foster partnerships with school districts, higher education, and public health leadership to develop comprehensive resources on disease prevention, monitoring, and reporting.

Value to the Community

A comprehensive, whole community approach will be necessary to provide residents with accurate and effective resources around disease prevention, monitoring, and reporting. By taking advantage of networks to engage the education and healthcare sectors in the development of these resources, the County can gain additional information to pass along to residents as well as learn how to develop the materials to better reach different groups in the community. The County can continue to work with school districts, higher education, and public health leadership to create more effective informational materials and improve public awareness and understanding of the virus.

Initiative 2.1.6

Create awareness and improve accessibility of resources to reduce barriers to COVID-19 testing, treatment, or vaccination.

Value to the Community

There are a variety of barriers that prevent or inhibit individuals from receiving COVID-19 testing, treatment, and vaccination. The County can help reduce many of these barriers by supporting better public understanding of the virus, the availability of vaccinations, the importance of testing, when testing should be done, and what treatments or services are available to those that contract COVID-19. Ensuring that materials are provided in multiple languages and accessible formats will also help those most at risk receive important information about the virus.



Strategy 2.2: Promote economic recovery and bolster existing healthcare systems.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

This strategy is intended to create connections between the County's economic recovery and its ability to provide excellent health services to the community. The initiatives within this strategy outline actions that can be taken to leverage existing healthcare systems to support economic growth and vice versa.

Initiative 2.2.1

Encourage local employers to partner with Carolina PROSPER to receive assistance with implementing health and safety considerations in the workplace and at work sites.

Value to the Community

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

Initiative 2.2.2

Partner with academic institutions to conduct a gap analysis of public and private healthcare providers across the County.

Value to the Community

To build a clearer understanding of the County's healthcare capabilities, the County can work with its academic partners (e.g., University of North Carolina) and benefit from their expertise. Academic institutions can then evaluate both private and public healthcare providers in the County and identify potential gaps. This

will give the County a more accurate concept of its available healthcare offerings and identify areas for improvement.

Initiative 2.2.3

Support growth of County healthcare systems through healthcare-focused workforce development programs, talent pipelines, spinoffs, and entrepreneurship, with a focus on workforce development for long-term care and home care agencies.

Value to the Community

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

Initiative 2.2.4

Work with non-profit and public entities to help COVID-19-positive individuals, including those with co-existing conditions, avoid lifelong debt.

Value to the Community

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

Initiative 2.2.5

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

Value to the Community

As the long timeframe of the COVID-19 pandemic continues, strain on first responders and medical care providers has compounded, putting many at risk of illness or burnout. The County can provide mental health services and other support for these front-line workers to avoid a reduction in the amount of healthcare workers, promote the health and well-being of healthcare workers, and increase the standard of care provided. By supporting first responders and medical care providers as they continue their work under difficult circumstances, those receiving care throughout the County will also benefit.

Initiative 2.2.6

Expand the pool of in-state licensed healthcare providers, the use of telehealth, and appropriate liability protections.

Value to the Community

To help combat burnout and workforce loss in healthcare, the County can seek to bolster the healthcare workforce by hiring additional staff. Alternate methods of healthcare delivery, such as telehealth, can also be offered to reduce the risk of infection to healthcare providers and their patients. Additionally, the County can provide liability protections to encourage healthcare providers to support County healthcare efforts and support the public health of the Orange County community during and after the pandemic.

Initiative 2.2.7

Identify barriers and technology gaps in accessing telehealth services.

Value to the Community

Members of the community may face barriers in accessing the telehealth services critical to maintaining preventive care and overall public health. As many healthcare providers offer more telehealth services, the County can help ensure equitable access by identifying the issues the community faces in utilizing these services. In particular, technology gaps and internet access can pose a significant barrier to equitable access. Once the County has identified gaps and barriers, programs can be developed to address them.



Strategy 2.3: Promote better access to mental and behavioral health services.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

This strategy is intended to address and mitigate the negative mental and behavioral health outcomes from the COVID-19 pandemic, including the impacts of reduced services and social isolation. The initiatives provided within this strategy offer methods to engage at-risk populations and provide better care for those experiencing mental and behavioral health issues.

Initiative 2.3.1

Engage teenagers and young adults through the provision of mental health resources and programs to improve mental health.

Value to the Community

Demographic groups within the community at risk for mental and behavioral health issues can be engaged directly to provide resources and support and reduce negative outcomes. The County can engage young people and develop resources tailored to their age group to improve awareness of the available services and encourage them to seek support if needed.

Initiative 2.3.2

Launch public campaigns in various locally spoken languages to destigmatize mental health for all communities.

Value to the Community

A common barrier to receiving mental healthcare is the stigma around mental and behavioral health issues. The County can help combat this stigma through public education efforts. Educational materials can be provided in multiple languages to increase the reach of the materials and improve understanding of the complex issues at play within mental health issues. The mental health of all communities is important, and therefore all of Orange County's demographic and geographic communities should be able to receive information about mental health issues and services.

Initiative 2.3.3

Coordinate with healthcare systems and County social workers to enhance screenings for social isolation and Post-Traumatic Stress Disorder among residents.

Value to the Community

Due to social distancing requirements, limited travel, and other limitations posed by the public health guidelines around COVID-19, many are experiencing traumatic responses and social isolation. The County can help connect individuals with services if they are aware of the issue. Establishing screening programs offers a way to identify individuals facing social isolation or trauma disorders, which facilitates easier connections to healthcare professionals who can provide the necessary mental health services.

Initiative 2.3.4

Maintain and expand networks of community volunteers that provide support to members of the older adult community, such as Volunteer Connect and Project EngAGE.

Value to the Community

Older adults have been especially negatively impacted by the COVID-19 pandemic due to their higher risk of infection, potential for poor health outcomes, and social isolation from others. Many older adults rely on others to maintain independence and provide services such as grocery shopping, while others may live in long-term care facilities where there are severe restrictions. To support older adult populations in the face of these challenges, the County can help expand networks of community volunteers. Community volunteers can then provide the services required by the older adult community.

Initiative 2.3.5

Conduct additional outreach to advertise and create awareness of existing wellness services.

Value to the Community

In addition to mental and behavioral health services, general wellness programs may also benefit those struggling with social isolation or

trauma due to the pandemic. The County can promote these services by developing resources and advertising the services to more diverse audiences. Widespread awareness of wellness programs may help individuals access the services they need and help improve mental and behavioral health outcomes.

Initiative 2.3.6

Provide support to socially isolated people, especially those in rural areas.

Value to the Community

Individuals living in socially isolated environments, especially those in rural areas, may require additional support and services. The County can help mitigate negative outcomes from social isolation by offering services for isolated people and creating awareness around these services. This can also help reduce disparities in the mental health outcomes between rural and urban areas.

Initiative 2.3.7

Improve community access to opioid and substance-abuse assistance.

Value to the Community

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

Initiative 2.3.8

Ensure that mental and behavioral health tracking metrics include social isolation, Post-Traumatic Stress Disorder, and other downstream impacts of COVID-19 to ensure the County will quickly recognize large-scale manifestation of mental or behavioral health challenges.

Value to the Community

To understand the full force of impacts from the COVID-19 pandemic, outcomes cannot only be measured in terms of infection rates and deaths from COVID-19. Rather, the full picture of cascading impacts from the pandemic must include considerations for indirect outcomes, such as mental health issues and social isolation. The County can form a more accurate representation of the virus' effects on the community by creating metrics that accurately represent these downstream impacts.

Initiative 2.3.9

Provide support and access to public health resources and information for non-native English speakers.

Value to the Community

Historically underserved communities can be further marginalized and inequities in health outcomes can worsen when the needs of non-native English speakers are not considered in public health planning and resource development. The County can reduce inequities and more effectively engage non-native English speakers by providing accessible public health resources, using options such as online documents with translation functions, or developing translated versions of materials.



Strategy 2.4: Address historic or systemic health disparities.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

This strategy is intended to combat the health disparities present in the healthcare system and offers methods to reduce inequities in the system. This strategy is intended to combat the health disparities present in the healthcare system and offers methods to build a more equitable healthcare and insurance system.

Initiative 2.4.1

Improve access to equitably distributed and quality healthcare.

Value to the Community

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

Initiative 2.4.2

Continue or expand healthcare for school-aged children through mobile clinics.

