

Vitalize

Dorothy N. Johnson Community Center Strategic Plan 2022-2027



The Community
Practice Lab



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Dedication

This plan is dedicated to Dorothy N. Johnson, the namesake of the community center, for the integral part she played in driving the vision for the Fairview Community Watch and as an long-term advocate for the Fairview community.

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Executive Summary

Purpose

This proposal presents a plan for the initial growth of the Dorothy N. Johnson Community Center over the next 2-5 years. This plan was created through an assessment of the strengths of the Fairview community and needs identified by the Fairview Community Watch (FCW), a review of literature relevant to this topic, a consideration of potential community partners, and conversations with other local community centers. Our intent is to provide concrete recommendations that may be trialed by the FCW or may serve as a starting point for discussion.

The Plan

The following implementation plan consists of four phases, designed to incrementally develop successful operation and thriving use of the community center to address identified needs related to:

- Funding
- Staffing
- Center Operations
- Building Renovations
- Community Outreach

Phase 1 (2021-2022) gathers information from community members, initiates a center assistant role, develops the oral history project, and moves building renovations forward.

Phase 2 (2022 – 2023) targets the operations of the community center more substantially. The center has a part-time coordinator, regular operating hours, policies, and procedures, community communication systems, and the initiation of major renovations.

Phase 3 (2024-2025) imagines the Dorothy N. Johnson Center as a space where shared community activity is growing! Programming flourishes and meets the needs and wants identified by the FCW as well as information gathered from other local community centers. **Five priority programs**, including hang out space, ESL courses, youth cooking program, Planning for Your Home Workshop, and Partner Coordination are implemented.

Phase 4 (2025-2027) sees the center grow its capacity and sustainability as it moves beyond 3-4 years. Community partnerships, expanded programming, and connectivity within and beyond the Fairview community are enhanced.

Potential funding sources have been identified but will likely require grant applications and potential revenue sources such as community fundraising, donations, and partnerships. A multi-point program evaluation ensures ongoing effectiveness and community satisfaction with programs and resources offered by the Center. With this approach, the Dorothy N. Johnson Community Center will be poised to become a "vital space" of shared community activity for Fairview residents.

Plan Sponsors

This proposal was prepared by students of UNC-Chapel Hill's Masters of Occupational Therapy Program under the supervision of the Community Practice Lab in partnership with the Fairview Community Watch and Habitat for Humanity of Orange County.

The Fairview Community Watch (FCW) was formed in the early 1990s to advocate for a safer, healthier, fairer, and more enjoyable Fairview. FCW is comprised of an active group of resident leaders and have been involved in many community-building efforts in the neighborhood. The organization leads neighborhood safety initiatives, supports a community garden, and sponsors many programs and internships for local youth. The FCW hosts several community events such as an annual holiday party and alternating biannual events such as "Fairview Live" and "Fairview Forward Family Day". They have also advocated for the restoration and development of the Fairview Park and the establishment of a police substation and community space, which was opened in 2002.

Habitat for Humanity of Orange County, NC addresses the need for safe and affordable housing through new home construction and home preservation. Since 1984, Habitat has built over 300 affordable homes and repaired over 200 homes for low-income households in Orange County. Habitat is dedicated to strengthening the communities it serves by building relationships and supporting neighborhood revitalization initiatives. Habitat's work emphasizes partnering with neighborhood residents and stakeholders to help achieve the goals of the community. Since 2006, Habitat has worked closely with the Fairview community to support revitalization goals of the neighborhood. To date, this work has included building over 50 homes and repairing nearly 40 homes in the neighborhood. Additionally, Habitat has worked closely with residents to support the Fairview community garden, lead neighborhood clean ups, and aid in advocacy efforts.

The Community Practice Lab (CPL) is a new initiative based in the Division of Occupational Science and Occupational Therapy in the Department of Allied Health Sciences at the University of North Carolina at Chapel Hill. The CPL offers opportunities for community members, practitioners, and organizations to partner with community-oriented health practitioners, namely occupational therapists, to develop, implement, and evaluate initiatives, programming that is rooted in everyday living, systemic justice, and abundance-based approaches.

Background

Fairview is a low-income neighborhood in Hillsborough, NC consisting of about 400 households and 900 individuals. It is a predominantly African-American neighborhood with a growing population of Latine residents. The community faces several quality-of-life challenges. In 2002, the University of North Carolina at Chapel Hill's (UNC-CH) School of Public Health completed an Action-Oriented Community Diagnosis of the neighborhood. The community diagnosis found that residents

expressed concerns about drugs, crime, access to recreation, opportunities for youth, transportation, neglected properties, access to healthy food, loose dogs, and litter (Gertz et. al., 2002). Despite the many challenges experienced by community members, Fairview remains a strong community with significant assets. Fairview has a rich history of strong community ties and collective action, including an active group of resident leaders that comprise the Fairview Community Watch.

Initial plans for developing a Town-owned building to address community concerns in Fairview started in the late 1990's. (Town of Hillsborough, 1997) In 1999, a proposal for a Fairview community policing and community center was proposed and construction of the building was completed in 2002. Publicly available information on plans for the building found in Town of Hillsborough Commissioner meeting minutes indicate that the original purpose of the building was to utilize the space as a police substation and community space. Town of Hillsborough, Orange County and Fairview community representatives (including Dorothy Johnson) initially requested the building be used for the following purposes:

- 1) Substation site for law enforcement officers to provide easy access for police officers, sheriff's deputies, and others during emergencies,
 - 2) Office site for social services and mental health resources offered by Orange County,
 - 3) Location for organized activities offered by Orange County Parks and Recreation,
 - 4) Use by local nonprofits and Fairview residents for meetings and events,
 - 5) Use by local community college to offer GED and vocational classes, and
 - 6) Use of the site as a recycling center drop-off point by Department of Sanitation.
- (Town of Hillsborough, 1997).

Over time, discussions for use of the building primarily focused on the police use of the building (Town of Hillsborough, 2007a, 2007b, 2013, 2015). Furthermore, without sufficient support from Orange County, many of the plans for supportive services in the building never materialized. During the early- and mid-2000's, conversations at Town of Hillsborough Board meetings around use of the building focused primarily on crime response and policing needs and although the building was utilized by Fairview Community Watch and other community residents as a meeting space and for community events during this time, there was a growing feeling among neighbors that the initial goals of the community for the building were never realized.

Commissioner Kathleen Ferguson raised these concerns at a Town Board meeting in 2016, stating that "there was a promise that the substation in Fairview was supposed to be a community center. I want to make sure that we do not lose that aspect of that building because the residents feel that it's getting smaller." (Town of Hillsborough, 2016). At this meeting, Commissioner Ferguson specifically states the desire among residents to have improved kitchen facilities for cooking classes. These resident concerns were raised by Commissioner Ferguson and community members at subsequent Town Board meetings in June 2018, February 2019, and November 2019 (Town of Hillsborough, 2018, 2019a, 2019b).

Over the past two decades, the Hillsborough Police Department has utilized the building for police use with accommodating community access to the building upon request. In early 2019, the Hillsborough Police Department requested expanded use of the building for training and additional office space for police use, expressing the building would still have community access. (Town of Hillsborough, 2019a). In

November 2020, the police department re-purposed a portion of the Fairview building as a fitness area (Town of Hillsborough, 2020).

In the Fall of 2020, Habitat for Humanity hosted a series of community visioning meetings with dedicated members of the Fairview Community Watch. Over the previous two years, Habitat worked with the Fairview community to utilize funding from a \$40,000 neighborhood revitalization grant. Funding for this grant went towards building capacity of the Fairview Community Watch, making improvements to the community garden, and completing home repairs in the neighborhood. Funding from this grant ended in summer of 2020 and members of the Fairview Community Watch were interested in continuing this partnership. Habitat staff identified a larger foundational grant and both Habitat and the FCW worked together to submit an application. Through this process, it became evident that repurposing the Rainey Avenue building as a community center was a core priority of the Fairview community. In early 2021, Habitat and the FCW were notified that the grant application was not approved.

Despite not receiving grant funding, the FCW was determined to make the goals of revisioning the building as a community center a reality. Throughout the winter and early spring of 2021 (in the midst of the Covid-19 pandemic), FCW members continued to meet and develop a proposal to the Town of Hillsborough for a community center in the neighborhood. The Fairview Community Watch presented their findings to the Town Board in April 2021. At this meeting, the Board of Commissioners voted "enthusiastically" yes to convert the Rainey Avenue space into a dedicated community center (Town of Hillsborough, 2021a).

Over the summer of 2021, Town staff worked closely with the FCW to develop a lease agreement and begin taking responsibility over the building. In August 2021, the Town Board voted to officially rename the building the "Dorothy N. Johnson Community Center" to honor the integral role Mrs. Johnson had in advocating for the Fairview community. (Town of Hillsborough, 2021c). This agreement included providing key access to FCW leadership.

Despite FCW advocacy regarding the types of programs they would like to occur in the community center, additional capacity is needed to expand programming, address the logistics of running a community center, and ensure sustainability. According to the presentation by the FCW to the Town of Hillsborough in 2021, the expected impact of the Dorothy N. Johnson Community Center is to offer opportunities for hundreds of individual residents to engage (Town of Hillsborough, 2021b).

What do we know about Community Centers?

Below we highlight potential considerations for community center development in relation to the health and well-being of Fairview in three key areas:

- 1) the role of community spaces for low-income neighborhoods and racially minoritized populations
- 2) the importance of everyday activities in community with others
- 3) the impact of similar programs/activities at similar community centers.

Social Justice and Community Spaces

Considering the Dorothy N. Johnson Community Center to be a “vital place,” a term coined by Walton (2014), encourages policymakers to conceptualize it as a health-relevant community asset. “Vital places” are defined as close-by destinations frequently used by neighborhood residents and are relevant to health through social and behavioral mechanisms (Walton, 2014). Improving vital places, like the Dorothy N. Johnson Community Center, support residents of multiethnic and low-income neighborhoods when enacting health-related physical and social behaviors such as exercising, eating healthy foods, and building social relationships among residents (Walton, 2014).

Vital places are important because a neighborhood’s structural environment influences health behaviors and available social support for residents (Berke et al., 2007; Carpiano, 2007). For majority lower-income communities such as Fairview, residents have a higher risk for poor health partly because of neighborhood structural disadvantage (Walton, 2014). For example, Day (2006) examined the increased risk of obesity and other health conditions in low-income Black and Latine communities, arguing that urban planning can impact social justice and health in these neighborhoods through supporting active living opportunities. Additionally, residents that live in rural-low density areas experience worse health due to increased response times by emergency services (Trowbridge et al., 2009) and difficulty accessing treatment and regular doctor checks due to distance (Graves, 2008). Further, primary- and specialty-care physicians are not often positioned in lower socioeconomic neighborhoods (White and Lo, 2021). Health inequities related to environmental and social characteristics of a neighborhood can also affect mental health and lead to less physical activity and decreased social relationships (Gelormino, 2015).

The Importance of Everyday Hangouts

The vitalization of the Dorothy N. Johnson Community Center is an important step in helping residents become more engaged in everyday activities that bring meaning and purpose to their lives. The transformation of the center into a “vital space” (Walton, 2014) will be enabled through intentional design of programming, space, and staff at the Dorothy N. Johnson Community Center. More opportunity to participate in regular community activities by the Fairview community members will promote health and well-being of residents (Hammel & Iwama, 2012). While individual health is vital, increasing opportunity to engage in communal activities in the Fairview community presents the opportunity to improve the health of the collective community by fostering a sense of belonging through doing together (Duncan, 2004; Lavalley, 2022). Hamell

(2014) noted that, “engaging in a collective occupation and working as a team may be experienced as ‘enacting wholeness’ wherein individuals feel they are as one and not separate from others” (p.43).

