

**Memorandum of Understanding between Orange County and the  
Towns of Chapel Hill, Carrboro, and Hillsborough:  
Orange County Partnership to End Homelessness (OCPEH)**

Whereas, in April 2008, the Orange County Board of Commissioners, Chapel Hill Town Council, Carrboro Town Council, and Hillsborough Board of Commissioners endorsed the Orange County 10-Year Plan to End Chronic Homelessness and entered into a memorandum of understanding to fund and support the Plan's implementation by the Orange County Partnership to End Homelessness (OCPEH), and

Whereas, the Partnership has made significant progress in ending and preventing homelessness in Orange County, and

Whereas, the parties to this Memorandum came together and revised this Memorandum of Understanding in 2015, and

Whereas, reflecting a combination of national best practices, national funding models, and local experience, the Orange County 10-Year Plan to End Chronic Homelessness has evolved to become an ongoing program, the Orange County Plan to End Homelessness, and

Whereas, the role of the Partnership is to implement Orange County's Plan to End Homelessness and serve as the Continuum of Care for Orange County, and

Whereas, the parties to this Memorandum understand the value of this work to each jurisdiction and accordingly intend to continue to fund and support it, and

Whereas, the initial 10-Year Plan created a body called the Executive Team, now called the Leadership Team, consisting of representatives appointed from each of the above governmental partners and a cross-section of community representation, charged with providing oversight and direction to the plan, and the parties to this Memorandum intend for the Leadership Team to continue to perform this role, and

Whereas, the parties to this Memorandum intend to continue funding the Partnership's Homeless Programs Manager and Housing Access Coordinator, and provide partial funding for the Homeless Programs Coordinator, all of whom have job responsibilities outlined in a Job Description (Attachment A), and

Whereas, in order to implement the Plan, the Partnership is providing direct service programs via pass-through funding from other sources, and

Whereas, the four elected appointees continue to recommend and serve on the OCPEH Executive Team, which shall consist of the four elected appointees, to ensure that the interests of all four funding jurisdictions are consistently represented;

The parties to this Memorandum hereby clarify the roles and responsibilities of each body as it relates to funding and oversight.

A. The Executive Team will:

1. Provide ongoing supervision of the Homeless Programs Manager (HPM) through the County Manager by:
  - i. Conducting joint annual performance reviews of the HPM with the County Manager, after gathering input from the Chair of the Leadership Team and others, as appropriate;
  - ii. Approving an annual work plan for the HPM based on the goals of the Plan, subject to final approval by the County Manager;
  - iii. Meeting with and reviewing the work plan with the HPM and the County Manager quarterly;
  - iv. Participating in interviews for the hiring of the HPM;
  - v. Making recommendations to the County Manager regarding performance concerns related to the HPM.
2. Operate its program on the same fiscal year as that operated by the Towns and County.
3. Not have supervisory authority over any Town or County staff who may be assigned to provide assistance to the Leadership Team or Executive Team.
4. Meet quarterly, with staff support, to review progress under the annual work plan.

B. Towns and the County will:

1. Provide office space and supplies for the use of the Partnership staff as needed and available.
2. Provide staff assistance as needed to support the Executive Team and Leadership Team subject to Town Manager and County Manager direction.
3. Provide an annual appointment from the elected governing bodies to the Leadership/Executive Team.
4. Assist with the annual implementation efforts of the Plan.
5. Continue to support the Partnership.
6. Determine the amount of funding to be provided by each partner by utilizing a population-based formula based on the latest Census data.

Based upon the 2020 Census data, the percentage contributions, subject to each jurisdiction's approval, are as follows:

- Orange County 39.5%
- Town of Chapel Hill 39.7%
- Town of Carrboro 14.3%
- Town of Hillsborough 6.5%

7. Receive an annual report from the HPM.
  8. Not be required or expected to continue funding Partnership staff should the funding not be available through any one or more of the other partners.
  9. Not require or suggest the HPM perform work on goals that are not in her/his work plan for the Partnership.
- C. The Plan is understood to be a living document that the Partnership will update over time to reflect its accomplishments and the evolution of policies, evidence-based practices, and funding.
- D. This Memorandum supersedes the 2015 Memorandum of Understanding that supported the Orange County 10-Year Plan to End Chronic Homelessness. It will remain in effect for two years from the date of its adoption by all Parties. Memorandum will be renewed for up to five additional two-year terms. Revisions will be presented to the Executive Team for consideration no later than the final quarterly meeting of the Executive Team prior to expiration of the two year term. Any Party hereto may withdraw from the Memorandum by providing written notice to every other Party at least 12 months prior to the start of the fiscal year in which the Party wishes to withdraw.

[SIGNATURES TO FOLLOW]

Wherefore the Parties hereto have set their hands and seals on the day and dates recorded below.