Value to the Community

Mobile clinics can offer a unique solution to meeting the specific needs of children. Mobile clinics can be easily deployed to schools to support healthcare for those attending in-person or in other easily accessible areas of the community so children can receive healthcare services as needed. These mobile clinics also reduce the toll on traditional hospitals and clinics, which may be overloaded or pose a higher risk of infection.

Initiative 2.4.3

Appoint an advisory committee to address unique needs of the disabled, homeless, non-white, and other historically underserved communities, with representation from affected communities.

Value to the Community

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

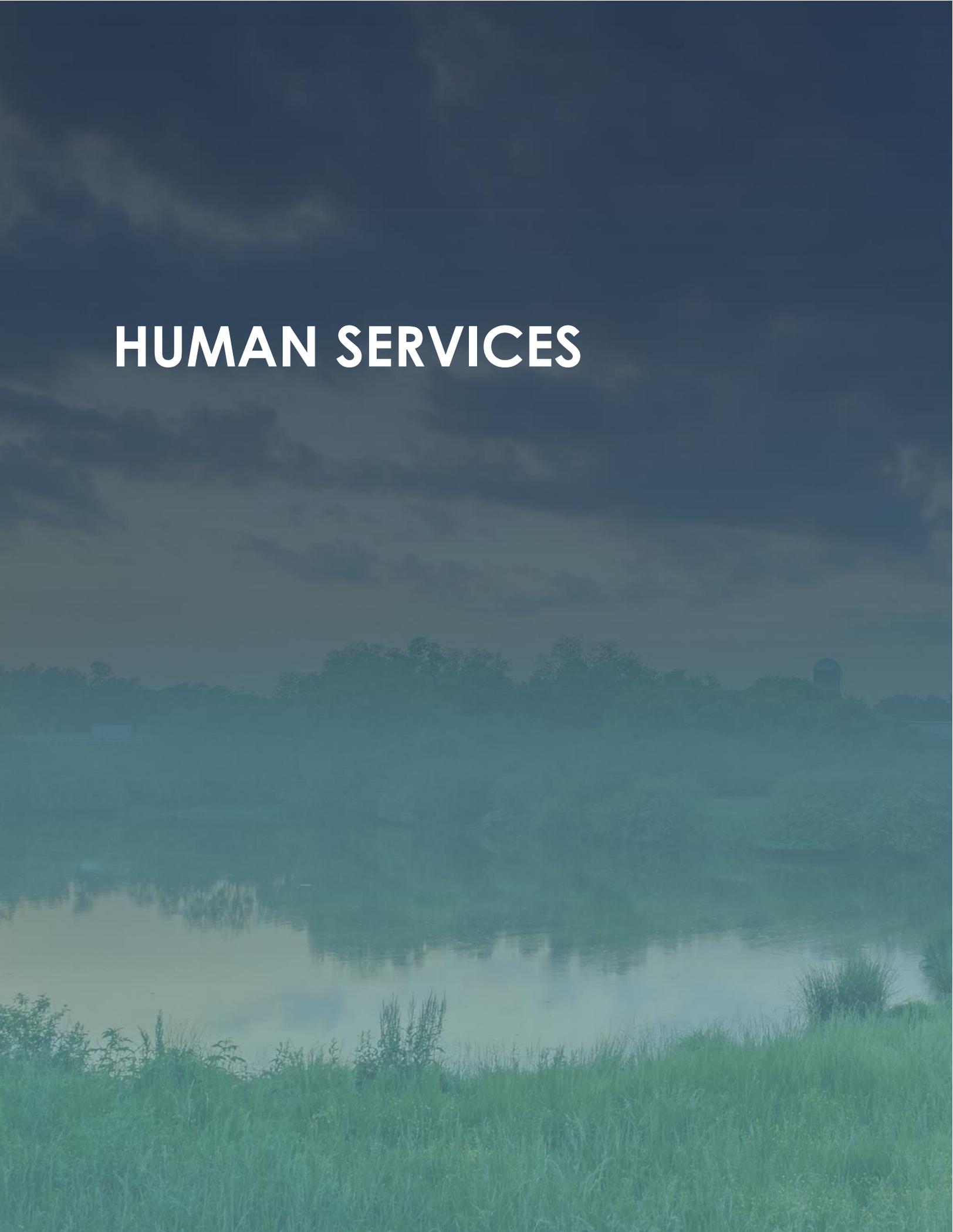
Initiative 2.4.4

Investigate for-profit medical providers within Orange County to determine whether inequities of care exist in the private sector.

Value to the Community

Orange County has an opportunity to create a culture of accountability for equity in healthcare in the wake of the COVID-19 pandemic. By assessing private healthcare providers for potential disparities in service or care, the County can enact change and improve overall quality of healthcare in the County. This will also help make healthcare services more equitable and encourage private sector healthcare providers to consider and address the effects of inequity in healthcare.

HUMAN SERVICES





Strategy 3.1: Promote availability of job opportunities that provide living wages or promote increased quality of life.

This strategy intends to address several factors that are critical to quality of life and financial prosperity for Orange County residents, including job skills training, increased job availability, and an evaluation of the livability of minimum wage (and resulting minimum wage and policy changes).

Initiative 3.1.1

Promote job training and skills development through educational, apprenticeship, or internship programs.

Value to the Community

Socioeconomic mobility is directly tied to professional and educational experience, and both are challenging to accumulate while facing pressing life circumstances including poverty, addiction, housing instability, and other variables. It is important to provide equal economic opportunity for all individuals in Orange County through establishing job training and skills development opportunities that strengthen an individual's ability to compete for living wage jobs, while increasing the labor pool for existing and new businesses.

Initiative 3.1.2

Leverage empty privately-owned buildings to provide job-focused trainings throughout the County in socially distant environments.

Value to the Community

During COVID-19, it has been challenging to facilitate hands-on training in a socially distant environment. To address this challenge, vacant buildings can be used facilitate such trainings, while providing income to building owners. This initiative can provide both economic and social stimulation for residents.

LEAD

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Initiative 3.1.3

Create subsidized employment opportunities and ensure that undocumented residents are served.

Value to the Community

COVID-19 has exacerbated unemployment across the United States. Although Orange County fared well overall compared to neighboring counties, support for individuals in the service and arts sector is critical for ensuring a return to economic prosperity. Creating subsidized employment opportunities specifically designed to address the employment gap created by COVID-19 will benefit the local community greatly. Notably, this initiative establishes employment opportunities for undocumented residents. Undocumented households struggle tremendously with gainful employment due to language barriers and citizenship requirements, which impacts their quality of life, their children's ability to succeed in school, and the community's overall prosperity.

Initiative 3.1.4

Perform a gap analysis to determine necessary policy changes around minimum and living wages.

Value to the Community

In a report created by the National Low Income Housing Coalition in 2019, it was discovered that an Orange County resident making minimum wage would have to work 112 hours per week to afford a standard two-bedroom apartment in Orange County. Minimum wage in Orange County does not mirror the cost of living and makes the community less prosperous and more class conscious. This initiative proposes a gap analysis to determine how much individuals need to be paid to live comfortably in Orange County. Once this amount is identified, resulting minimum wage adjustments and policy changes can drastically improve the quality of life for Orange County residents.

Initiative 3.1.5

Create a talent pipeline for communities of color and members of marginalized communities in partnership with educational systems and technical skills training institutions.

Value to the Community

To address racial inequities in Orange County, like those that exist nationwide, it is important to provide opportunities for communities of color and marginalized communities to pursue gainful employment. This is important not only to stimulate the local economy, but also to target populations that are historically disadvantaged in the job search due to systemic discrimination.

Initiative 3.1.6

Continue to provide and build virtual job training opportunities for the community.

Value to the Community

Virtual job training can help the Orange County community compete for living wage jobs. The virtual format for the job training intends to reduce barriers to participation and ensure accessibility for those who are at elevated risk of COVID-19 or for those who have children at home. By continuing these programs, such as those for older adults seeking employment, Orange County can support its residents in finding jobs and connect businesses with workers.



Strategy 3.2: Streamline public access to government resources or information across jurisdictions.

Navigating government resources and information can be challenging, especially with language barriers and technological or internet access limitations. It is important to organize, centralize, and streamline valuable information in one location that is easy for the public to find and understand. This can also eliminate duplication of effort and reduce errors in the information provided.