In speaking with members of the FCW, many have noted ways in which Fairview has changed over the last decade and a desire to connect with new neighbors in order to preserve Fairview’s sense of community has emerged. As Fairview navigates its identity as a historically Black community with a growing international community, belonging is vital in preserving a sense of community in Fairview. While research in occupational science on designing and implementing programs for community centers in under-resourced communities is scarce, there is a burgeoning string of research on the effects of communal occupation and community centers/programs. Lavalley (2022) found that engagement in collective activities fostered greater inclusion of new Latine community members at an established community center for older adults. When considering minoritized populations in Fairview, shared "doing" and spaces are important to community building and policy development (Huot & Vernois, 2017; Lavalley & Bailliard, 2021). For example, Huot and Vernois (2017) found community spaces and centers supported belonging, social interaction, education, and other forms of support for French-speaking immigrants and refugees in Canada.

When developing strategies to support everyday doing, occupational practitioners provide a unique lens for assessing the strengths and needs of communities through a task-oriented approach (Leclaire, 2010). Occupational therapists are well-positioned to consider ways in which physical space and activity components can promote “doing together” through programs that support both physical and mental health in the community (WFOT, 2022).

What Activities Happen

The FCW are actively discussing several ideas for future programming at the community center, including exercise, cooking/nutrition, and youth engagement. Literature supports the positive impact that active living strategies such as these programs can have on community members (Day, 2006; Bergeron & Lévesque, 2014). While current active living strategies focus on the individual, it is vital to consider groups and multi-generational families as the target audience (Day, 2006). As an example, Latine seniors have reported a preference for physical activity in a group environment that includes other Latines, with exercise instructions in their own language (Melillo et al., 2021).

The Dorothy N. Johnson Community Center is situated to meet the need for group-based active living opportunities in Fairview if considerations around access and barriers for all community members are met. In creating our program plan, literature about specific programs for communities with similar needs and interests to Fairview informed our recommendations. For example, Keyani and colleagues (2005) examined the impact of group dance activities for elders in a community center, not just as an opportunity for sustainable physical exercise but as a catalyst for social exchange. This program aligns with the FCW’s desire to promote physical wellness and support older adults. In this program, participants danced along to a dance scene from a movie that was projected on a large screen using an interface called DanceAlong. Positive feedback was given by participants and the authors found that the use of this technology promoted social interaction between elders beyond closed social circles

(Keyani et al., 2005). Use of technology such as DanceAlong is just one example of many creative possibilities for exercise-based programming that may address barriers to participation, such as language, instructor staffing, resistance to traditional aerobics-based exercise, or lack of male dance partners. Keyani et. al (2005) found that positive reactions from DanceAlong participants were most closely associated with cultural songs that held personal meaning, demonstrating how a creative approach to exercise programming can provide opportunities to support meaning for participants of varying cultural backgrounds.

The FCW is currently invested in modification of the Dorothy N. Johnson Community Center kitchen space, which will allow for cooking-based activities. This provides an opportunity for youth-focused cooking programs, supporting their additional goal of youth engagement. The Cook It Up! Program is one example of a template for promoting life skills and food literacy in young people. The 18-month program targeted youth from racially minoritized groups and low socioeconomic status. It featured instruction from local chefs and a registered dietician, as well as field trips to local farms and other food-related spaces (Thomas & Irwin, 2011).

The steering committee for the Cook It Up! Program had a strong connection to a nearby university and partnered with local chefs, farmers, educators, and social service agencies to structure the program. Volunteers with experience working with these youth were recruited to assist in its facilitation, and youth participants were reached through local media resources, social media, and word of mouth. Cooking skills programs for youth provide numerous benefits, including development of necessary life, social, and economic management skills, as well as education around healthy eating (Thomas & Irwin, 2011). An engaging cooking skills program can also build self-efficacy and provide opportunity for social connectedness, while potentially improving social determinants of health. (Thomas & Irwin, 2011) The Dorothy N. Johnson Community Center has an established foundation of community activity through shared meals and the FCW has partnered with the University of North Carolina-Chapel Hill in food-related programs such as the UNC Food, Fitness and Opportunity Research Collaborative (FFORC). Additionally, the community center has access to a natural partnership with the Fairview Community Garden in pursuit of a youth cooking program.

When designing these programs, literature supports the value of capturing the opinions of Fairview residents through community surveys and oral histories. Tubbs (2012) used a responsive design approach to assess the impact of transaction to tailor to the needs of a community. A Community Space Survey was used as a quick approach that allowed for entire community participation to provide input in a resource that can be used by everyone (Tubbs, 2012). The collection of oral histories, which is currently occurring in Fairview through UNC-CH's CPL and FFORC, can provide information to inform programming while also serving as a shared community building activity.

Fox and LeDantec (2014), worked with a Community Historian project to facilitate community engagement through a shared notion of community identity. Through this approach, residents were positioned as community historians to document their community as they saw it. Participants were given the opportunity to share their images and stories during community events and through an interactive map. This example of community storytelling through agency and empowerment can be suggested to collect and display oral histories at the Dorothy N. Johnson Community Center. In addition,

collection of the oral histories could be displayed through Story Maps. According to Hart and Homsy (2020), story maps can foster story telling of a community's history through data such as text and photos. Benefits of these projects include a community-centered lens, empowerment of community historians, and organization through user friendly technology. Drawbacks to completing a similar approach would include timing to plan, collect, and transcribe data as well as money to fund the project.

What We Would Still Like to Know

In reviewing the literature, significant gaps were identified regarding the day-to-day operations of a community center and the logistics of implementing recommended programming. We chose to address these limitations by looking at the programming and operations of several local community centers included below in Appendix A and throughout our recommendations.

Strengths and Assets

Through discussions with partners, attending Fairview Community Watch meetings, and listening to oral histories from community members, we have highlighted the strengths and assets that are already within the community that can act as a foundation for moving the community center's mission forward. Below we group the resources and community stakeholders into three categories: Primary, Secondary, and Potential partners for moving the goals of this plan forward.

Core Organization: Fairview Community Watch

The Fairview Community Watch (FCW), this project core partner, is the direct result of the community members' efforts and interest in caring for their neighborhood. It, therefore, acts as the clear foundation for and driver of the work proposed in this plan. The FCW is a well-established, organized, and driven force of change in the Fairview Community. Some of its members are long-term residents of the neighborhood, such as Fannie Mills (moved to Fairview in 1966), which roots the organization in Fairview's rich history and strong community ties. The FCW has been responsible for numerous community projects and events, such as "Fairview Live" and the establishment of the local police substation/community center. FCW hosts monthly meetings to promote involvement from neighbors, operates a community newsletter titled "Eye on the View," and has proposed programming for the community center led by those who have expressed interest. Members of the FCW strive for more changes but take pride in their accomplishments, FCW president Faylor Riley says that they have been told by the police that their community watch is going "far beyond all others in Orange County" (Mills & Riley, 2022).

Strengths:

- Involvement from passionate community members
- Community-led
- Established roles and leadership
- Support from the Town of Hillsborough, local police, and partners
- In-person and virtual meetings

Primary Partnerships:

The Fairview community has established long-standing programs with local partners that are neighborhood-led and promote community cohesion. We consider these to be primary partnerships.

Fairview Community Garden

Since 2009, the Fairview Community Garden has created a space where members of Fairview can grow fresh fruits and vegetables while strengthening community ties. The garden hosts regular work days and community events. Each summer, the garden hosts the Green Thumb Club, where children learn about gardening. The garden was recently recognized as a NC Superior Summer Food Program Site for these efforts. The Fairview Community Garden has also worked in collaboration with the NC Cooperative Extension, the Orange County Health Department, UNC FFORC, and Hillsborough Presbyterian Church. These programs,

partnerships, and events can be continued and/or expanded upon as part of future programming for the center.

Strengths:

- Longevity, constant community program since 2009
- Regular garden workdays for community residents
- Organization promotes health, wellness, and food security in the community while supporting the idea of “doing together” to foster community health and cohesion
- Promotes youth involvement through summer student internship and Green Thumb Club

Town of Hillsborough:

The Fairview community was annexed into the Town of Hillsborough in 1988. Since its creation, the FCW has worked closely with the Town. Town staff, various departments, and the Town Board of Commissioners have long supported FCW efforts. The Town (with support from Orange County) initially funded, constructed, and continues to operate and maintain the Rainey Avenue building. Town funding and support has also been provided for FCW efforts, such as “Fairview Live” and most recently with Covid-19 pandemic relief.

Strengths:

- Owner of Rainey Avenue building, which the Town currently leases the community center to the FCW at no cost.
- Long-standing relationships between Town officials and FCW membership.
- Role in supporting events and offering community activities, such as a proposed bike safety event and basketball camp for children
- Funding and resources

Habitat for Humanity

Habitat for Humanity has a long-standing partnership with the Fairview community. Over the past two decades, the non-profit has built about 50 homes and repaired 40 homes in the neighborhood. In 2018, Habitat obtained a \$40,000 neighborhood revitalization grant that went towards building the capacity of the Fairview Community Watch, making improvements to the community garden, and repairing homes in the neighborhood. In the Fall of 2020, Habitat worked together with the FCW to apply for a larger foundational grant to further support resident goals, including renovations to the Rainey Avenue building. While this grant application was not approved, Habitat continued to meet with the FCW towards the goals of revisioning the building as a community center.

Strengths:

- Staff’s long-standing, positive relationship with community members
- Knowledge of community history
- Access to grant funding/awareness of future grants
- Construction expertise and experience

Secondary Partnerships:

The Fairview community has strong relationships and partnerships with many non-profit and public organizations that are contributing or plan to contribute to community center initiatives. We consider these to be secondary partnerships.

UNC-Chapel Hill

Because of its proximity to Chapel Hill, the Fairview Community Watch and Fairview community have an established history of partnership with various University programs and initiatives. This history includes:

- Students from UNC's School of Public Health participated in an Action-Oriented Community Diagnosis in 2002.
Established partnership with UNC FFORC to expand active living opportunities.
- Current partnership with UNC CPL (and UNC FFORC) to capture the perspectives of members living in the community through oral histories.
- Partnership with UNC Habitat for Humanity students for tutoring services offered to Fairview youth.
- The Southern Oral History Program (SOHP) is sponsoring students to continue with the oral history project during the summer of 2022.

Strengths:

- Increased programming opportunities through college student organizations
- Potential for future funding and staffing
- Possibility for increased capacity through research initiatives and student organizations.

Orange County Government

Orange County is an active stakeholder of the Fairview Community. County staff and commissioners regularly attend FCW meetings. Through an agreement with the Town of Hillsborough, the county supported the development of the Rainey Avenue building in 2002 (including transitioning ownership of the land where the building sits to the Town). Fairview Park, which sits adjacent to the neighborhood is owned and operated by the County's Department of Environment, Agriculture, Parks & Recreation (DEAPR). Additionally, the County DEAPR is currently working with the North Carolina Department of Environmental Quality to determine availability to utilize a large tract of land adjoining the park that used to be a dump site. Furthermore, the county offers numerous services, such as bus services, that benefit the Fairview community.

Strengths:

- Orange County Public Transportation provides bus services to places around Hillsborough and the county, including a fixed "Hillsborough Circulator," which stops in front of the community center. Specialized services include Medicaid transportation, complimentary American with Disabilities (ADA) transportation, and elderly and disabled medical transportation (EDTAP).
- Various departments such as the Housing and Community Development Department (OCHCD), Department on Aging (OCDOA), Department of Health, and DEAPR can provide a variety of programming, services, and resources.

- DEAPR specifically provides recreation, athletics, and environmental education programming to Orange County residents. Partnership with DEAPR could facilitate funding, staffing, and other logistical needs for the center.

Orange County Justice United

Orange County Justice United is a “broad-based community power organization that develops civil sector leaders with the capacity to organize and win.” The organization has supported Fairview advocacy campaigns over the years, including organizing the community around a landfill investigation and more recently with housing security.