ORANGE COUNTY

\_\_\_\_\_  
Jamezetta Bedford, Chair

\_\_\_\_\_  
ATTEST

STATE OF NORTH CAROLINA  
ORANGE COUNTY

I, the undersigned Notary Public of the County and State aforesaid, do hereby certify that \_\_\_\_\_, personally came before me this day and acknowledged that she is the Clerk to the Board of Commissioners for Orange County, North Carolina and that by authority duly given and as the act of said County, the foregoing instrument was signed in its name by the Chair of said Board of Commissioners and attested by her as Clerk to said Board of Commissioners.

Witness my hand and official stamp or seal this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Notary Public \_\_\_\_\_

(Notary Seal)

My commission expires: \_\_\_\_\_

TOWN OF CHAPEL HILL

\_\_\_\_\_  
Jessica Anderson, Mayor

\_\_\_\_\_  
ATTEST

STATE OF NORTH CAROLINA  
ORANGE COUNTY

I, the undersigned Notary Public of the County and State aforesaid, do hereby certify that \_\_\_\_\_, personally came before me this day and acknowledged that he/she is the Town Clerk for the Town of Chapel Hill, North Carolina and that by authority duly given and as the act of said Town, the foregoing instrument was signed in its name by the Mayor of the Town of Chapel Hill, NC and attested by her as Town Clerk for the Town of Chapel Hill, NC.

Witness my hand and official stamp or seal this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Notary Public \_\_\_\_\_

(Notary Seal)

My commission expires: \_\_\_\_\_

TOWN OF CARRBORO

\_\_\_\_\_  
Barbara Foushee, Mayor

\_\_\_\_\_  
ATTEST

STATE OF NORTH CAROLINA  
ORANGE COUNTY

I, the undersigned Notary Public of the County and State aforesaid, do hereby certify that \_\_\_\_\_, personally came before me this day and acknowledged that she is the Town Clerk for the Town of Carrboro, North Carolina and that by authority duly given and as the act of said Town, the foregoing instrument was signed in its name by the Mayor of the Town of Carrboro, NC and attested by her as Town Clerk for the Town of Carrboro, NC.

Witness my hand and official stamp or seal this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Notary Public \_\_\_\_\_

(Notary Seal)

My commission expires: \_\_\_\_\_

TOWN OF HILLSBOROUGH

\_\_\_\_\_  
Mark Bell, Mayor

\_\_\_\_\_  
ATTEST

STATE OF NORTH CAROLINA  
ORANGE COUNTY

I, the undersigned Notary Public of the County and State aforesaid, do hereby certify that \_\_\_\_\_, personally came before me this day and acknowledged that he/she is the Town Clerk for the Town of Hillsborough, North Carolina and that by authority duly given and as the act of said Town, the foregoing instrument was signed in its name by the Mayor of the Town of Hillsborough, NC and attested by her as Town Clerk for the Town of Hillsborough, NC.

Witness my hand and official stamp or seal this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

\_\_\_\_\_  
Notary Public \_\_\_\_\_

(Notary Seal)

My commission expires: \_\_\_\_\_

## **HOMELESS PROGRAMS MANAGER**

Job Class: 2307  
FLSA Status: Exempt

### **DISTINGUISHING FEATURES OF THE CLASS**

An employee in this class is responsible for managing systems of service, programs, and funding for people experiencing homelessness. An employee is responsible for leading and coordinating the effort to develop a comprehensive approach to ending homelessness in Orange County, collaborating with Orange County, Chapel Hill, Carrboro, and Hillsborough town staff on program initiatives as well as managing the Orange County Partnership to End Homelessness (OCPEH). These responsibilities include a wide range of activities related to program performance, ensuring regulatory compliance with all applicable laws and regulations, and program and staff management.

Work is performed under the general supervision of the Housing Director with leeway to exercise independent judgment within the framework of applicable rules, regulations, policies and procedures in the performance of duties, both in terms of planning and accomplishing work, and in making decisions regarding needs and requests. Supervision is a responsibility of this class. Does related work as required.

### **EXAMPLES OF ESSENTIAL FUNCTIONS**

Following are examples of typical work activities and responsibilities. The incumbent may be responsible for performing other related duties and responsibilities as required or assigned. ***A position may not include all the work examples given, nor does the list include all that may be assigned.***

Manages and provides leadership to the administration of various programs addressing housing and services to those affected by homelessness, and oversees quality control of various grant programs.

Serves as a primary contact on homelessness program initiatives for the County and participating jurisdictions.

Supervises, coordinates, or assists in the coordination of partnerships and collaborates with local and regional homelessness and housing resources including the County's Street Outreach program, Rapid Rehousing, Coordinated Entry, housing navigation and access, and other programs statewide.