Initiative 3.2.1

Improve access to healthy food services through supplemental funding to food pantries and marketing of available food distribution locations.

Value to the Community

Access to affordable or free healthy food is imperative for community health and childhood development as well as for alleviating households' financial stress. COVID-19 has amplified the need for food pantries and services due to a rise in unemployment and the absence of school lunch programs. Increasing access to healthy food services is the first step to addressing this need; the second step is marketing those services and ensuring public awareness.

Initiative 3.2.2

Identify alternate pathways to assessing the need for assistance beyond the examination of wealth and assets.

Value to the Community

When assistance is granted based on the examination of wealth and assets, it results in a population of households that do not qualify for assistance but may face financial hardship during COVID-19 or similar disturbances. For example, if a household reaches 80% of Average Median Income and no longer qualifies for assistance, and one of the two working individuals in the household is laid off, their Average Median Income may still reflect over 80% initially despite a reduction of 50%. The examination of a household's need cannot be

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solely based on their material wealth or assets; alternative assessment methods should be considered in critical community services in order to serve all those in need.

Initiative 3.2.3

Require non-governmental organizations to register with NCCARE 360 to improve equitable access to community resources and promote the availability of NCcare360 to all community members.

Value to the Community

One of the biggest challenges that community service providers face is streamlining services for those who need it most. By requiring non-governmental organizations to register with NCcare360, Orange County can centralize their community resources and simplify accessibility for community members. Additionally, implementing this initiative could help reduce duplicate effort and resources.

Initiative 3.2.4

Perform gap analysis of food services and providers within the County to identify food deserts, areas that need additional food pantry supplementation, and funding needs.

Value to the Community

To identify which geographic areas of Orange County need additional food services, a gap analysis will need to be conducted to determine where resources currently exist and where they are lacking. This will enable data-driven and targeted implementation of additional food services, or reallocation of existing resources, to ensure the most underserved facets of the community receive the help they need. Additional funding sources can also be directed toward these programs based on the results of the gap analysis.

Initiative 3.2.5

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

Value to the Community

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

Initiative 3.2.6

Increase collaboration between County and municipal transportation systems to promote uniform and equitable access to resources.

Value to the Community

To ensure that transportation is effective and that all municipalities within the County have equitable transportation access, this initiative recommends supporting coordination between County and municipal transportation systems across the County and its municipalities to reduce waste and expand public transportation for all.

Initiative 3.2.7

Develop continuity of operations plans that are connected to municipal plans to provide critical services consistently.

Value to the Community

Orange County can improve their continuity of operations by ensuring that plans at the County and municipality levels are aligned, and that critical services are covered equitably and consistently within all municipalities.

Initiative 3.2.8

Align County and municipal websites to reduce duplication and confusion of information and resources.

Value to the Community

By making a joint effort to evaluate information presented on the websites of all municipalities and the County, and by ensuring information provided is aligned and up to date, the County can alleviate community frustrations, build community trust, and more effectively deliver public information.

Initiative 3.2.9

Create a mobile-friendly common portal or centralized database for community resources.

Value to the Community

Many households that either lack wireless internet or access to a personal computer rely on their cellphones for internet access. It is critical that community resources, which should be stored in a centralized and easily-searchable location, are optimized for mobile devices.

Initiative 3.2.10

Formalize an ad-hoc coalition around feeding and food resources to prevent duplication of efforts and maximize available resources.

Value to the Community

To sufficiently address food shortages, Orange County and its municipalities should collaboratively pool resources and efforts to maximize supply and geographical coverage within the County. Pooling resources and efforts may reduce food waste and more equitably serve the community.

HOUSING





Strategy 4.1: Incentivize the development of affordable and accessible housing.

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This strategy is intended to bolster the provision of affordable and accessible housing in the County and provide housing opportunities to low-income residents. This includes residents economically impacted by the effects of the pandemic as well as those displaced from former housing. Initiatives within this strategy provide tactics to ensure that affordable housing is enhanced in an equitable manner.

Initiative 4.1.1

Investigate housing stock, density, and development regulations to enhance policy changes that promote housing development aligned with the region's long-term goals.

Value to the Community

To be successful in providing effective post-pandemic housing to members of the community, the region must be aware of its current available housing options and deficiencies. The region can use existing data on housing to gain a better understanding of the available housing needs and enhance existing plans that address housing gaps. Continued support for these efforts allows the region to use recovery planning to create tailored housing solutions for residents and align housing policy with recovery goals.

Initiative 4.1.2

Analyze regulatory requirements and incentivize housing development to promote affordable housing development by increasing housing density and allowing accessory dwelling units as well as homes of various sizes.

Value to the Community

As the County seeks to expand its available affordable housing stock, it may be necessary to consider alternative housing options that create greater flexibility in what housing can look like. By identifying policies that support alternate options like accessory dwelling units or allowing more housing to be built on existing lots, the County can

increase access to housing without having to develop currently undeveloped areas. Especially given economic hardships, incentivizing housing development may help reduce the number of those experiencing homelessness in the wake of the COVID-19 pandemic.

Initiative 4.1.3

Continue to increase the number of subsidized housing units available locally, including site-based and vouchers/rental assistance and promote broader landlord acceptance of vouchers.

Value to the Community

By supporting additional subsidized housing, the County will reduce out-migration of residents due to housing limitations and provide more options to allow residents to secure housing within the communities in which they work. Subsidized housing programs like Housing Choice Vouchers help provide housing for low-income households and provide incentives for landlords to provide affordable housing. By continuing programs that increase subsidized housing and encouraging acceptance of housing vouchers, the County creates a better housing environment for low-income families.

Initiative 4.1.4

Identify and change policies that inhibit the development of affordable housing.

Value to the Community

In response to economic downturns and other social changes that occur as a result of the COVID-19 pandemic, it may be necessary for the community to re-evaluate current housing policies and determine how they can be adapted to meet the needs of residents in a post-pandemic world. By re-evaluating housing policy and making changes to increase the availability of affordable housing, the County can put long-term systems in place to ensure that affordable housing stock remains strong over time.

Initiative 4.1.5

Leverage the Partnership to End Homelessness Gap Analysis to enact or inform policy changes to ensure that existing and new affordable housing programs are accessible to undocumented residents.

Value to the Community

The Orange County Partnership to End Homelessness provides resources, such as the Gap Analysis, that identify housing challenges in the County and potential ways to address them. Using this information, the County can execute changes to housing policy that create more equitable housing options and reduce the incidence of homelessness. In particular, the County can use the information provided by the Partnership to End Homelessness to ensure that affordable housing options are accessible to undocumented residents and other vulnerable populations.

Initiative 4.1.6

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

Value to the Community

To offer sufficient affordable housing options to the community, Orange County should use all available routes, including the potential use of foreclosed properties as affordable housing units. As housing stock becomes available, the County can determine whether opportunities exist to convert more of its housing stock into affordable housing units and increase the available affordable housing in the County overall. Purchasing and developing foreclosed properties could help create a more diverse range of affordable housing options without requiring the cost and time associated with new developments.

Initiative 4.1.7

Incentivize new development through private-public partnerships.

Value to the Community

Orange County can take advantage of existing networks and partnerships between the private and public sectors to encourage the development of affordable housing units. By engaging private sector partners and using connections with businesses, the County can encourage the development of new affordable units. This will not only result in greater affordable housing availability but will also provide additional employment opportunities for the private sector in areas such as construction and real estate.

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Strategy 4.2: Rehabilitate, improve safety, and ensure the affordability of existing housing.

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This strategy is intended to ensure that affordable housing units are not only available, but safe to live in. The initiatives within this strategy provide ways to enhance the safety of affordable housing options across the County.

Initiative 4.2.1

Establish a fast and straightforward way to change approved and zoned uses of existing buildings or developments.

Value to the Community

One method for providing safe affordable housing is using units that are already in alignment with required safety codes and converting them into affordable housing. By establishing processes to expedite approval for and zoning of these conversions, the County can provide safe and affordable housing in an efficient manner. Expediency and simplicity in this process will be particularly important if evictions are no longer under a federal moratorium. As more residents face eviction, there will likely be a corresponding increase in residents seeking affordable housing, which this initiative would help address.