Faith-Based Organizations

Fairview residents are connected to many local churches, including First Community Missionary Baptist Church, Fairview Baptist Church, Mt. Zion AME, Holy Family Catholic Church, and Hillsborough Presbyterian Church. More recently, Hillsborough Presbyterian has provided volunteers and funding to support FCW initiatives.

Potential Partnerships:

In reviewing local resources, we identified some organizations and partners who could likely be beneficial partners for the community center and FCW. Below we offer suggestions and information for how the FCW could partner with these organizations and local government departments to benefit the center.

History and Cultural Organizations

Local historical and cultural organizations such as the Alliance of Historical Hillsborough and Orange County Historical Museum are important partners who can support community center events that highlight community voices derived from oral histories. Discussions for potential collaborations especially with archiving and utilizing oral history has been initiated by the oral history project group.

State of North Carolina Government

North Carolina State Government is a stakeholder in the Fairview community. The state owns and operates several roads in the neighborhood. Local state representatives have also been active supporters of the FCW in the past. In 2017, the NC Department of Environmental Quality (NCDEQ), in coordination with Orange County, launched a remedial investigation project of the former landfill adjacent to the community center and Fairview Park. Investigations are currently underway and expected to conclude in late 2022. Conclusions from the investigation will determine the extent and scope of improvement and expansion to Fairview Park. The community center could be incorporated into any future plans for Fairview Park improvements (such as connecting trails or facilities to the building.) Furthermore, the state consists of numerous departments with various funding sources and programs that could benefit the community center.

PORCH Hillsborough

PORCH Hillsborough is an all-volunteer hunger-relief organization that donates an

average of 4,000 pounds of non-perishables monthly. PORCH Hillsborough assists 300-400 households monthly with fresh food, grocery cards, and non-perishables. The organization coordinates several food delivery and pick-up events in the neighborhood each month.

Fairview Child and Family Center

The Fairview Child and Family Center has provided child care services, including a Head Start program, in the neighborhood for over two decades.

Orange County Rape Crisis Center (OCRCC)

The OCRCC is a “non-profit agency serving survivors of sexual violence in Chapel Hill, Carrboro, Hillsborough, and surrounding areas.” The agency has expressed interest in providing programming and support to the FCW.

Arts-Based Organizations

Orange County is home to a robust network of arts-based organizations. Some of these organizations include the Orange County Arts Commission, Orange County Artist Council, Hillsborough Arts Council. These organizations could provide arts-based programming, donate art materials and supplies, and support community events. Specifically, the Orange County Arts Commission, located in Hillsborough, is an agency of Orange County government and works to promote and strengthen the artistic and cultural development of the arts in Orange County, North Carolina, which includes the towns of Chapel Hill, Carrboro, and Hillsborough.

Local Colleges and Universities

There are numerous colleges and universities nearby Fairview, including Durham Technical Community College, Duke University, and North Carolina Central University. Durham Technical Community College is a local community college with a satellite campus in Hillsborough, NC, offering educational and training opportunities that could provide support to community center programming.

Local Businesses

Fairview is connected to several local businesses that could provide support to the community center through programming, event sponsorships and community center improvements. Some local businesses include: Chavis Parker Funeral Home, Samantha’s Pupusas, Hillsborough Coin Laundry, as well as several resident-owned businesses, including general contractors, auto mechanics, and landscaping businesses. The FCW has specifically stated goals of utilizing Fairview-connected local businesses in the construction and renovation of the community center.

Leveraging Strengths

Passionate community members and supporters:

The FCW already possesses the commitment necessary to position their community center as a vibrant space for Fairview residents to come together through occupation. Given more tools for citizen involvement, communication, staffing,

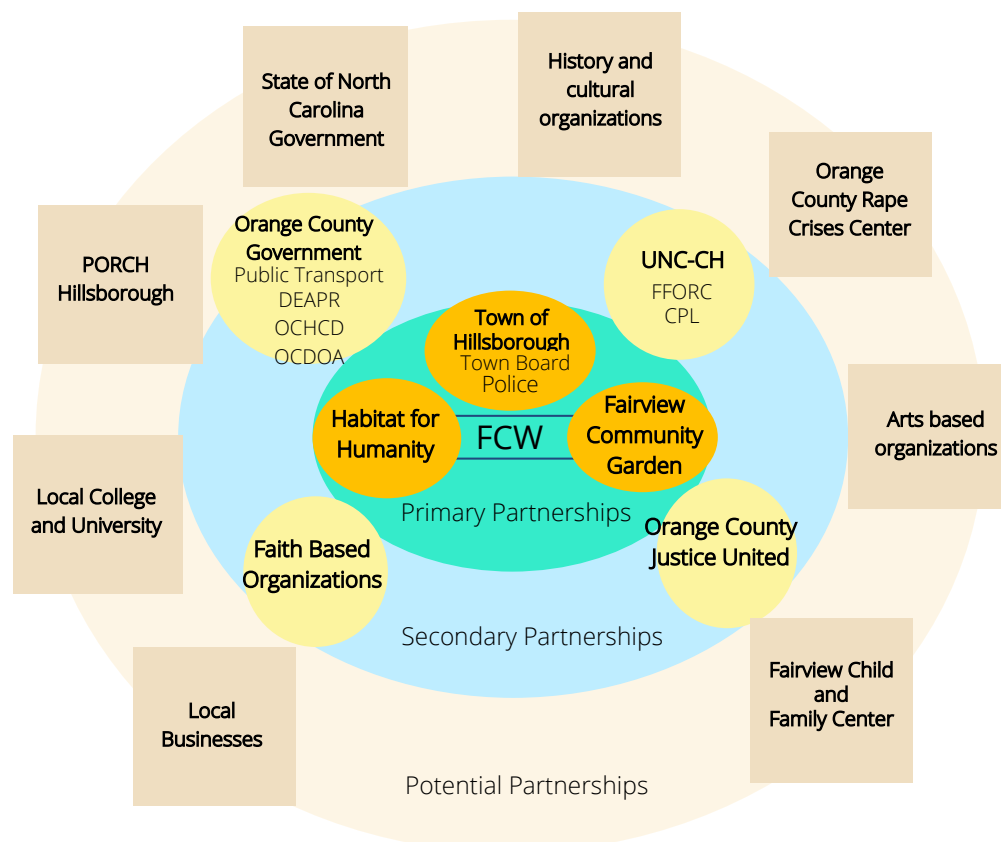
programming, and building modification, the FCW will be able to leverage their strengths to bring the space to life.

Existing organization connections:

- The Fairview community has several established relationships through different UNC programs. These could be strengthened through a continuation of partnerships that have not been active recently (tutoring) and expanded to include other university organizations. It may be possible that the collection of oral histories from the community could be stored through the University. Through this continued partnership, funding could also be provided to expand programming and staffing availability.
- Expanded partnerships with other local organizations and small business.

Physical space:

The community center is located centrally within the Fairview neighborhood. Grant funding provided by the Town of Hillsborough, Orange County, or other community partnerships can leverage the usability and accessibility of the community center. In addition, connecting the Fairview Community Center to Fairview Park is another possibility in leveraging community engagement and programming.



Complexities and Needs

Plans to begin offering programming at the community center were created a few years ago. These plans were put on hold due to the ongoing Covid-19 pandemic and other factors. We hope to address these complexities and needs through our program plan. We highlight the complexities and needs that affect the coordination and implementation of programming below.

Funding: The community center is unable to properly be operated without funding available to support all aspects of establishing a community center.

Staffing: Members of the community have volunteered to run programs on an as-needed basis. There is a need for consistent staff to be readily available to coordinate and organize the community center.

Center Operations: Currently, the center does not have regular operating hours, policies and procedures, or a system through which community members can become aware of events and activities or opportunities to reserve rooms for private or community events.

Community Outreach: Community members have expressed a need for better access to information regarding community events and services. They expressed a lack of knowledge of available programming and resources. In addition, the community has members of diverse backgrounds who speak a variety of languages. Easing language barriers can support and promote cultural barriers, involvement, and engagement. By increasing the forms of communication, more members of the community can become more involved in programming and feel included within the community.

Building Renovations: Members of the community have expressed needs around renovating the building to best fit programming goals and community needs. With support from the Town of Hillsborough, the FCW have worked with an architect to devise plans for improving and expanding the building. These plans include 1) expanding the kitchen space to accommodate large community meals and cooking classes, 2) improving the community meeting space, and 3) repurposing existing office space to use for classrooms and meeting spaces.

Programming: Current programming includes a women's exercise and nutrition class, and the monthly community meeting. Community members are interested in programming that targets the youth, cooking skills, neighborhood preservation, community building, and partnership coordination.

Connectivity and Safety: Accessing the community center from the main Fairview park is difficult. Additionally, some bus stops are not as accessible as they could be. Traffic around the center and general safety regarding the spaces around the center has also been raised as a concern.



Project Plan

Overview

Phase 1: Gathering Information (2021 – 2022)

Community Outreach

- Gather Community Input to inform programming
- Capture/share Fairview's history

Funding

- Support from Habitat, UNC CPL and Southern Oral History Program
- Establish funding plan for next phases

Center Staffing

- Develop Staffing Plan

Center Operations

- Develop Policies and Procedures

Building Renovations

- Establish Plans for Renovations

Programming

- Support current programming

Phase 2: Center Operations (2022 – 2023)

Funding

- Support from Habitat and UNC-CPL
- Apply to 2-3 grants/town funds

Center Staffing

- Center Assistant 5-10 hr/wk

Center Operations

- Set and maintain regular community center hours

Building Renovations

- General Improvements

Community Outreach

- Communicate community center hours and activities to residents

Programming

- Initiate planning for 1-2 priority programs suggested in this plan

Phase 3: Establishing Programming (2023 – Onward)

Funding

- Support: Habitat and CPL
- Apply to 1-2 grants/town funds

Center Staffing

- Part-time Center Coordinator

Center Operations

- Implement reservation system

Building Renovations

- Major Reno Part 1

Community Outreach

- Engage Community Members in Programming

Programming

- Implement 1-2 more priority programs suggested in this plans

Phase 4: Growing Capacity (2025 – Onward)

Funding

- Grants/Municipal/County

Center Staffing

- Part-time Coordinator or more as capable
- Additional instructors for programs as capable

Center Operations

- Modify as needed

Renovations

- Major Reno Part 2
- Community Connections

Community Outreach

- Implement ongoing community and program assessment

Programming

- Expand programming through local partnerships

Phase 1: Gathering Information and Planning (2021-2022)

The purpose of phase one is to ensure the community center process is rooted in the interests and needs of the Fairview community and represents the values outlined in the Fairview Community Watch's mission statement.

This phase was funded by and led with support from Habitat for Humanity of Orange County and UNC's Community Practice Lab.

Fairview Community Watch Mission Statement

"Making the Fairview Community a safer, healthier, fairer, and more enjoyable place to live."

This phase began in Fall of 2021, continuing into Spring 2022 and included this plan development. The phase will continue more robustly in the Summer of 2022 and involves the continued collection of oral histories while also mobilizing Fairview's current organizational infrastructure to collect ideas and opinions of residents about the community center. This phase also informs ongoing efforts to improve usability and accessibility of the center's physical space.

Funding: Establish Funding Plan for Center Objectives

Current funding includes support from Habitat, CPL, and SOHP
Until August 2022

Funding from Town of Hillsborough

- July 2021 – June 2022 Current funding for building maintenance, contract with architect, and other minor improvements.
- May 2022 – Requested additional funding for General Improvements (outlined in Appendix G)

Planned Applications for funding include:

- September 2022 - North Carolina Humanities Smaller Grant
- July 2023 – North Carolina Humanities Larger Humanities Grant

Staffing: Develop Staffing Plan for Center Objectives

WHAT:

We recommend the ultimate goal of either one full-time staff member or two part-time staff members to supervise use of the center, coordinate programming and rentals, and facilitate communication with the community.