Coordinates with the North Carolina Coalition to End Homelessness to support homeless providers in their use of the Homeless Management Information System (HMIS).

Participates in the North Carolina HMIS Governance Committee.

Utilizes and maintains the HMIS to provide local homeless data reports to track data quality of local agencies, monitor program performance and outcomes.



Performs all homeless data reporting required by federal, state, regional, and local entities.

Works collaboratively with human services agencies across Orange County to assist households at risk and currently experiencing homelessness in pursuing services.

Coordinates updates to the Orange County Resources Guide for distribution to local governments, providers and the public.

Provides staff and coordination support for the Orange County Partnership to End Homelessness (OCPEH) Leadership Team and subcommittees, which includes posting meeting notices, drafting agendas, and recording and distributing meeting notes.

Coordinates the process for, and completes and submits annual federal and state grant applications by coordinating input from OCPEH grantees and other stakeholders. Applies for other grants to support the goals of the County, municipalities and OCPEH.

Coordinates the development and implementation of initiatives to achieve the goals of the Plan to End Homelessness (Plan), including annual updates to the Orange County Homeless System Gaps Analysis.

Coordinates updates of the OCPEH Plan in collaboration with the OCPEH Leadership Team and subcommittees; works throughout the year to achieve the goals and strategies contained in the Plan.

Works to fill system gaps as identified in the annual Orange County Homeless System Gaps Analysis.

With the Homeless Programs Coordinator, administrates and supports eight monthly standing meetings of the Continuum of Care (CoC) including the by-name list review, veterans meeting, SOAR Collaborative, etc.

Coordinates the OCPEH annual reports including past year accomplishments and current year goals.

Coordinates the planning and execution of the annual Project Connect services event.

Manages data collection and reports to the U.S. Department of Housing & Urban Development (HUD) events (i.e. Point-In-Time Count, Housing Inventory Count, Longitudinal Statistical Analysis, System Performance Measures, etc.)

Maintains knowledge of current issues, trends, and strategies related to federal, state, regional, and local homelessness policies, best practices, research, statutory regulations and requirements; conveys this information to the County,

municipalities, OCPEH committees and stakeholders.

Responds to inquiries from the County and municipal staff, the OCPEH, and the public requesting information to connect at-risk individuals with available resources.

Coordinates and maintains the OCPEH website and social media accounts including Facebook and Twitter.

Provides overall supervision of homelessness division staff and direct supervision to Housing Access Coordinator and the Homeless Programs Coordinator, ensuring staff compliance with the OCPEH Plan, HUD regulations, program requirements and standard operating procedures.

Supervises the Housing Access Coordinator to ensure that the program establishes and maintains effective working relationships with tenants and landlords to facilitate conflict resolution.

Supervises assigned staff to ensure homeless programs are in compliance with HUD regulations, program requirements and standard operating procedures monitors production, quality control and data integrity of transactions completed.

Holds regular staff/team meetings and provides continuous leadership and communication with the Homeless division staff; assesses staff performance and coordinates training and development opportunities as needed.

Works across the Housing Department on housing initiatives and actively seeks collaboration from internal and external partners to better serve the community; makes programming recommendations to the Director based on knowledge of participant and community needs and knowledge of evidence-based practices in the field.

Makes policy and program change recommendations to the Department Director.

Assists in the management and analysis of the program's budget and makes recommendations to the Director regarding the OCPEH budget as needed.

Coordinates and monitors the OCPEH budget, provides annual fiscal information to the County and Town Managers in the budget process.

Ensures excellent customer service is provided to all homeless clients, landlords, and community partners,

Interacts and communicates with various groups and individuals such as County staff, clients, service providers, community audiences and the general public.

Embraces and supports all initiatives, policies and procedures within Orange County Housing Department and OCPEH, and implements all new requirements in accordance with established guidelines.

Uses computer applications and other systems such as spreadsheets, word processing, calendar, email and database software in performing work assignments.

Adheres to the County's safety rules and regulations.

Performs related duties as required.

### **REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES**

Thorough knowledge of the local, state and federal laws, ordinances, standards, and regulations pertaining to subsidized and affordable housing, homeless programs.

Thorough knowledge of the principles, theories, practices and methodologies of homeless planning and development.

Thorough knowledge of evidence-based practices in HUD housing and homelessness programs.

Thorough knowledge of HIPAA guidelines and the ability to maintain a high level of confidentiality when working with various records and reports containing personal and financial information.

Thorough knowledge of the functions and interrelationships of the County and other governmental agencies.

Good knowledge of the social, economic, and environmental factors that influence poverty and housing insecurity.

Good knowledge of County ordinances, department policies and procedures.

Good knowledge of Trauma-Informed Care (TIC) and Motivational Interviewing (MI) methods.

Skill in management and supervision, and the ability to coordinate and/or supervise the work of others.