Initiative 4.2.2

Continue to develop, support, and refine strategies to encourage landlords to participate in site-based voucher programs, such as implementing a master leasing.

Value to the Community

By supporting incentive programs, the County can create long-term affordable housing solutions and encourage landlords to accept affordable housing vouchers. As housing needs change over the course of the recovery process, programs should be put in place to meet short-term, interim, and long-term housing solutions. Putting policies such as master leasing agreements in place will create long-term housing options that provide stability and an increase in the affordable housing stock.

Initiative 4.2.3

Define supplemental parameters around Area Median Income to identify those ineligible for federal assistance who may require additional local assistance. Prioritize programs to address identified gaps.

Value to the Community

Federal affordable housing policies are limited to populations based on metrics defined at the federal level, meaning there are residents who may have affordable housing needs but do not qualify for existing programs. Supplementing federal terms and requirements for affordable housing—especially those that define who is eligible for affordable housing—would help the County identify unmet needs and equity concerns related to the availability of resources and prioritize available resources.

Initiative 4.2.4

Using flexible funding, incentivize timely repairs and rehabilitation of affordable housing units for landlords willing to adopt an affordability guarantee to ensure units remain on market as affordable housing rentals.

Value to the Community

Creating solutions to rehabilitate and repair affordable housing units, while ensuring they remain available to residents, helps sustain the safety and supply of affordable housing stock. This will in turn allow for continuous updating and repairs to affordable housing stock, which will create safer and higher quality affordable housing units in the community.

Initiative 4.2.5

Increase access to flexible funding that can be used to rehabilitate homeowner-owned mobile homes on rented property.

Value to the Community

Supporting the rehabilitation of mobile homes as affordable housing units in the community can provide additional safe and comfortable housing options on pre-developed land without the need for

significant County interventions, such as the use of master leasing agreements or vouchers. Providing more options for affordable housing can empower residents to find housing solutions that work for them.

Initiative 4.2.6

Expand and advertise available renter-support services.

Value to the Community

The County can provide services that support renters and help them advocate for safe living conditions in affordable housing units. By educating the community on the availability of these services, the County can help renters navigate affordable housing requirements and avoid homelessness. The availability of these services will also encourage affordable housing units to be kept in safe condition to avoid legal repercussions for landlords.

Initiative 4.2.7

Provide funding for and promote the availability of Americans with Disabilities Act compliant affordable housing through modification, rehabilitation, and redevelopment efforts.

Value to the Community

In addition to affordability, the County must consider how it can provide accessible housing that complies with the Americans with Disabilities Act. Providing increased funding for home modifications to help expand the available housing stock suitable for residents with access needs will improve the overall quality, availability, and equitability of housing in Orange County.



Strategy 4.3: Ensure continuation of and streamlined access to emergency housing assistance.

This strategy is intended to provide emergency housing assistance to the community as necessary to combat the housing impacts caused by the COVID-19 pandemic. The initiatives within this strategy support the County's efforts to provide continued emergency housing assistance and help improve the process for obtaining it.

Initiative 4.3.1

Use data from gap analyses of interim and long-term housing support programs and resources to identify areas requiring expansion or resource development.

Value to the Community

To provide effective housing services, the County can use existing assessments of current housing support programs to identify potential improvements. Gap analyses around housing assistance programs can help to determine where more resources or support are needed and prioritize improvements to the available programs. Using this data will allow the County to identify areas where it may be enough to provide additional resources to meet housing needs instead of making changes to, or sustained expansions of, established programs. Gap analyses also show the County's ability to adapt to changing needs as pandemic recovery evolves.

Initiative 4.3.2

Continue to secure funding to sustain and expand provision of emergency assistance housing fund and eviction diversion programs.

Value to the Community

If the County has access to additional funding allocated for the provision of emergency housing assistance and eviction diversion, government agencies can expand access to these existing programs and increase the overall positive impact throughout the community. With increased funding, the County can build better and more efficient emergency housing assistance and eviction diversion

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programs, reducing the overall costs to the community and better meeting the needs of residents in the long-term.

Initiative 4.3.3

Continue to centralize the structure of emergency housing assistance to encourage consolidation of resources and easier access for residents.

Value to the Community

Residents often face challenges in receiving the emergency housing assistance they need due to assistance programs being complicated or hard to understand. If the County provides centralized resources, residents will be better able to understand the available options and seek assistance. In addition to decreasing barriers to access, permanent changes to the structure to simplify application processes will make emergency housing assistance programs more efficient and effective for community members.

Initiative 4.3.4

Decrease reliance on volunteer labor to support homeless populations.

Value to the Community

Homeless populations often rely on non-profit organizations and volunteers to receive assistance and services. However, because these organizations are not governed in the same way as public-sector entities, the County cannot ensure that the services offered are equitable or in line with County's recovery goals. If the County takes a more active role in providing services to those experiencing homelessness, County organizations will have more control over the services provided and reduce the risk of services disappearing unexpectedly due to lack of a volunteer labor force.

Initiative 4.3.5

Continue to coordinate entry and case management support to improve the flexibility of case management services.

Value to the Community

Orange County can use recovery efforts as an opportunity to continue to improve and streamline its housing processes, including those related to case management programs, which often are not flexible or inclusive enough to meet the needs of those using the services. By strengthening coordination points between entry staff and case managers, the County can increase flexibility and support successful outcomes from case management programs and services.

Initiative 4.3.6

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

Value to the Community

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

Initiative 4.3.7

Continue to identify and provide support to households facing imminent risk of homelessness.

Value to the Community

Due to the COVID-19 pandemic, there has been an increase in the number of households facing the possibility of homelessness. As a result, the County will likely see an influx of households at risk of homelessness or experiencing homelessness. The County can continue to provide support and services for these households to reduce the incidence of homelessness in the community and ensure equitable access to available affordable and emergency housing

NATURAL AND CULTURAL RESOURCES

A landscape photograph of a river or lake with a grassy foreground and a dark, overcast sky. The text 'NATURAL AND CULTURAL RESOURCES' is overlaid in white. The image is a full-page background with a dark, moody atmosphere. The foreground is filled with tall, green grass. In the middle ground, there is a body of water reflecting the sky and the surrounding trees. The background shows a line of trees and a small, dark structure, possibly a water tower, under a heavy, grey sky.



Strategy 5.1: Prevent the erosion of natural and cultural resources.

This strategy targets and addresses the erosion of natural and cultural resources through conducting a park access study, monitoring the impact of COVID-19 on outdoor space utilization, conducting public education, and identifying essential policy changes.

Initiative 5.1.1

Conduct a park access study to gather key insight about how the community utilizes public spaces and whether the expansion of public spaces is necessary.

Value to the Community

COVID-19 has increased public demand for natural and green spaces more than ever before. Green spaces are important for both mental and physical health, and by incentivizing public access of such spaces, the County can improve the quality of life for its residents. Before the County can increase use of outdoor spaces, it must evaluate whether there are barriers to access that can be removed or mitigated and address those barriers accordingly.

Initiative 5.1.2

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

Value to the Community

COVID-19 has increased outdoor activity in unprecedented ways. Increased human traffic can negatively impact or damage natural spaces, if not monitored and addressed when damage occurs. Orange County and its municipalities must make a concerted and collaborative effort to identify and address distress on the natural environment.

Initiative 5.1.3

Evaluate the need for sweeping policy changes about the way we use public spaces or develop land post-COVID-19.

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Value to the Community

The use and development of public spaces must be evaluated to determine their capacity to serve the community during periods of peak use. If public spaces do not have the capacity to serve the whole community, an evaluation of necessary policy changes about land use or development may be necessary to expand capacity and develop public spaces.

Initiative 5.1.4

Establish outreach campaigns to educate residents about their role as stewards of natural resources.

Value to the Community

Environmental restoration and natural resource stewardship will become more pressing over time as the impacts of climate change take root in communities around the globe. To proactively address these concerns, it is important that Orange County prioritizes public environmental education and resource stewardship now.



Strategy 5.2: Support sustainable local agriculture systems.

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This strategy supports local agriculture by connecting supply with demand in the community through supporting the economic prosperity of local farmers and providing agricultural stakeholders the opportunity to voice their concerns or expose barriers to their success during COVID-19.