HOW:

Staffing needs will likely change as the community center grows. Below we have outlined a potential plan for staffing needs for the first 6+ years of the community center:

WHEN:

Year 1-2: Center Assistant (5-10 hours/week)*

*(Based on current hours of a similar community center, Cedar Grove)

Years 3-5: Determine initial realistic needs of community center and hire program coordinator(s) for sufficient time (e.g. anywhere from one part-time to one full-time program coordinator, 20-40 hours/week)

Years 6+: Determine if expanded staffing is needed/feasible. Consider hiring instructors for specific programming and/or adding other positions such as: Office Manager, Operations Manager, Receptionist, Office Assistant/volunteer.

WHO:

FCW will be responsible for personnel and human resource processes.

Center Operations: Establish rules and policies for community center.

WHAT:

Develop rules and policies that support safe and sustainable center operations. See Appendix B for example Policy and Procedures.

HOW:

We recommend at least the following rules and policies:

- General center rules, including a Code of Conduct.
- Develop Liability Waiver for center participants.
- Develop registration or sign-in processes which could include agreeing to code of conduct, liability waiver, and review of other policies and procedures
 - See Appendix C for example Liability Waiver
- General rules for reservation of spaces that align with expectations of FCW and agreements/regulations of town owned buildings.
- Create rules for maintenance of the kitchen to ensure food safety.
- Determine maximum occupancy for community center and rooms to ensure the center stays within regulations.
- Purchase accident insurance for community center, especially if staff member is present. This will protect the center in the case that someone is injured while participating in programming.
- Make sure these rules, particularly the code of conduct, are posted and publicly available.

WHO:

FCW should work with the Town of Hillsborough to determine appropriate and consistent policies and procedures for Town-owned buildings.

**Staffing Models
at Other Community Centers**

Cedar Grove

Two working staff members who alternate hours M-Th

- Program Coordinator & President
- Funded by Orange County. Potential to petition for similar funding from the Town of Hillsborough

Hargraves

- Shared network of staff among other Orange County community centers.

RENA

- In 8th year of operation and currently has the following positions; office manager, president, project director, receptionist, office assistant/volunteer, education and curriculum manager

Universal Design

"Design that's usable by all people, to the greatest extent possible, without the need for adaptation or specialized design" - Ron Mace, 1985

<https://universaldesign.org/definition>

Examples: varying counter top heights, shelves reachable to all, slip-resistant, trip-resistant, and durable flooring, lighting that minimizes shadows and glare (additional examples can be found here: <https://universaldesign.org/features>)

Building Renovations: Establish plans for renovations of the community center.

WHAT:

Collect community and professional input on how best to physically alter the community center to meet community needs

HOW:

While specific design recommendations are outside the scope of this plan, we recommend the use of Universal Design to make it accessible to a wide range of people. Required funding for this objective will be

substantial; establishing plans for funding renovations are underway but will likely occur in phases. Further resources: See Appendices G,H, I

WHEN:

Currently underway

WHO:

An architect has been hired by the Town of Hillsborough to develop plans for renovating the interior of the community center. Additionally, an ADA specialist from UNC-CH Division of Occupational Science and Occupational Therapy was consulted via CPL regarding accessible design.

Community Outreach: Capture and honor Fairview's history

WHAT:

Determine and implement ways to capture oral, photographic, and cultural histories of Fairview, particularly recognizing Dorothy Johnson as the namesake of the center.

HOW:

- Create a plaque for the community center to honor Dorothy Lee Nichols Johnson ("Mama Dot") that includes information and description of her and her contributions to the community.
- Decorate the community center with local photography and art that celebrates the Fairview community.
 - Partner with local artists and other community partners (i.e. Orange County Arts Council) to create artwork.
 - Use artwork developed during community center programs and consider listing items for sale. Proceeds could go back to the artist or be donated to the community center.
- Continue capturing the voices of Fairview community members through oral histories and store oral histories where residents can easily access it.
 - Store oral histories on a community website where it can be accessed

- by everyone as audio clips. Examples include:
 - Marian Cheek Jackson Center: <https://fromtherockwall.org/>
 - Rena Community Center: <https://www.renacomcommunitycenter.com/the-history-project>
- Another option is to partner with existing organizations to store oral history:
 - Alliance for Historic Hillsborough is planning to launch a new web site introducing Hillsborough with oral history <https://www.historichillsborough.org/>
- Use information from the oral histories to inform community center programming

WHEN:

Currently underway with plans to develop more sustainable implementation of oral history program. We recommend the plaque and photography be in place by the time the center has a grand opening.

WHO:

Funding is in place for UNC-Chapel Hill students to continue with the oral histories project through summer of 2022. This project may be extended or passed off to local organizations, community volunteers, or paid staff.

Programming: Maintain Current Programming

This includes:

- Community Meeting
- Women's exercise and nutrition class
- Notary services provided by FCW member, Patricia Harrison

Phase 2: Initiation of Center Operations (2022-2023)

Phase two offers recommended operations for the community center. This includes safety, staffing, and communication with community members.

Funding: Apply to 2-3 grants to support the objectives below.

Current:

Some support from Habitat and CPL until July of 2023

Town of Hillsborough Funding

Proposed:

Apply for Orange County Outside Agency Funding and one other funding source (outlined in Appendix F). Funding sources can support plans for building improvements, center staff and other goals outlined in this phase.

Staffing: Community Center Assistant

Assistant would commit 5-10 hours per week to support the coordination and development of policies, regular office hours, community communication, and emerging programming. As funding is available, this position could be paid.

Center Operations: Set and maintain regular hours for community center operation

HOW:

We recommend beginning with hours on three days of the week for three to five hours. At this stage, we recommend these hours be in the afternoon and evening for two reasons:

- 1) These hours include already reoccurring programming.
- 2) It positions the community center as a place for after school activities for youth.

This differs from other local community centers, as seen in the figure to the right.

WHO:

A volunteer or team of volunteers could offer support until hired staff/assistant are present. Hired staff onward.

Examples of Regular Hours at Other Community Centers

Cedar Grove

- 10am-3pm
- Mon-Thurs

Private or outside programming can be scheduled outside this time by renting through Orange County

Hargraves

- 6am-8pm
- Sun-Sat

RENA

- 10am-3pm
- Mon-Sat

Community Outreach: Establish communication system with community members regarding events, programming, and activities.

WHAT:

Develop regular and consistent spaces, both virtually and physically, where community members can reliably find information about the community center's happenings in various languages.

HOW:

Regularly communicate time, location, cost of programming, and answers to general questions via multiple methods. Below are options to consider that other local community centers are using:

- Email Listserv of community members
- Social Media: Facebook, NextDoor
- Establishing a center landline phone
- Establishing a center email address
- Posting signs outside of the center and in the neighborhood
- Publishing a regularly scheduled community newsletter
- Website (Wix, Word Press)
 - Grants are available for non-profit website design but are fairly competitive and for sums of money outside the scope of this center. Applying is most likely not worth community center time.
 - We suggest website design be made a project for student summer interns.

*Being proactive, rather than reactive, with language accessibility (e.g. translated

fliers, posts in multiple languages on social media, designated staff who can communicate in certain languages as necessary) is integral for this objective as it increases engagement from groups who may often be excluded or face other barriers.

WHO:

This could be volunteer led until staff is identified, but also could continue to be completed by volunteers, supervised by staff, after.

Programming: Plan center operations with future programming in mind.

Maintain current programming while considering policies and protocols that support future programming explored below.

Building Renovations: General Property Improvements

Estimated Costs: \$40,000 - \$50,000

General property improvements will enable the FCW to effectively operationalize the community center to support resident programming and use. Primary activities at this stage include improvements to the meeting space, classrooms, and an administrative office. Materials include technology upgrades to support hybrid meetings and presentations, office supplies to assist with center administration, and property improvements, such as painting and carpet cleaning to make the building welcoming to the community. A breakdown of estimated costs are outlined in Appendix G.

Phase 3: Establishing Priority Programming (2023-2027)

We recommend the provision of programming that meets the needs and wants of the Fairview community by building on current programming and implementing programs suggested by motivated community members. We recommend the use of a community survey (see Appendix D) to collect further information regarding the specific needs and wants of Fairview neighbors.

Using the mission statement values of the Fairview Community Watch as a guide, information is provided below about current programs offered/proposed at the community center and suggested programming based on a review of literature and local community centers. Action steps for implementation of specific programs are detailed in the below table.

Funding: Apply to funding sources that will support building improvements, program development, and pay for staff.

Identify relevant funding sources and apply to at least 1-2 grants. Funding sources may include Republic Services' National Neighborhood Promise, Lowe's Home Improvement Foundation, along with more local sources. Funding sources further outlined in Appendix F.

Staffing: Part-time Center Coordinator

Hire a staff member for 15-20 hrs/wk that supports center operations, policies adherence, community communication, and program planning.

Center Operations: Create a system that allows for reservations of individual rooms in the community center.

WHAT:

The Dorothy Johnson Community Center has five separate spaces: a large meeting room, three smaller classrooms/meeting spaces, and a kitchen area. There is also the possibility of coordinating outdoor reservations at the adjacent park utilizing the external bathrooms of the building. A process or system for reserving these spaces that is accessible to community members and potentially the public is needed.

HOW:

- Determine maximum person limits for each room
- Determine room reservation policies
- Establish cost structure and policy for family events (such as baby showers, birthdays etc. (Ensure adherence with Town of Hillsborough lease to confirm eligibility)
 - Orange County Parks and Recs charge \$25/hr for residents and \$37.50/hr for non-residents for activities room rental fee
- Choose and initiate use of tracking system. Some options include:
 - Because the Town of Hillsborough owns the building, the town could be in charge of reserving space at the Center
 - If reservations are left to the FCW, Jot Form, Google Calendar, Microsoft Bookings or other electronic form system could be used as they offer availability to reserve specific rooms and track multiple reservations (see Appendix E for example jot form)

WHO:

This could be volunteer led until staff is identified, but also could continue to be completed by volunteers, supervised by staff, after.

Programming: Develop priority community programming “S(C)HEF”

Sample Programming

	Current/Proposed	Recommended
SAFER	<ul style="list-style-type: none"> • Community clean-up events • Habitat for Humanity home maintenance workshops • Self-defense class 	<ul style="list-style-type: none"> • Health & wellness guest speakers, • Health resource programs • Safety-focused community events • Home safety programs
HEALTHIER	<ul style="list-style-type: none"> • Green Thumb Club • Covid-19 food assistance • “Women on the Move” • Cooking, & nutrition programs 	<ul style="list-style-type: none"> • Youth cooking program • Recreational programs for mental & physical health) <ul style="list-style-type: none"> ◦ Tai Chi, yoga, dance • Monthly food distribution program
ENJOYABLE	<ul style="list-style-type: none"> • Community meals (Christmas Party) • Fairview Live • Youth dance class 	<ul style="list-style-type: none"> • Oral history project • Arts programs • Youth/family movie night • Seasonal community meals/events • Senior events • Hang out space
FAIRER	<ul style="list-style-type: none"> • UNC/Habitat tutoring • Youth intern program • ESL classes • Career skills programs 	<ul style="list-style-type: none"> • Planning for your home workshop • After school program • Youth Summer Enrichment Program • Computer resource space • Resume workshop

WHAT:

Implementation of programs will depend upon the interest of Fairview community members and the establishment of community partnerships. Based on community wants/needs, potential impact, feasibility, and the presence of models from other community centers, the following four programs are recommended for initial implementation:

Priority Programming Recommended

1) Hangout Space

A space to ‘hang out’ is recommended as a function of the community center. It will provide a welcoming atmosphere that will enhance familiarity among community members and build social relationships.