Skill in being customer-focused, adept at problem solving and working collaboratively with others.

Skill at prioritizing work activities and the ability to multi-task while under pressure.

Skill in oral and written communication including developing and delivering presentations, and preparing and maintaining accurate records and reports.

Skill in gathering and analyzing complex data.

Skill in public and interpersonal relations.

Ability to demonstrate sound judgment, integrity, resourcefulness, accuracy, a high degree of confidentiality, thoroughness, tact, dependability and courtesy commensurate with the demands of the position, while maintaining an ethical standard of care.

Ability to plan and implement detailed and complex programs and activities; ability to manage programming, monitor and maintain compliance with complex federal, state and local program requirements and regulations.

Ability to develop, explain, present, and implement operational and program policies and procedures.

Ability to ensure compliance with established policies and procedures and facilitate attainment of established departmental goals and objectives.

Ability to accurately interpret and timely apply regulations, evaluate program activities, and recommend and implement related improvements.

Demonstrated ability to work with diverse, low income populations and homeless individuals, and establish and maintain effective professional relationships with a variety of constituents, i.e. tenants, landlords, County staff, outside agencies and the general public.

Demonstrated ability to communicate effectively both orally and in writing with diverse, low-income populations to express information and ideas clearly and concisely.

Ability to read and interpret complex materials; ability to assimilate technical and theoretical concepts from diverse disciplines and apply creatively and intuitively to solve unique problems.

Ability to interact with all levels of staff exhibiting professional discretion, confidentiality, and high ethical standards; ability to collaborate with others and work as part as a team.

Ability to coordinate department activities with other County departments, property/business owners, residents, developers, and community leaders in order to accomplish goals and complete projects.

Ability to work in stressful conditions while balancing multiple projects within time constraints, personnel capabilities, financial resources and political considerations.

Ability to maintain effective relationships with County employees, professionals and the general public through contact and cooperation.

Ability to formulate reports, present findings and make recommendations based on research and data; ability to prepare public reports and program documents.

Ability to offer training and assistance to co-workers and County employees, as required.

Ability to complete the duties of the position with limited supervision.

Ability to effectively problem solve and handle difficult situations and complex decision-making, and react calmly and quickly in emergency situations.

Ability to oversee and assist in development and maintenance of all record keeping systems, as applicable.

Ability to work flexible hours, including evenings and occasional weekends.

Ability to effectively use computer applications such as spreadsheets, word processing, calendar, e-mail and database software to maintain records, prepare reports, and conduct correspondence related to the work.

#### **MINIMUM ACCEPTABLE TRAINING AND EXPERIENCE**

Graduation from a regionally accredited or recognized college or university with a Master's Degree in Social and/or Political Science, Sociology, Urban Planning, Business Administration, Community Development, Counseling, Social Work or closely related field; AND five (5) years' experience including direct work experience or graduate level coursework in housing or community development; AND three (3) years of administrative or consultative experience in a human service program with program planning, administration, and evaluation, marketing, and grant management AND two (2) years of supervisory experience; OR

Graduation from a regionally accredited or recognized college or university with a Bachelor's Degree in Social and/or Political Science, Sociology, Urban Planning, Business Administration, Community Development, Counseling, Social Work or closely related field AND seven (7) years' direct work experience in housing or community development AND three (3) years of administrative or consultative experience in a human service program with program planning, administration, and evaluation, marketing, and grant management AND two (2) years of supervisory experience; OR

Graduation from a regionally accredited or recognized college or university with an Associate's Degree in Social and/or Political Science, Sociology, Counseling, Social Work, Urban Planning, Business Administration, Community Development or closely related field AND nine (9) years' direct work experience in housing or community development AND three (3) years of administrative or consultative experience in a human service program with program planning, administration, and evaluation, marketing, and grant management AND two (2) years of supervisory experience; OR

An equivalent combination of education training and experience.

Experience in the homelessness programs (work experience or living experience) initiatives is strongly preferred.

### **SPECIAL REQUIREMENTS**

Possession of or ability to readily obtain a valid driver's license issued by the State of North Carolina for the type of vehicle or equipment operated.

All offers of employment are conditional upon successful clearance of a background check. Employment cannot commence until the employee has been cleared.

### **PHYSICAL REQUIREMENTS AND POSSIBLE HAZARDS**

Must be able to physically perform the basic life operational support functions of standing, sitting, walking, typing, bending, stooping, carrying, reaching, talking and repetitive motions of the hands and wrists.

Ability to perform light work, exerting up to 10 pounds of force occasionally, and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects.

Must possess the visual acuity to prepare and analyze data and figures, perform bookkeeping, perform extensive reading and operate a computer terminal.

Ability to endure emotional stress related to the nature of interactions with residents and/or family members who may be hostile, resistant or violent.