Initiative 5.2.1

Establish a program to funnel excess food from local agricultural producers to local food distribution organizations and families in need.

Value to the Community

Utilizing local agricultural producers to address food shortages or needs within the County can both stimulate the local agricultural industry and provide healthy food for families in need. Establishing a partnership and food distribution system—from local food growers to local households—can help address hunger exacerbated by COVID-19 while strengthening food channels against future disruptions.

Initiative 5.2.2

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

Value to the Community

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

Initiative 5.2.3

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

Value to the Community

Economic independence is critical for resiliency against disasters, but also empowers agricultural producers to experiment with sustainability and progressive agricultural operations that benefit them and their customers in the long term.

Initiative 5.2.4

Revise land use and zoning rules that inhibit the growing and processing of food locally.

Value to the Community

Land use and zoning rules can infringe on a community's ability to grow, produce, and sell food locally. Consequentially, many communities lack access to locally grown healthy food, and local produce becomes more expensive and "niche." Reviewing land use and zoning rules for potential changes to incentivize local food supply can help address this concern.

Initiative 5.2.5

Work with stakeholder groups representing producers, processors, restaurants, supply chains, food pantries, and grocery stores to encourage and incentivize expansion of local and sustainable food systems.

Value to the Community

Inviting local food production and supply chain stakeholders to participate in conversations about expansion barriers will help the County identify ways to revitalize and expand local agricultural systems. Expanding local agricultural systems can help eliminate food deserts, combat hunger, and stimulate the local agricultural economy.



Strategy 5.3: Provide virtual or safe/socially distanced recreational opportunities for all residents.

This strategy provides socially-distant recreation for members of the Orange County community to promote community healing, improve mental health, and promote collaboration across municipalities.

Initiative 5.3.1

Utilize oral histories to tell the story of the pandemic.

Value to the Community

Providing an outlet for the community to verbalize and share their experiences with the pandemic can be therapeutic and healing and promote a heightened sense of community. Establishing a program that provides a safe space for the community to share their thoughts will be of tremendous value.

Initiative 5.3.2

Establish a tree planting program to encourage safe physical outdoor activities and climate mitigation efforts.

Value to the Community

Tree planting programs provide several benefits to the community. Firstly, planting trees helps the community on an ecological and environmental level, from combatting climate change to habitat restoration. Secondly, tree planting and outdoor activities are beneficial for both mental and physical health and can combat social isolation while empowering participants to engage with their local community.

Initiative 5.3.3

Pursue opportunities to pool resources across organizations and jurisdictions to coordinate free virtual activity offerings.

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Value to the Community

Facilitating robust virtual public activities can be challenging, but by pooling resources and collaborating within Orange County, virtual workshops can result in larger participation, more volunteer facilitation, and greater frequency. Virtual activities have been increasingly important for individuals who cannot leave their homes during COVID-19.

Initiative 5.3.4

Create a platform to promote virtual participation in outdoor activities.

Value to the Community

If individuals cannot leave their house to enjoy the outdoors, virtual participation in outdoor activities may provide similar stress relief if conducted well. By creating a platform to promote virtual participation in outdoor activities, Orange County can provide a safe option for those who want an outdoor experience, but simply cannot due to COVID-19.

Initiative 5.3.5

Promote the value of community art to recovery and community resilience through community arts projects.

Value to the Community

Art historically has played a large role in community resilience as it enables communities to share, heal, and document their experiences; additionally, it can promote a sense of community comradery and shared lived experiences. Community art projects could provide Orange County residents with a way to move forward into recovery while honoring the experiences and tragedies of COVID-19.

Initiative 5.3.6

Support and promote new community-driven arts projects that enable community healing.

Value to the Community

Community healing after a disaster is important for recovery and for resilience building. Providing support for community-driven arts projects can help members of the community process their grief and make people feel closer or more unified.

Initiative 5.3.7

Gamify outdoor activity by providing park "swag," centralizing countywide parks resources, and providing accessible opportunities for outdoor education.

Value to the Community

Making outdoor activity more entertaining, accessible, and marketed helps promote public use of outdoor spaces. The use of outdoor spaces is beneficial for the mental and physical health of communities and can help combat the negative effects of social isolation for all community members.

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COMMUNITY PLANNING AND CAPACITY BUILDING



Strategy 6.1: Promote climate change mitigation efforts.

This strategy promotes climate mitigation through a variety of methods, from energy conservation tactics to expanding the sustainability industry in Orange County.

Initiative 6.1.1

Partner with utilities to promote energy conservation messaging to the community in an effort to reduce utility bills.

Value to the Community

Energy conservation reduces utility bills for households, which is increasingly important given the financial strain of COVID-19 and its impact on the economy. Additionally, energy use reduction is important for combatting climate change and reducing energy demand.

Initiative 6.1.2

Support local higher education programs to expand job knowledge in sustainability and energy.

Value to the Community

Sustainability and energy are growing sectors that will require a skilled workforce in coming years. To ensure Orange County possesses that workforce, and to demonstrate commitment to sustainability and combatting climate change, Orange County can work with local academic institutions to promote and expand sustainability and energy programs.

Initiative 6.1.3

Engage in comprehensive climate action planning to address and mitigate present and future environmental impacts.

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Value to the Community

Climate change impacts all communities across the globe but presents a more time sensitive hazard to states along the coast and their communities due to sea level rise and hurricanes. It is imperative that Orange County engages in comprehensive climate action planning proactively to ensure their community's preparedness for future disasters at high frequencies and magnitudes.

DRAFT



Strategy 6.2: Build collaborative programs between government and academia.

This strategy is intended to increase collaboration between the government and academic institutions, to support students in the County and to improve their marketability after they leave their institutions.

Initiative 6.2.1

Work with community colleges and universities to develop a comprehensive approach to supporting students in accessing resources necessary for success.

Value to the Community

COVID-19 has been impactful for college-aged students, as they struggle to navigate college in a virtual setting. Orange County can support its college students by working with local colleges and universities to determine where additional assistance may be necessary for students in Orange County (such as housing or rental assistance) and how to market community resources to those individuals so they can remain in the community.

Initiative 6.2.2

Work with colleges and universities to provide short-term training opportunities.

Value to the Community

Job and skills training can be a determining factor in qualifying for a job and can help an individual compete in an increasingly competitive job market. Orange County can better prepare and empower its students for life after college through partnerships and programs between local colleges and the County.

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PUBLIC INFORMATION AND INTERGOVERNMENTAL AFFAIRS



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

This strategy supports communication between the public and its government by organizing volunteer networks, creating chat portals, and establishing accessible translation services for non-English speakers.

Initiative 7.1.1

Build a local Voluntary Organizations Active in Disaster to assemble an active volunteer network.

Value to the Community

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

Initiative 7.1.2

Develop a 24-hour chat portal or hotline for community members to share concerns or inquiries. Leverage the Housing Helpline as a model or potential connection point.

Value to the Community

The Housing Helpline in Orange County is a notable example of a chat portal between the public and government. This same model can be used to implement a program that addresses general community concerns or requests for resources more broadly.

Initiative 7.1.3

Provide language translation services to non-native English-speaking individuals and households within the community.

LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY

PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

Value to the Community

Language barriers not only restrict households from accessing the resources they need but can also intrude on an individual's potential to get basic needs met like addressing medical concerns, applying for jobs, or filling out housing applications. Providing language translation services to non-native English speakers in Orange County would be transformative for many families and would improve the quality of life for many residents.

DRAFT



LEAD

List of all initiative leads

PARTNERS

RSF Partners

List of partners / supporting entities will go here.

STRATEGY PRIORITIZATION

Ranking from prioritization survey.

Goals

(Icon system identifying which goals this strategy supports)

Community Applicability

(Table showing which initiatives are relevant to respective communities)

Strategy 7.2: Promote equitable public engagement in planning processes.

Orange County has prioritized the inclusion of equitable considerations in planning processes, and this strategy was established to honor that initiative in this plan's implementation for recovery and for years to come through the promotion of public engagement, the standardization of equity and inclusion processes, and the removal of barriers to participation.

Initiative 7.2.1

Leverage virtual participation platforms and assess new means of recording and enabling participation in public meetings, recognizing not all solutions will work for all communities.