- Potential services:
 - Reading nook, resource library, exhibition of arts/history, study space, rest area
 - Little free library and community fridge in outdoor space

2) Adult ESL Class

An ESL Class is recommended to address the FCW's identified desire to serve as a resource for all community members, including a growing number of international neighbors. Classes will serve as a valuable resource and an entry point to welcome international community members to the center. This program can also set a foundation for other cross-cultural opportunities, such as a language exchange program that provides Spanish classes for English-speaking neighbors and offers an opportunity to practice English and Spanish language skills through conversation with neighbors.

Recommendations for implementation of ESL Class:

- Application: Open to 10 community members on first-come-first served basis
 - Action Step: Create paper and online application and system for submission.
- Frequency: 2x per week for 1.5-2 hour classes.
- Local Example: RENA Center offers ESL classes.

2) Youth Cooking Program

A youth cooking program is recommended as it addresses the FCW's identified goals of implementing cooking programs and increasing engaging opportunities for Fairview youth. Youth cooking programs offer benefits supported by our literature review and foster opportunities to establish and strengthen connections with various community partners.

Recommendations for Implementation of Youth Cooking Program:

- Application: Open to 10 community youth on first-come-first served basis
 - Action Step: Create paper and online application and system for submission.
- Frequency:
 - 4 week program during summer break or after school
 - Meets 2x per week for 2 hours each session
- Outreach Ideas:
 - Banners/signs posted outside of community center in English and Spanish.
 - Informational pamphlets located at community center and distributed by youth interns during community events/in resident mailboxes.
- Potential Partners:
 - 1 additional volunteer: Supports facilitation and instruction
 - Example: UNC-CH Intern
 - Volunteers from community:
 - Local chef: Responsible for specialized instruction in several sessions over the course of the program.
 - Local farmer(s): Responsible for several sessions focused on agricultural practices and produce.
 - Local nutrition professional or UNC Nutrition student: Responsible for session focused on basics of nutrition.
 - Partnership with Fairview Community Garden, NC Cooperative Extension.
- Local Example:
 - RENA Center Chef Junior Program and “Kitchen Service” Program.

3) Planning for Your Home Workshop

Residents have expressed concern regarding developers or other outside buyers entering the community to buy homes, shifting the makeup of the neighborhood and often displacing long-term residents and families. These situations can be complicated due to an unexpected death of a homeowner, family property disputes,

tax payment issues, or unclear or complicated wills. We recommend a workshop be held in the community center that focuses on planning and preventing complications when it comes to neighborhood preservation and inheritance of homes.

Recommendations for Implementation of Planning for Your Home Workshop:

- Application: Open to 10 community members on first-come-first served basis
 - Action Step: Create paper and online application and system for submission.
- Frequency:
 - At least twice a year and increasing with demand.
- Potential Partners:
 - It will be best to have someone known to the community provide the training, preferably a community member, who has been trained in the information. County employees could also be present to offer consultation.
 - Coordination of this workshop could be considered within the responsibilities of the center staff member.
- Local Example:
 - The Marian Cheek Jackson Center in Northside (Chapel Hill/Carrboro) has a similar workshop that may be a helpful model to start with:
<https://jacksoncenter.info/our-programs/organizing-advocacy/our-services/keeping-your-house-a-home-workshops/>
 - In this workshop they cover:
 - Property tax and home repair support.
 - Legal and financial tools to help ensure the future you want for your home.
 - Ways you can honor the financial and community values of your home.

4) Partner Coordination

As noted, multiple partners engage with the Fairview community. To prevent duplication of work, support efficient use of community member consultation, and increase communication among partner organizations, it will be important for them to be aware of and working with each other. Much of this conversation is happening in the FCW meetings, but not always specifically focused on these goals.

- We recommend a specific meeting or portion of a meeting that focuses on updates and coordination among organizations partnering with Fairview on specific projects or initiatives (e.g. UNC entities, Habitat, Cooperative Extension, with FCW etc.).
- This could occur every quarter to update partners or there could be a designated time during each FCW meeting for this conversation.
- FCW could request partners present current and future planned work.

Mock Community Center Schedule							
Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10am	Closed						
11am							
12pm							
1pm							
2pm							
3pm				After School Youth Cooking Program			
4pm							
5pm		Open with Staff Member				Private Event	
6pm							
7pm		Community Meeting		ESL 6:30-8:00pm	"Women on the Move" Exercise Class		
8pm							

Building Renovations: Major Renovations

Estimated Costs: \$225,000

More expansive renovations are needed to the building to meet the programming needs and goals identified by the Fairview community. These renovations include establishing a larger kitchen area and maximizing the floor space available throughout the building. This work would also renovate the existing restrooms to meet current accessibility code requirements, which is required for any new structural work in the building. These changes will increase FCW capacity to provide the diverse range of programs outlined in this plan. In total, we anticipate costs for renovations to total \$225,000. Based on funding availability and the need to keep the center operating during upgrades, we recommend splitting the renovations in two phases. (See Appendix G for a breakdown of estimated costs.)

Phase 4: Growing Capacity (2025-2027)

In phase four, we focus on partnerships, programming, and connectivity. Our objectives suggest expanding partnerships, fostering cultural awareness, and connecting physical spaces in the community to match the needs and goals of the Fairview Community. Expansion of community engagement, equitable opportunities, historical documentation, and local partnerships can further support Fairview's mission and values. We estimate the initiation of this phase in 1-2 years, depending on the progress and stability of the center.

Funding: Sustainable Local Funding

Hopeful for ongoing town or county funding (e.g. Outside Agency Funding) that can sustainably support the regular operations of the center. Applications for other grants could then be geared toward additional building renovations, program development and growing service capacity. (see Appendix A for annual budget information of other community centers operating in Orange County)

Staffing: Part-Time Coordinator or more if needed

At minimum, we would expect the part-time coordinator to be necessary for center functionality, however additional time or staff may be needed to support increasing program capacity or demand from the center. This can be assessed and modified at this phase of the plan.

Center Operations: Maintenance of Policies and Processes

The Center should be well practiced in its processes, general operations, and program support. Modifications and adjustments may be necessary.

Programming: Establish stable programming and operations of the center.

We believe the previous 3 phases are integral to the success of phase four. Developing priority programming and now stabilizing it - prior to branching out and establishing further relationships with additional partners - allows the community to ensure that *the center's "doing together" is stable and rooted in community interests, culture, and needs*. However, community members should always drive any future partnership opportunities that emerge no matter when they occur, even if earlier in this timeline.

Partnership Development: Expand and develop relationships with potential other local partners.

- **Town of Hillsborough**
 - Continue partnership with Town of Hillsborough to partner on use of building, and further connect government services and resources to the community.
 - Identify key players in the board of commissioners, planning department, parks and recreation staff, etc.
 - Continue inviting Town of Hillsborough staff and commissioners to attend Fairview Community Watch meetings.
 - Fairview residents attend Board of Commissioners meetings to advocate for community funding and continue providing resources
- **Orange County Government**
 - Seek partnerships with specific Orange County departments, such as
 - Department On Aging (OCDOA): Partner with the OCDOA to initiative/sponsor programming related to older adults.
 - Connect with Home Preservation Coalition to facilitate home maintenance and aging in place for older adults in the community.
 - Connect with Health Department to provide health screenings or workshops.
 - Department of Parks and Recreation to assist with programming.
- **Habitat for Humanity of Orange County.**
 - Continue to develop and potentially expand this partnership facilitates updating and modifying the community center which will increase ease of access and space for all members of the community to benefit.
- **University of North Carolina at Chapel Hill.**
 - Continue partnership with UNC Food Fitness and Opportunity Research Collaborative (FFORC) to support food security and active living

- opportunities for community members.
 - Continue partnership with UNC Community Practice Lab to support the collection of oral histories and implementation of community center programming.
 - Build on student engagement through tutoring services that can be provided at or after school
 - Staffing support and funding can be provided by the university through these services.
- **Additional Non-profit and Faith-based partners**
 - Explore further partnerships with PORCH Hillsborough: Establish community volunteers to distribute or pack food at community center. Offer food distribution at community center.
 - Continue partnership with Hillsborough Presbyterian to have access to volunteers, funding, and other resources from the congregation.
 - Explore additional community assets, non-profits, and faith-based partnerships to expand and sustain the community center.

Community Outreach: Foster intercultural learning through programming across generations

Use programming (ESL classes) and/or youth programming (after school) to bridge cultural gaps between residents from different backgrounds and experiences

- By addressing cultural barriers through programming, the community can promote social engagement and cultural awareness which will sustain community participation and even stronger relationships among residents

Community Renovations: Connecting the Fairview Community Center to Fairview Park and other community spaces

Continue to partner with the Town of Hillsborough to discuss infrastructure development, possible annexations if desired, and/or joint agreements to increase connectivity across spaces in and around Fairview. With a fully functioning center, leadership will have a better idea of where and how this connectivity is lacking.

- Consider further building relationships with Town Planning Department to apply for federal grant funding opportunities through the regional transportation organization (MPO).
- Fairview residents can also build relationships with the planning department by attending Planning Board and Board of Commissioners meetings and advocating for their community transportation and bike and pedestrian infrastructure needs.

Budget

Based on previously described phases, below is a rough estimate of expenses and potential revenue sources.

Expenses

Staffing for Phase 1-2

- Center Assistant
 - \$16.93/hr (living wage for 1 adult with no children)
 - 9-12 hours per week
 - ⇒ ~ \$5,000 - \$9,000/yr
 - Computer and printer: \$2000
- Instructors
 - Unpaid volunteers \$0 for the first year or two. Cost will be dependent on requested fees from other instructors in the future.

Programming for Phase 3-4

- Part-time Center Coordinator
 - \$16.93/hr (living wage for 1 adult with no children)
 - 20-32 hours per week
 - ⇒ ~ \$17,000 - \$27,000/yr
- Full-time Center Coordinator
 - \$16.93/hr (living wage for 1 adult with no children)
 - 20-32 hours per week
 - ⇒ ~ \$35,000 - \$45,000/yr
- ESL Programming – Cost of instructor and/or materials
- Cooking Program- \$200 (initial Kitchen Supplies), \$50/session x 8 ~ \$600
- Planning for your Home Workshop – No costs associated other than office supplies potentially
- Partnership Coordination – No costs associated

Office Supplies:

- Paper, Toner, Other expendables ~ \$500

Building

- Rental – Provided by Town of Hillsborough
- Basic Cleaning – Provided by Town of Hillsborough
- Renovations – \$40,000 - \$225,000

Revenue

- Consider sliding scale fee or recommendation donations for some classes and programming
- Further investigate rental options for use of event space
 - donations
- Potential for specific funding for the ESL class through Orange County Literacy Program and other grants

Program Evaluation

Community Outreach: Develop a system for ongoing assessment of the success of the center and community needs

WHAT:

Collect information from residents and stakeholders regarding priorities for the use of the community center.

HOW:

This can occur formally or informally through different methods:

- *Using a survey.* We included a sample survey in Appendix D created using Google forms. Other options to create free online surveys include Qualtrics, SurveyMonkey, or Type Form. The survey should be provided in both English and Spanish. Measuring tools should evaluate the success of current and proposed programs as well as determine unmet needs.
- *Install an anonymous suggestion box in the community center.*
- *Continue working with UNC-Chapel Hill to collect oral histories of residents.*

WHEN:

Regularly. At minimum, we recommend conducting a community wide survey every 5 years to drive community center programming and services.

WHO:

FCW, supported by partners, could complete these community check-ins.

The below table offers various methods and data collection through which this success could be measured:

What you would like to measure:	Indicators of Success	Data You Could Collect	Timeline	Person Responsible
Satisfaction with and availability of community programs	Increase in the number of programs and classes offered Increase in number of participants that attend programs Community member report high satisfaction with programs	Number of registered participants of programs Number of programs Satisfaction surveys completed after programs Feedback from program instructors/ volunteers Annual surveys to assess program ideas and interest in certain events Demographics of registered participants Suggestion box comments in community center	Begin tracking immediately Annual survey could be completed at end of fiscal year 2022	FCW member, volunteer program instructor, community center employee (report to FCW)

Preservation and awareness of Fairview community history	<p>Strong awareness of Fairview's unique history both by resident and non-residents</p> <p>Satisfaction with history preservation by long-time community members</p>	<p>Number of oral histories collected</p> <p>Creation of accessible oral history storage platform (i.e. podcast, website, library)</p> <p>Increased streamings of oral histories (i.e. listening metrics)</p> <p>Plans for continuation of project</p>	<p>Phase 1 FY2022+</p> <p>Data collected quarterly</p>	UNC-Chapel Hill representative (report to FCW), potential future intern project, community member volunteers
Accessibility of physical space of the community center	<p>Increased number of hours "open"</p> <p>Strong satisfaction from community members with accessibility</p> <p>Completion of community center renovations implementing principles of Universal design</p>	<p>Annual survey assessing accessibility of building</p> <p>Informal feedback during FCW meetings</p>	<p>Phase 1 FY2022+</p> <p>Annual survey can be completed at end of fiscal year 2022 (ongoing)</p>	Hired architect, hired contractor, UNC-Chapel Hill partner/intern (i.e. The Community Practice Lab), Habitat for Humanity
Implementation of sustainable policies, procedures, and staffing model that will grow with the community center	<p>Creation of a policies and procedures document for the community center</p> <p>Hiring of community center staff</p>	<p>Assessment of community center budget</p> <p>Amount of grant money or other funding sources awarded</p> <p>Consistency of staffing for community center</p>	<p>Phase 2 FY 2022-2024</p> <p>Data collected monthly</p>	FCW board members, community center staff
Development of strategic connections with community partners	<p>Increase communication between community partners</p> <p>Increase number of joint programs</p>	<p>Number of participants in joint programs or events</p> <p>Annual survey assessing interest in/success of joint programs</p>	<p>Begin in Phase 4 (FY 2024+)</p>	FCW board members, community center staff, staff from community partner

Conclusion

The recommendations outlined in this proposal serve as options to guide and supplement the groundwork established by the FCW through incredible amounts of effort and passion. The aim is to provide process, tools, and suggestions to operationalize the community center and develop programming in 4 phases. Each of these phases included suggestions regarding:

- Funding
- Staffing
- Center Operations
- Building Renovations
- Community Outreach

This plan was informed by community engagement, oral histories, literature review, and community member feedback and conversations. Additionally, other community centers were consulted and considered in relation to systems for communication, building partnerships, managing operations, and implementing program evaluation.

This plan identifies a clear path forward over the course of the next 2-5 years in building on the foundational work of the FCW to further leverage the strengths of this community in the vitalization of the Dorothy N. Johnson Community Center.

For questions or information regarding this plan or the details within, please contact Dr. Ryan Lavalley (ryan_lavalley@med.unc.edu)

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Appendix A: Other Community Center Information

RENA Community Center (Rogers Road Community Center)

Programming

Youth:

- Afterschool program
 - Aims to address disparities in standardized testing and close educational gaps. Focus on reading, writing, math; also includes additional educational experiences such as nature-based programming
 - Program serves students ages 5 years old through middle school. High school students serve as interns – paid through Town of Chapel Hill.
 - Teachers helped to design curriculum based on school curriculum.
 - Tutors and mentors come from local universities and colleges.
 - "Kitchen Service" Program: Afterschool students learn about healthy eating, basics of food preparation, and etiquette and safety of working in a kitchen
- Summer enrichment program
 - Aims to reduce number of students requiring summer school
 - Focus on academics rather than games
 - Closed educational gap by limiting amount of students attending summer school within 2 years of program establishment
- Community garden
 - Use of community garden to align with youth academic learning
 - Teaches math and sustainability practices
 - Promote food education/eliminate food desert by providing fresh fruits and vegetables for community members
 - Partnerships with university departments such as public health (UNC, Central University, NC State) <https://forms.gle/MzxbdmT9jRVEcp1F8>
 - Volunteer positions - experience for students is positive and they recruit more students each year
- Environmental awareness programs
 - Nature walks
 - Education around processes required for clean drinking water
 - Trash clean-ups
- Mobile library and book giveaways for children (pre-covid)
- Back to School Bash: Backpacks with school supplies provided for students

Adult/All Ages:

- ESL Course
- Resource distribution
- Covid-related (PPE)
- Food distribution 1x per month
- Oral hygiene supplies donated by dentists
- Disaster response: Food and clothing drive for victims of hurricanes
- 50/50 Program
 - Home maintenance/repair needs under \$50 are paid for
- Community relations events

- Example: Members of law enforcement hold conversations with community youth to let them know law enforcement is “not the enemy”
- “Unity in the Community” Event
- Library and community center on site for youth and parents

Staffing

- Staff positions: Office Manager, President, Project Director, Receptionist, Office Assistant/volunteer, Education and Curriculum management
- Early part of day – at least 2 staff at center (Facility Director and RENA President)

Funding/Cost

- Outside Funding Agency Program – can only be used for programs
- Some funds from grants:
- Facility is funded through Orange County
- Most programs are free of charge
 - Exception: Afterschool and summer enrichment
 - \$160 for 6-week camp
 - Includes outings such as: Zoo, School of Math and Science, Botanical Garden, water processing plant, Civil Rights Museum, train ride

Communication

- Website
- Active newsletter (before Covid)
- Signs along roadways about meetings
- Banners about meetings and events such as: food distribution, afterschool program, enrichment programs
- Application for programs on website
- Youth hand out flyers
- Informational handouts about programs and services put in food drive bags
- Chapel Hill/Carrboro E-letter site used to distribute information

Intercultural engagement

- Use of youth programming for relationship building, friendship, activities, and growth between families/parents
- Youth become representatives of their community and get parents involved, which breaks down barriers that exist between parents
- Intergenerational social engagement sustains engagement

Chapel Hill Community Centers/Hargraves Community Center

Programming:

- Afterschool/teacher workday events
- Seasonal events (Example: Easter Egg Hunt)
- Spring Break Camps - Yoga, fishing
- Youth events (Crafting, kids night - movies, games, arts/crafts)
- Photography program
- Acting Classes
- Tutoring
- Summer Camps
- Special Interest Camps: “Enchanted Peacock” - Table and Phone Etiquette
- West African dance program
- Bingo for “mature adults”
- Adult arts and crafts
- Basketball skills development
- Bucket Ball Class
- Nature and Conservation Education - Field trips (paddle trip, creek clean-up)

Staffing:

- Community Center, Hargraves Center, Homestead Aquatic are all under Town of Chapel Hill
- Some staff are specific to certain centers, some float between centers
- Front desk staff, program support staff (camp counselors), director

Communication:

- Post information online
- Online press releases (“Registration Days” for programs)
- Listserv of people who have participated in previous programs
- Brochures in centers about programs, facilities, and parks

Funding:

- Some grants are applied for specific programs
- Example: Girls Rock Climbing Clinic provided through grant from Women’s Climbing Coalition
- Friends of Chapel Hill used for donations
- Parks and Recreation budget provides funding

Cedar Grove Community Center

Programming

- Youth (K-5)
 - Tutoring
 - After school
 - Pathways and Central Elementary School
 - Children decided on by teachers and referred to tutoring program
 - Students grouped with volunteers
 - Bus from school brings children to community center after school
 - Aided in zoom school during Covid as center has technology
- Summer Program
 - Offered day trips
 - Used to Pay Volunteers - seems that is no longer possible
- Seniors
 - Senior Day
 - 1-2 Tuesdays/month
 - 2-3 volunteer nurses from community present
- Past programs
 - Sheriff's office to talk about online scams & get rid of expired medication
 - Local doctor
 - Anathoth Community Garden
 - Covid 19 vaccination clinic

Staffing

- Structure of Volunteer Roles
 - Board of Directors
 - Advisory Committee
 - Kitchen Committee
- Paid Staff
 - Currently two paid staff members:
 - President of Cedar Grove Community Center (Ms. Sue)
 - Program Director
 - M-Th (Friday before COVID) 10 am -3 pm?
 - Money for staff budget approved by Orange County Board of Commissioners

Communication

- Facebook page
- Nextdoor
- Other community spaces

Logistics

- Orange County owns community center
- Reservations are managed by Orange County, and the County also use center for storage

- Community Center is old Cedar Grove school, closed after integration
- Features two basketball courts which have been great for center engagement, especially with youth
- Center features history wall of the school - very important to community

Liability

- Insurance - needed because county space, especially in case of staff member present
- Movie License because center owned by county

Government Contributions to Community Centers in Orange County

RENA (Rogers Road) Community Center

- Supporting Organization: Rogers Eubanks Neighborhood Association
- Government Sponsor: Orange County
- Funding Amount: \$88,377 (FY22)
- Funding Source: Outside Agencies Human Services Funding*
- Opening Year: 2014

Cedar Grove Community Center (CGCC)

- Supporting Organization: Cedar Grove Neighborhood Association
- Government Sponsor: Orange County
- Funding Amount: \$91,347 (FY22)
- Funding Source: Outside Agencies Human Services Funding*
- Opening Year: 2016

Efland-Cheeks Community Center

- Supporting Organization: United Voices of Efland Cheeks
- Government Sponsor: Orange County
- Opening Year: 2017
- Funding Amount: \$89,351 (FY22)
- Funding Source: Outside Agencies Human Services Funding*
- Opening Year: 2016

Hargraves Community Center (directly operated by Town)

- Supporting Organization: Town of Chapel Hill
- Government Sponsor: Town of Chapel Hill
- Funding Amount:
 - Personnel \$672,497, Operating Costs \$132,473

Source: Orange County FY 2021-22 Annual Operating Budget Capital Investment Plan
Town of Chapel Hill North Carolina 2021-22 Adopted Budget

*In FY21-22 Outside Agencies are funded by the American Rescue Plan Act (ARPA) outside of the General Fund.

Appendix B: Example Policies and Procedures



Lincoln County Parks and Recreation

Howards Creek Community Center Policies and Procedures

Please Read Before Occupying Center

The center shall be available for use between the hours of 8:00am and 11:00pm, Monday-Sunday. Longer use requires prior approval, such as day long scout or 4-H events.

The center shall be used primarily by community groups and for activities scheduled by and under the supervision of the Lincoln County Parks and Recreation Department; and secondly, for use by private groups based on availability and with the payment of the designated fee.

Reservation for use of the center will be made through the Lincoln County Parks and Recreation Department at 704.748.1518. The user fee for the center is \$100.00 with an additional key deposit of \$100.00. The key deposit is refundable upon the key return and inspection of the facility. Keys should be picked up from the Recreation office located at 150A E. Court Sq, Lincolnton, NC 28092.

Reservation applications must be signed by a person at least 21 years of age and the person signing the application will be responsible for the conduct of the group in compliance with the Policies and Procedures of the center.

Any group not complying with the Policies and Procedures of the center will not be considered for future use of the facility.

The Officers and Board of Directors of the Howard's Creek Community Center and the Director of the Lincoln County Parks and Recreation reserve the right to cancel any reservation which is not in the best interest of the County and the Community.

Sales of goods and merchandise are prohibited. Exceptions may be made, with the approval of the Center's Board of Directors, when the proceeds of such sales are to be used for charitable, educational, church, civic or cultural purposes.

No smoking will be permitted in the center, as per Lincoln County no smoking ordinance for county owned facilities.

No alcoholic beverages, fireworks, or weapons are allowed on the premises.