Value to the Community

Public meetings are not always accessible to individuals who lack transportation, have limited access to technology, or work irregular hours. By exploring alternative platforms and methods of recording, the County could increase public engagement in meetings and events that invite public participation.

Initiative 7.2.2

Leverage the Government Alliance on Race and Equity planning process to establish a system for and culture of sharing resources, data, and lessons learned regionally.

Value to the Community

Municipalities and local governments can avoid ethical and social errors by information sharing across jurisdictions, organizations, and departments. Orange County can utilize the Government Alliance on Race and Equity planning process to establish a system that encourages and celebrates information-sharing, and in turn, improves racial equity outcomes countywide.

Initiative 7.2.3

Create a campaign aimed at educating people about why it is important to participate in planning processes.

Value to the Community

Although the public may be invited to participate in planning processes within the County, municipalities and local governments often struggle to achieve meaningful participation. Public education about the importance of public engagement in local planning processes can help incentivize public engagement.

Initiative 7.2.4

Develop a systematic approach to coordinating countywide community engagement efforts with a focus on creating meaningful engagement opportunities for rural and historically underserved communities.

Value to the Community

Rural communities are historically underrepresented in community services and outreach efforts. By developing a systematic approach to rural engagement, Orange County can help ensure proportionate representation of rural voices in planning processes and expand efforts to address inequities in the County.

Initiative 7.2.5

Develop a systematic approach to engaging residents across the community in an equitable way.

Value to the Community

Developing a consistent approach to equitable engagement within the community can ensure adequate representation is gathered from communities of color or other historically marginalized communities. This sort of initiative could also help demonstrate commitment to equity in practice and create or increase consistency across municipalities and unincorporated areas.

ANNEXES





WHAT ARE PLAN ANNEXES?

Annex A: Impact Assessment Key Findings

This annex provides a summary of the ways the COVID-19 adversely affected Orange County and its residents across the health, economy, housing, and social service sectors.

Annex B: Strategy Prioritization

This annex describes the process through which members of the public and Long-Term Recovery Group participants provided input to prioritize strategies for inclusion in this plan.

[Note: Prioritization rankings and detailed methodology information to be added.]

Annex C: Community Values Survey

This annex summarizes information collected from the public through a Fall 2020 survey developed and distributed by the Long-Term Recovery Group. Respondents were asked about their own values, biggest challenges, and perspectives on how Orange County can bounce back and transform in positive ways following the COVID-19 pandemic. The annex further describes efforts to make the survey available and accessible to all residents.

Annex D: Community Input

This annex contains a table identifying how strategies and initiatives relate to the values, concerns, ideas, and beliefs expressed by Orange County residents through the various engagement efforts described in detail within the **Equitable Community Engagement** section. The annex also shows how strategies and initiatives relate to the impacts identified by the Long-Term Recovery Group's information gathering and direct research.

Annex E: Funding Sources – What is that?

This annex provides an overview of relevant funding programs that could potentially be used to support the implementation of strategies and initiatives included in this plan.

Annex F: Strategy Leads and Partners – What is that?

This Annex provides a consolidated list of all lead organizations and partners organization for the strategies listed above.

[Note: Leads and partners will be identified prior to plan finalization.]

Annex G: Short-Term Recommendations – What is that?

This annex documents initiatives deemed too immediate in nature for inclusion in this plan.

[Note: Initiatives from within the plan above may be shifted to this annex]

Annex H: Recovery Support Function Structure – What is that?

This annex provides a graphic overview of Orange County's Long-Term Recovery organizational structure.



ANNEX A: IMPACT ASSESSMENT KEY FINDINGS

This annex presents key findings from the COVID-19 Impact Assessment for Orange County. The Impact Assessment intended to help Orange County determine which parts of the community were most significantly impacted by the COVID-19 pandemic. The Impact Assessment analyzed how COVID-19 impacted Orange County and its three major municipalities: Carrboro, Chapel Hill, and Hillsborough. The assessment focused on how COVID-19 impacted the public health, economic, housing, and social services sectors and specifically examined the effects of the pandemic on historically underserved communities of color. The findings of the Impact Assessment were used to inform the strategies and initiatives provided in the Long-Term Recovery and Transformation Plan and emphasized the importance of integrating considerations for equity and representation in planning. The findings of the assessment led the Long-Term Recovery Group to implement a ranking and prioritization system for plan strategies, which is detailed in **Annex B**.

The Impact Assessment was developed using a blend of quantitative and qualitative analysis to evaluate the full scope of COVID-19 impacts. The findings of the assessment represent a point-in-time snapshot of the major impacts to Orange County due to COVID-19. The data leveraged in this report to describe the effects of COVID-19 are current through approximately August 15, 2020, but conditions and outcomes within the County continue to rapidly evolve. Additionally, some data predate the onset of the pandemic to contextualize changes caused by the pandemic.

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

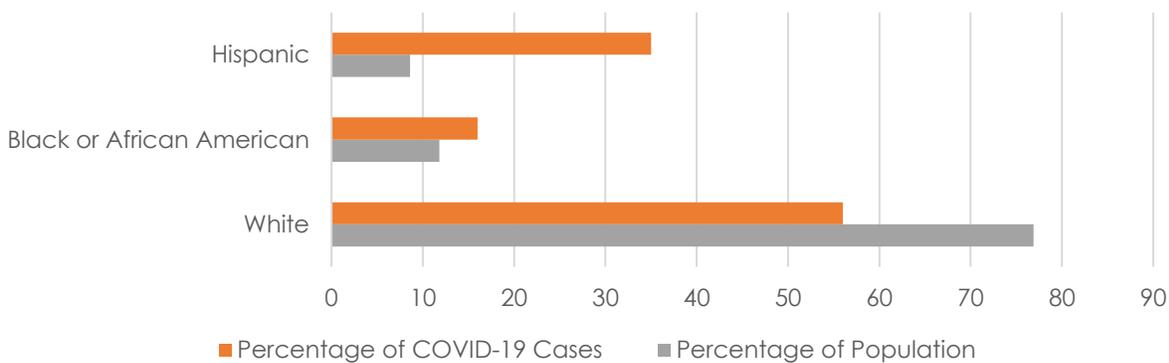
Health

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



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

Figure 4: COVID-19 Cases in Orange County by Race and Ethnicity



Economy

- Job loss was five percent lower in Orange County than the national average. The industry breakdown of Orange County, with roughly 23.1% of jobs in the educational services sector and 16.2% in the healthcare and social assistance sector, may have created stability for the County. However, the stability of the healthcare and education sectors may statistically camouflage the impact of unemployment in other sectors.
- People of color fill a disproportionate number of low-wage essential jobs. Most notably, Latinx and Black workers are over-represented in the essential workforce relative to their share in the total workforce. This carries implications for people of color in Orange County, who are more likely to fill essential jobs, and are at higher risk of contracting COVID-19.
- University of North Carolina (UNC) Chapel Hill is one of the County’s main tourism drivers, with roughly 29,000 students attending per year. It is estimated that every UNC student that lives off campus spends about \$12,000 in local accommodations. Orange County will likely see a significant reduction in local student spending due to the recent shift to remote learning this fall.



- The County's budget is supplemented by both sales tax and property tax. Overall, there have been reductions to sales tax revenues due to COVID-19, but the County's current tax structure may provide stability if initially projected increases in property, motor vehicle, delinquent, and liquor taxes manifest for Fiscal Year (FY) 2020-21.

Housing

- The economic hardship caused by COVID-19 has led many households in Orange County to seek additional assistance to avoid eviction and/or homelessness. Between January and July 2020, the Orange County Emergency Housing Assistance Fund helped divert 365 households from eviction and/or homelessness, compared to 26 households in 2019.
- Foreclosures in Orange County have declined during COVID-19, partly due to protections established by the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) as well as a statewide moratorium on evictions. Orange County may experience an increase in foreclosures and evictions as extended protections from the CARES Act for federally insured home loans and the CDC Eviction Ban expire on January 31, 2021.
- Median household income is higher than the national average in Orange County and poverty rates are also higher, indicating a wide disparity in financial security among residents and stressing the importance of affordable housing accessibility.
- In 2019, the mean wage earned by renters in Orange County was \$14.12 per hour. A mean wage worker must work 112 hours per week to afford the average monthly rent (\$902) of a two-bedroom apartment designated as affordable in Orange County.