No DJs are allowed. Personal stereo systems are permitted.

No foreign materials (i.e. tape, tacks, nails, glue, etc.) are to be put on the walls, windows, floors, doors, light fixtures, heat vents, curtains, etc. Wood molding around the edge of the ceiling may be used for attaching decorations. Hooks have been installed around the room to use for hanging lights or decorations.

Lincoln County Sheriff's Department has full authority to enforce all the regulations pertaining to the Howards Creek Community Center.





Lincoln County Parks and Recreation

Please Read Before Occupying Center

So that all may enjoy the facility equally, we ask that you perform the following prior to leaving the grounds.

- 1) Collect and bag all trash (inside and outside) and remove from both the building and the grounds.
- 2) Clean the sinks and oven, remove everything from refrigerator.
- 3) Wash and clean all utensils or items used.
- 4) Wipe all tables with a damp cloth.
- 5) Clean restrooms and flush commodes.
- 6) Turn off all running water. Check faucets and commodes.
- 7) Remove all decorations.
- 8) Leave furniture as you found it. Please do not slide furniture or roll it on edge across the floor.
- 9) Sweep and mop floors. Stand wet mop to dry.
- 10) Turn heat to 50° during winter. Turn AC off during summer.
- 11) Turn out all lights.
- 12) Make sure all doors are locked.
- 13) Report building damage or problems to the Lincoln County Parks and Recreation Department at 704.748.1518. If no answer and IMMEDIATE attention is needed, call the Lincoln County Communications Center, non-emergency number 704.735.8202.

The renter must clean and remove all trash and personal belongings (food, equipment, decorations, etc.) by the end of the day of your reservation. You **may not** clean up the following day.

Any damage to the property must be repaired and any loss replaced at the renter's expense. The person signing the application is responsible for the condition of the center and all damages.

In making this facility available to sponsors and the general public, Lincoln County, its Officials and employees, and the local committee or board regulating this facility shall be held harmless and shall assume no responsibility or liability for any loss or damage which may occur upon the premises of the Center building and grounds during the use of the premises as governed by the policies and procedures.

Appendix C: Example Liability Waiver



**Raleigh
Parks**

City of Raleigh Release and Indemnity Agreement Facility Rental

WHEREAS, the undersigned (hereinafter, "Renter") has requested the use of the following facility belonging to or is under the auspices of the CITY OF RALEIGH, North Carolina: _____

_____ to engage in activities for the exclusive benefit of the Renter; and, WHEREAS, the Renter agrees to do so at his or her own risk recognizing the possible and inherent dangers of personal injury or property damage resulting therefrom, including exposure to the COVID-19 virus through contact with other renters, City staff, or City equipment or facilities; and, WHEREAS, the CITY OF RALEIGH does not wish to be liable for any damages arising from personal injury or property damage sustained in connection with Renter's use;

NOW THEREFORE, in consideration of the mutual promises and other good and valuable consideration, the Renter does hereby for him/herself, his/her heirs, executor, successors or administrator, and personal representatives:

1. Assume full responsibility for any personal injury to him/herself or any other person; or any damage to any personal or real property, whether such property be owned by the City, the Renter, or any other person or entity; which may occur, directly or indirectly, in the course of Renter's use of the facility as follows (identify facility being rented, fully describe the activity/rental, and the date(s) of rental): _____
2. Fully release and forever discharge the CITY OF RALEIGH, its Council members, officers, employees, agents, contractors, subcontractors, successors and assigns, from any and all claims, demands, rights of action, or causes of action, for personal injury or property damage, present or future, whether known or unknown, anticipated or unanticipated, resulting from or arising out of Renter's use of the facility described above.
3. Agree to indemnify and hold and save the CITY OF RALEIGH, its Council members, officers, employees, agents, contractors, subcontractors, successors and assigns, harmless from damage or liability of any kind, including all claims, costs (including defense costs) and losses accruing or resulting to any person or entity arising out of Renter's use of the facility or equipment described above.
4. Agree that it is the intent of the Renter that this RELEASE AND INDEMNITY AGREEMENT shall survive the termination or expiration of this Agreement and remain in full force and effect any time after the execution hereof.
5. Agree to take all measures necessary to promote the safety of such persons in their use of the facility, including but not limited to complying with all applicable guidelines from the Centers for Disease Control (CDC) and other federal, state, and local public health agencies to minimize spread and exposure of the COVID-19 virus or other known infectious diseases or contagions, including but not limited to conducting wellness/temperature checks of all guests/invitees, self-reporting symptoms, wearing face masks, social distancing, and maintaining currently approved group sizes;
6. Acknowledges that he/she has been given reasonable notice of the actions taken by the City of Raleigh for the purpose of reducing the risk of transmission of COVID-19 to individuals present on the premises, and agrees that the City of Raleigh's actions have been reasonable;



Raleigh Parks

7. Agree to promptly notify the Director of the City's Parks, Recreation, and Cultural Resources Department and the insurer issuing the Comprehensive General Liability Insurance policy referred to above of any occurrence that might give rise to a claim for damages growing out of use of said facility by any such person.
8. Agree to comply with all rules and regulations established by the City of Raleigh and the City's Parks, Recreation, and Cultural Resources Department.
9. Other requirements (written in by PRCR Staff):

Renter Signature: _____ Date: _____

Updated 7/23/2020

<https://cityofraleigh0drupal.blob.core.usgovcloudapi.net/drupal-prod/COR24/raleigh-parks-facility-rental-waiver.pdf>

Appendix D: Sample Survey

Google Form: <https://forms.gle/MzxbdmT9jRVEcp1F8>

Age?

- ☐ Under 18
- ☐ 18-24
- ☐ 25-34
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

What is your race or ethnicity?

- ☐ White
- ☐ Hispanic, Latino, or Spanish
- ☐ Black or African American
- ☐ Asian or Asian Indian
- ☐ American Indian or Alaska Native
- ☐ Middle Eastern or North African
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Other

Do you currently live in Fairview?

- ☐ Yes
- ☐ No

Please rank these categories from highest priority (1) to lowest priority (7) for the community center. *

	1- greatest priority	2	3	4	5	6	7- least priority
Health and wellness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation and leisure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community connection/social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social services (i.e. benefits, resources)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What did you enjoy about these programs? What can be improved?

Your answer

Do you feel safe when you are at the community center?

- ☐ Yes
- ☐ No
- ☐ Other:

How important are these programs to the Fairview community residents?

	Not at all important	Slightly important	Important	Fairly important	Very Important	No opinion
Cooking workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food and nutrition classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Women's fitness classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
English as a Second Language classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Career skills and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Youth dance classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What other classes or programs would you like to be offered at the community center?

Your answer

Would you like to be involved in planning, organizing, or running the community center? If yes, please include your contact information below.

Your answer

Do you have any other comments?

Your answer

Appendix E: Example Reservation Jot Form

Dorothy N. Johnson Community Center

Room Booking Form

Name *

First Name

Surname

Address

Street Address

Street Address Line 2

City

State / Province

Postal / Zip Code

E-mail *


ex: myname@example.com

Phone Number

(000) 000-0000

Date of Event

MM-DD-YYYY



Date

Requested Room *

Please Select

Event Type

Notes

Send Request

Appendix F: Funding Resources

Broader Grants			
Name	Information	Amount	Website
AARP Community Challenge	<p>Purpose: Improve public spaces, transportation, housing and civic engagement with an emphasis on the needs of people 50 or older. Quick-action grants can be used to support the following ready-to-go types of projects:</p> <ul style="list-style-type: none"> • Permanent physical improvements in the community • Temporary demonstrations that lead to long-term change • New, innovative programming or services • General neighborhood revitalization <p>Possible Activities: projects that either 1) create vibrant public spaces or 2) deliver a range of transportation and mobility options. Examples of past projects include:</p> <ul style="list-style-type: none"> • City of Raleigh installed benches, bike racks, and sunshades • Community center in Aguila, AR repaired roof and installed new flooring • Community center in Rio Arriba County, NM added covered walkway and footbridge • Community center in Madison Heights, MI funded benches, greenhouse, and gazebo • “Partnership with NAACP Pasadena and PasCSC to improve and promote the “African American History of Pasadena Walking Tour” 	From \$100s - 10,000s	https://www.aarp.org/livable-communities/community-challenge/
Republic Services National Neighborhood Promise	<p>Purpose: Quick-action grants can be used to support the following ready-to-go types of projects:</p> <ul style="list-style-type: none"> • Permanent physical improvements in the community • Temporary demonstrations that lead to long-term change • New, innovative programming or services 	\$50,000 - 200,000	<p>https://media.republicservices.com</p> <p>Online application: https://www.republicservices.com/communities/charitable-giving</p>

	Possible Activities: renovation of community and learning centers; and creation and revitalization of parks, trails and gardens.		
National Self-Development of People Grant	<p>Period: The review process might take up to 6 months</p> <p>Purpose: The Presbyterian Committee on the Self-Development of People (SDOP) is prepared to establish partnerships with groups in the United States who:</p> <ul style="list-style-type: none"> • are oppressed by poverty and social systems, • want to take charge of their own lives, • have organized or are organizing to do something about their own conditions, • have decided that what they are going to do will produce long term changes for their lives or communities, • utilize some combination of the SDOP core strategies to promote justice, build solidarity, advance human dignity, advocate for economic equity, • will control the programs they own and will benefit from them directly. <p>Examples:</p> <ul style="list-style-type: none"> • Haywood Pathways Center, Waynesville, NC, received a Covid grant of \$6,875 to assist it in providing meals, emergency shelter, short-term housing, and rehabilitative/ services for community residents experiencing homelessness during the COVID-19 crisis. • Multicultural Center for Health/Education and Community Development, Clarkston, GA, was awarded a \$6,875 Covid grant to assist in carrying out its monthly food distribution. Community residents to be helped include refugees, immigrants, and home bound seniors. The program seeks 	Grants usually do not exceed \$15,000	https://www.presbyterianmission.org/ministries/sdop/apply-grant/

	<p>to improve family stability of the above residents by removing the uncertainty of when or where the next meal will come from.</p> <ul style="list-style-type: none"> Wesley Community Center, Dayton, OH, received a \$1,945 Covid grant to support distribution of PPE supplies including hand sanitizer, disinfecting cleaner, disposable face coverings and cloth face coverings. The center also plans to purchase 3 laptop computers to support the Infant Mortality prevention program. 		
NC Humanities Grant	<ul style="list-style-type: none"> Purpose: to support implementation of public humanities projects in NC by not-for-profit organizations. Funds to be used for less than 1/3 of what is needed for implementation (2/3 to be matched by other funds/ in-kind resource) Community engagement grant: Application open in late November; 2 cycles for application per year (January and September) Large grant: Application open in November; phone consultation and letter of intent by April, proposal in July 	<p>Community engagement grant up to \$3,500</p> <p>Large grant \$3500 to \$20,000</p>	https://nchumanities.org/wp-content/uploads/2021/06/ARP-Humanities-Grant-Guidelines.pdf
T-Mobile Hometown Grants	<ul style="list-style-type: none"> Deadline: Applications will be open on a quarterly basis with the following schedule: <ul style="list-style-type: none"> Spring: Applications open Jan – March, Towns announced in April Summer: Applications open April – June, Towns announced in July Fall: Applications open July – Sept., Towns announced in Oct. Winter: Applications open Oct. – Dec., Towns announced in Jan. Purpose: T-Mobile is committing up to \$25 million over the next 5 years to support small towns across America by funding community projects. The T-Mobile Hometown Grants program will help fund 	<p>From up to \$50k per town</p>	https://t-mobile.custhelp.com/app/HTG/HTG_Application

	projects to build, rebuild, or refresh community spaces that help foster local connections in your town. For example, this might include the town square pavilion, a historic building, an outdoor park, a ball field, or a library		
United Way of the Greater Triangle	Purpose: Nonprofit can apply for funding under three impact pillars: Cradle to Career, Healthy Families, and Equity in Leadership. Priorities include hunger, affordable housing, mental health, education, and career readiness.	10,000-100,000 (no clear limit)	https://unitedwaytriangle.org/apply-for-funding/