Social Services

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



ANNEX B: STRATEGY PRIORITIZATION

The Long-Term Recovery Group used a community survey to evaluate how well each proposed recovery strategy met communities’ needs identified through the Community Values Survey, Impact Assessment, and Recovery Support Function Visioning Workshops. This survey was used to inform the prioritization and refinement of draft strategies. The survey asked respondents to rate the importance of each proposed strategy, providing a ranking order for how important each strategy is to the community. The results of this survey helped determine which draft strategies would be eliminated based on low ranking, leaving only those strategies that were important to the community as part of the plan. **Table 1** shows the scoring methodology for strategy prioritization in the plan.

[Prioritization methodology information to be added.]

Table 1: Strategy Prioritization

Strategy	Score	Rank (H, M, L)



ANNEX C: COMMUNITY VALUES SURVEY

Orange County's Long-Term Recovery Group solicited feedback via a Community Values survey, which was open from August 31 through September 11, 2020 and collected 1,535 responses. This survey was instrumental in helping Orange County's leaders understand what the community values the most when it comes to recovery from COVID-19 and how to avoid disruptions in the future. The survey results were used to inform plan development and guide the development of strategies and initiatives.

This survey was made available across diverse communities and in various languages. Survey respondents self-identified their race according to the results in **Table 2**. This survey was published online through Survey Monkey in English and Spanish and was translated and administered in Karen, Burmese, and Mandarin-Chinese by phone. Although efforts were made to engage diverse community members, the respondent demographics for this survey skewed older, white, and female. To encourage more equitable engagement and diverse input on community needs, the Long-Term Recovery Group held focus groups and meetings with community leaders from communities of color. In addition, the survey was offered in English, Spanish, Mandarin-Chinese, Karen, and Burmese in written form. These efforts aimed to garner more diverse input from the community based on the results of the Community Values Survey.

Table 2: Race and Ethnicity of Survey Respondents

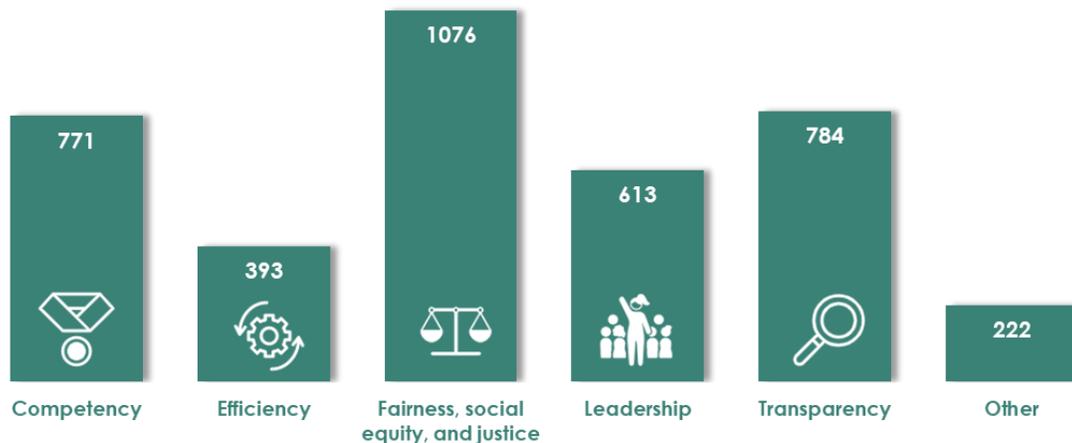
Race/Ethnicity	Responses
American Indian or Alaskan Native	6
Asian/Pacific Islander	24
Black or African American	43
Hispanic	27
White/Caucasian	1034
Multiple Ethnicities/Other	48
I prefer not to answer	107
No Response	246



Orange County Community Values

Figure 5 summarizes the top values of the Orange County community.

Figure 5: Top Community Values



“Other” values include:

- Communication and engagement
- Responsible spending
- Safety
- Environmental stewardship
- Diversity, inclusion, and accessibility

The biggest challenges for individuals and families to overcome during the pandemic include:

- **Isolation and aloneness** from limited social interactions, social distancing, and staying home.
- Challenges associated with supporting children during this uncertain and unique time, especially related to the **virtual learning environment and finding reliable childcare options.**



- Concerns and stresses over **money and finances**, whether through decreased business revenue, loss of jobs, or uncertain economy.
- **Mental and physical health** concerns related to COVID-19, including maintaining mental and physical health, caring for sick loved ones, finding translated information about the virus, and frustrations and anxieties related to wearing face masks.
- Lack of access to, and **closures of, facilities, businesses, and services.**
- **Limited access to reliable, high speed internet** impairing the ability of people to work from home and for their children to participate in distance learning.

Orange County can strengthen the community's ability to bounce back from future disasters by:

- Being better prepared through **advanced planning**, including planning for pandemics and contingency planning.
- **Strengthening communication and information sharing**, especially related to the virus and the programs and services available to help people in need. Information needs to be provided in more languages to ensure universal understanding.
- Establishing new, and maintain existing, programs and services that **support the most vulnerable people** in the community.
- Putting policies and programs in place that **support businesses**, especially small businesses.
- Increasing access to, and quantity of, **affordable housing** and programs that support rent and mortgage payments.
- **Continuing efforts to strengthen leadership and enforce law and order** (e.g., wearing masks). Stronger leadership will help to unite people, increase efficiency, and better educate the public. Policy makers should respect science and integrate it into decision making.
- Establishing and maintaining a **rainy-day fund or general fund** for programs that can help support individuals, schools, and businesses throughout the pandemic.

Table 3 highlights how priorities differ between different races/ethnicities in the community. The count of responses for each issue are summarized by race and have been shown as a percent of the total responses received from each race/ethnicity to normalize the data for comparison purposes.

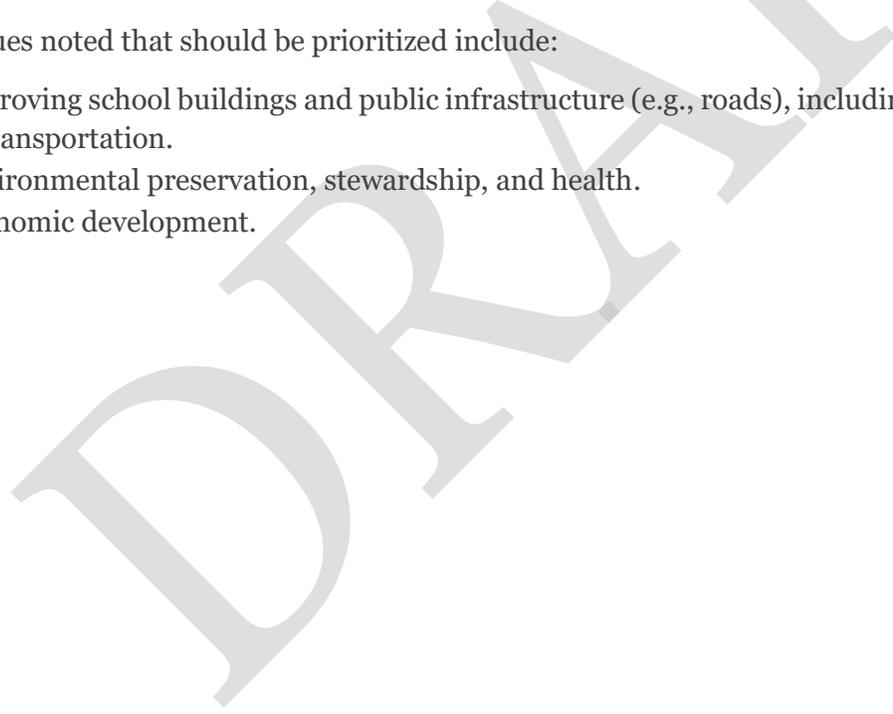
Table 3: Prioritization by Race/Ethnicity



Race/Ethnicity	Income inequality	Climate change	Racial injustice	Healthcare access	Housing affordability	Education / Achievement gap	Broadband internet availability	Other
American Indian or Alaskan Native	10%	5%	10%	10%	24%	10%	24%	10%
Asian / Pacific Islander	13%	4%	14%	16%	16%	13%	17%	7%
Black or African American	14%	9%	16%	14%	17%	14%	13%	3%
Hispanic	15%	9%	15%	15%	16%	14%	12%	3%
Multiple Ethnicities / Other	14%	10%	15%	13%	15%	12%	14%	6%
White / Caucasian	13%	13%	15%	14%	15%	14%	13%	3%
No race or ethnicity specified	11%	12%	13%	14%	13%	14%	15%	7%

“Other” issues noted that should be prioritized include:

- Improving school buildings and public infrastructure (e.g., roads), including accessibility of transportation.
- Environmental preservation, stewardship, and health.
- Economic development.





ANNEX D: COMMUNITY INPUT

The Community Input Annex takes all Long-Term Recovery and Transformation Initiatives and identifies which recovery needs they meet; recovery needs in Orange County were identified through a variety of engagement and research efforts, including the Impact Assessment, Recovery Support Function Focus Groups, Visioning Workshop, Community Values Survey, and Community Leaders Meetings. This annex is intended to assist Orange County with determining which initiatives to prioritize (i.e., determining which initiatives meet the most community needs), in conjunction with the public Prioritization Survey. This annex may also be used to determine which initiatives to utilize when targeting specific needs within the County.

		Health				Economy					Housing			Social Services							Other		Needs Met / Initiative					
		Equitable access to healthcare	Equitable treatment in healthcare	Equitable access to mental healthcare	Prevent spread of COVID-19	Translated health info for ESL communities	Living Wages	Create jobs	Support small business	Support minority owned businesses	Increase consumer confidence/activity	Affordable housing	Eviction/foreclosure diversion	Emergency housing	Housing for undocumented residents	Access to public transportation	Streamline access to community resources	Support virtual learners	Support for parents of virtual learners	Equitable internet access	Equitable access to food	Eliminate educator biases		Combat social isolation	Provide childcare	Combat climate change	Equitable engagement in planning	
METHOD OF IDENTIFICATION		IA	IA, VW	CLM, CV, FG, VW	CLM, IA	CLM, VW	IA, VW, FG	IA, FG	CLM, CV, FG, VW	CLM, FG, VW	IA, VW, FG	CLM, CV, FG, IA	IA	IA	CLM	IA	FG	CLM, CV, VW, IA	CLM, IA, FG, VW	CLM, CV, FG, VW, IA	IA	CLM	CV, FG, VW	CV	CV	FG, VW		
STRATEGY	INITIATIVES																											
Promote safe economic recovery.	Loosen restrictions on pop-up markets for art, performances, street theater, and farmers markets to enable greater access/use of public spaces.							X	X																			3
	Educate the community about reopening efforts, communicate the value of economic development, and communicate why certain projects and efforts will benefit the public.				X																							1
	Provide PPE to galleries and small businesses.				X				X	X																		3
	Create an inventory of arts producers, artists, and craftspeople and link them with existing resources.									X			X															2
	Develop collaborative marketing strategies to bring new business and growth to the County.							X	X	X	X	X																5



ANNEX E: FUNDING SOURCES

[This annex will be continuously updated until the plan is finalized and is currently in draft form. Reviewers who have information about applicable local or state funding sources are encouraged to provide feedback during the Public Comment Period.]

This annex provides a resource for the County to understand funding opportunities available to implement recovery actions. This will serve as an evolving resource to understand the funding landscape and provide additional tools and information related to funding sources, where available and needed. Available sources for financing recovery recommendations may include the following:

- **Insurance pay-outs:** An initial source of disaster recovery funding, especially for homes and other privately-owned properties.
 - **Local, state, and federal grant and loan opportunities:** A wide range of state and federal programs are available to provide financial assistance to recovery efforts when local resources are overburdened or unavailable.
 - **Commercial/Small Business Administration loans:** These loans are a source of support for funding economic revitalization and the return of businesses and jobs, and are secured through private institutions (often local banks).
- Private, non-profit, and other sources:** Donations and funding opportunities from charitable organizations, community foundations, or private donors are options to fund recovery actions.

These funding sources can be used in addition to the Orange County resources, which should be allocated based on priority to implement recovery actions. Participatory budgeting is an alternative method to facilitate allocation, which will allow for continued community engagement throughout the long-term recovery process. This method involves a process where residents vote to make decisions on budgetary allocations for public projects, fostering a sense of trust and empowerment within the community and assisting the County in understanding community priorities. To support the implementation of the recovery actions, key funding sources, program descriptions, and agencies/organizations are included in **Table 4** below. This list is not exhaustive and will change over time as funding opportunities arise or expire.

Table 4: Potential Funding Sources

Funding Opportunity	Agency/Organization and Level of Scope	Capabilities/Authorities



ANNEX F: STRATEGY LEADS AND PARTNERS

This annex provides a consolidated list of all lead organizations and partner organizations for the strategies listed within this Long-Term Recovery and Transformation Plan. It is essential that organizations understand their role in the plan and within specific strategies to ensure strategies are carried out. This list can be used as a reference for lead and partner agencies as well as other community members who want to know more about how the plan strategies are being executed.

[This annex will be populated with guidance from the Long-Term Recovery Group and responsible Recovery Support Functions prior to the plan’s finalization. Reviewers who have suggestions regarding potential leads or partners for strategies are encouraged to provide feedback during the Public Comment Period.]

Table 5: Strategy Leads and Partners

Strategy	Lead	Partners



ANNEX G: SHORT-TERM RECOMMENDATIONS

[This annex will provide a list of recommended initiatives to be implemented in the immediate term, which may not be applicable to the longer-term efforts that other plan initiatives address.]

DRAFT



ANNEX H: RECOVERY SUPPORT FUNCTION STRUCTURE

Orange County uses Recovery Support Functions to organize their recovery efforts, including those related to the COVID-19 pandemic. Recovery Support Functions are a structure founded in the Federal Emergency Management Agency’s National Disaster Recovery Framework. At the national level, Recovery Support Functions provide a coordinating structure to meet the needs of communities after a disaster. State, county, and local governments can also use and adapt the Recovery Support Function structure to organize their own approach to recovery.

Orange County organizes its recovery efforts using seven Recovery Support Functions. These Recovery Support Functions and their capabilities are defined in **Table 6**. The Recovery Support Functions each contain multiple organizations that coordinate to carry out recovery strategies relevant to their functional area. All Recovery Support Functions also have a role in the broader Orange County recovery structure. This structure includes the Long-Term Recovery Group (led by the Long-Term Recovery Group Coordinator) and several Multi-Agency Coordination Groups. The Recovery Support Functions each coordinate internally, with other Recovery Support Functions and with the broader recovery structure, to work toward the Guiding Vision. **Figure 6** shows how the Recovery Support Functions fit into Orange County’s recovery organization structure.

Figure 6 below.

Table 6: Recovery Support Function Capabilities

Recovery Support Function	Capabilities
1: Economic	Return economic and business activities (including food and agriculture) and develop new business and employment opportunities that result in a sustainable and economically viable community.
2: Health	Restore, sustain, and improve health networks to promote the resilience, independence, health, and well-being of the community.
3: Human Services	Restore and improve social networks to promote the resilience, independence, emotional/mental health and well-being of the community. Implement feeding and social services solutions that effectively support the needs of the community and contribute to its sustainability and resilience.
4: Housing	Restore and improve housing solutions that effectively support the needs of the community and contribute to its sustainability and resilience.
5: Natural and Cultural Resources	Protect natural and cultural resources through appropriate actions.



<p>6: Community Planning and Capacity Building</p>	<p>Conduct a systematic process in the development of executable strategic, operational, and/or community-based approaches to meet recovery priorities.</p>
<p>7: Public Information and Intergovernmental Affairs</p>	<p>Responsible for intergovernmental coordination, financial administration, and public information.</p>

The Recovery Support Functions each contain multiple organizations that coordinate to carry out recovery strategies relevant to their functional area. All Recovery Support Functions also have a role in the broader Orange County recovery structure. This structure includes the Long-Term Recovery Group (led by the Long-Term Recovery Group Coordinator) and several Multi-Agency Coordination Groups. The Recovery Support Functions each coordinate internally, with other Recovery Support Functions and with the broader recovery structure, to work toward the Guiding Vision. **Figure 6** shows how the Recovery Support Functions fit into Orange County’s recovery organization structure.

Figure 6: Orange County Recovery Organization Structure