Operations/Administration Grants			
Name	Information	Amount	Website
Human Services/Outside Agencies' Funding	<p>Purpose: Each year, Orange County, the Town of Carrboro, and the Town of Chapel Hill invite program funding requests from nonprofit providers (outside agencies) to support delivery of vital community services. The County and Towns administer a common application with separate evaluation processes.</p> <p>Possible Activities:</p> <p>https://www.orangecountync.gov/DocumentCenter/View/13660/Outside-Agency-Appropriations-FY2020-21</p>	200-200,000 (based on 2021)	https://www.orangecountync.gov/735/Outside-Agencies

Technology Funding			
Name	Information	Amount	Website
Computers with Causes	Organize gives priority to students, teachers, parents, the elderly, foster homes, shelters, disabled US veterans, struggling military families, and nonprofits.	Variable	https://www.computerwithcauses.org/computer-donation-northcarolina/
Kramden Institute	<p>Provinces charitable organizations such as non-profits, schools, religious organizations, and other institutions access to affordable technology solutions.</p> <ul style="list-style-type: none"> • Low-cost refurbished computer: \$30 desktops and \$70 laptops • Computer must be picked up at Kramden Institute in Durham 	N/A	https://kramden.org/affordable-computers-for-low-income-individuals/

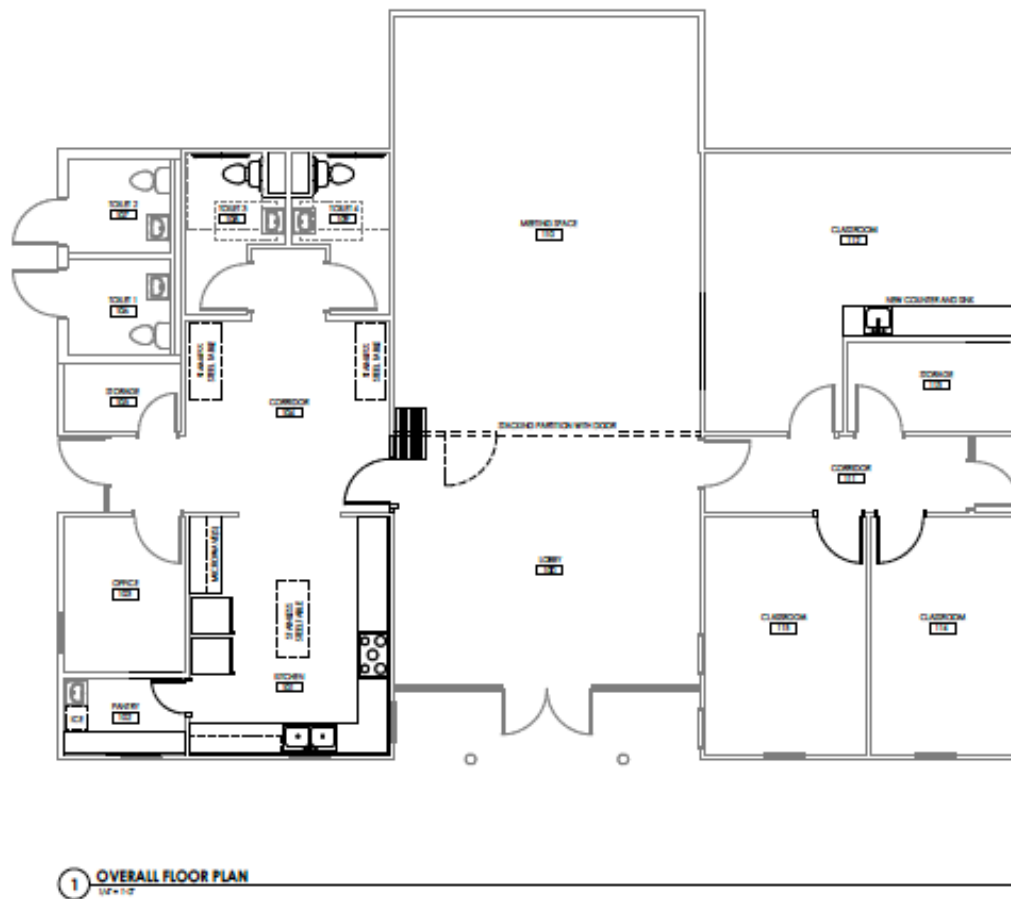
Education/English as a Second Language			
Name	Information	Amount	Website
Dollar General Literacy Foundation	<p>Adult literacy grants: provides funding to organizations that provide direct services to adults in need of literacy assistance for adult basic education, GED or highschool equivalence preparation, and English Language Acquisition. The application for 2022 is currently closed but will reopen in 2023.</p> <p>Youth literacy grants: Provides grant funding to nonprofits to assist with: implementing new or expanding existing literacy programs, purchasing new technology or equipment to support literacy initiatives, purchasing books, materials of software for literacy programs.</p>	\$4,000	https://www.dgliteracy.org/grant-programs/
Book Harvest	Gives books to community organizations that would like to provide books to families through a book giveaway or event. Requests can take 1-2 weeks to process. There are also free books in the outdoor carts in front of their office (Durham, NC).	N/A	https://bookharvest.org/request-books/
The Lois	Awards grants to organizations that	\$500 to	https://www.loislensk

Lenski Covey Foundation: Bookmobile Grant Program	operate a lending bookmobile that travel into neighborhoods populated by underserved youth.	\$3000	icovey.org/bookmobile-grants/
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Appendix G: Community Center Improvements Proposed Budget

Community Center Improvements	
I. General Building Improvements	
A. Meeting Space	\$5,000
1. Install audio and microphone system for hybrid meeting capabilities	
2. Add new television in meeting space	
B. Classrooms	\$2,000
1. Carpet cleaning in classrooms	
2. Replacement of classroom doors to include windows for safety	
3. General Supplies	
C. General Administration	\$10,000
1. New printer/copier	
2. Computer	
3. Shelving for storage	
4. Desk	
C. Painting	\$5,000
1. Exterior painting	
2. Interior painting	
3. General supplies	
D. General Facility Maintenance	\$10,000
Subtotal	\$32,000
Contingency	\$8,000
Phase Total	\$40,000
II. Building Renovations	
A. Site Work	\$0
1. No site work is anticipated	
B. Demolition	\$6,000
1. Toilet fixtures	
2. Partitions	
3. Door	
4. Existing finishes	
C. Renovation	\$166,500
1. General construction	\$72,000
a. Partitions	
b. Doors	
c. Floor finish (VCT. Ceramic tile)	
d. Acoustical ceilings	
e. Kitchen millwork	
f. Water closets (2)	
g. Lavatory (2) - add grab bars/accessories	
2. PME	\$30,000
3. Equipment	\$30,000
a. Refridgerator	
b. Freezer	
c. Microwave (2)	
d. Dishwasher	
e. Ice Machine	
f. Range/oven hood (residential type)	
4. Design	\$17,250
5. Construction Management	\$17,250
Subtotal	\$172,500
Contingency	\$52,500
Phase Total	\$225,000
Total	\$265,000

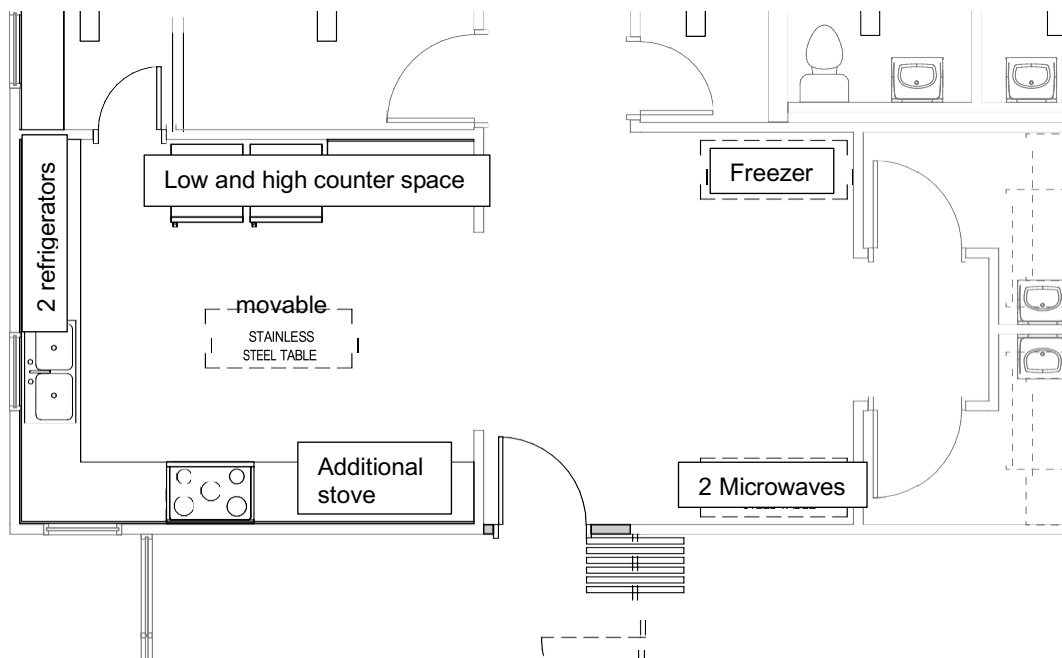
Appendix H: Community Center Schematic Plan



Appendix I: Universal design recommendations for renovation

Kitchen

- Organization of space
 - Enough space for chair and wheelchair/walker users to be able to pass through
 - Functional work setting
 - Movable stainless steel tables to set space as needed
- Counter space
 - Have low and high for wheel chair users and people of different heights
 - Flip up or pull-out work stations are useful
 - Also consider 2 heights when buying the stainless steel tables
- Cabinet
 - Clearance space needed underneath for wheelchair to pull up
 - ADA compliant cabinet
 - Install pull out shelves
 - Grab bars could also be added
 - Reachable **switch and plugs**, or on cabinet
- Sink
 - Have clearance underneath sink
- Electronics
 - ADA oven (with front burner switch)
 - Microwave at counter height
 - Refrigerator
 - Commercial ADA compliant (expensive)
 - A one door one maybe more useful
 - (Washer/dryer)
 - front loading, combined function (so they do not need to be stacked)



Ideas for kitchen space renovation

Pantry

- Have wheelchair turning radius space within pantry
- Install pull down shelves

Room 112 (potential art room)

- Carpet-floor transition should be less than 1/4 inch (it is currently a little higher compared to other rooms)
- Sink should have clearance underneath

Floor

- Currently office/classrooms are carpeted, open area and hall are tiled
- Current floor could be dangerous especially when wet especially in non-carpeted area
- Recommend non-skid water/slip proof (LVP) flooring

Outdoor toilet

- Grab bars already installed inside
- Currently inaccessible by people with mobility device
 - Concrete area needs to be bridged (photo below)



- Uneven threshold at entrance (photo below)
- Toilet lever needs to be on side with open space



Indoor toilet space

- Planned to be made ADA compliant with renovation by Town
- Confirm if there be enough turning space for wheelchairs
 - Doors may need to be turned outwards if not enough space

Others

- Doors -less than 5 pounds of force to open/close
- Hand railing in hallway can be added later
- Nothing should be sticking out from wall (for people with low vision)
 - Currently only the water fountain position is a problem
- Place thermostat a few inches lower than current location for reach
- Consider a quiet/resting/calming down space for people with sensory challenges

*Above information is provided from notes taken at assessment by Dr. Katie Sorensen, OTD, ADAC/ADA Coordinator on April 22, 2022