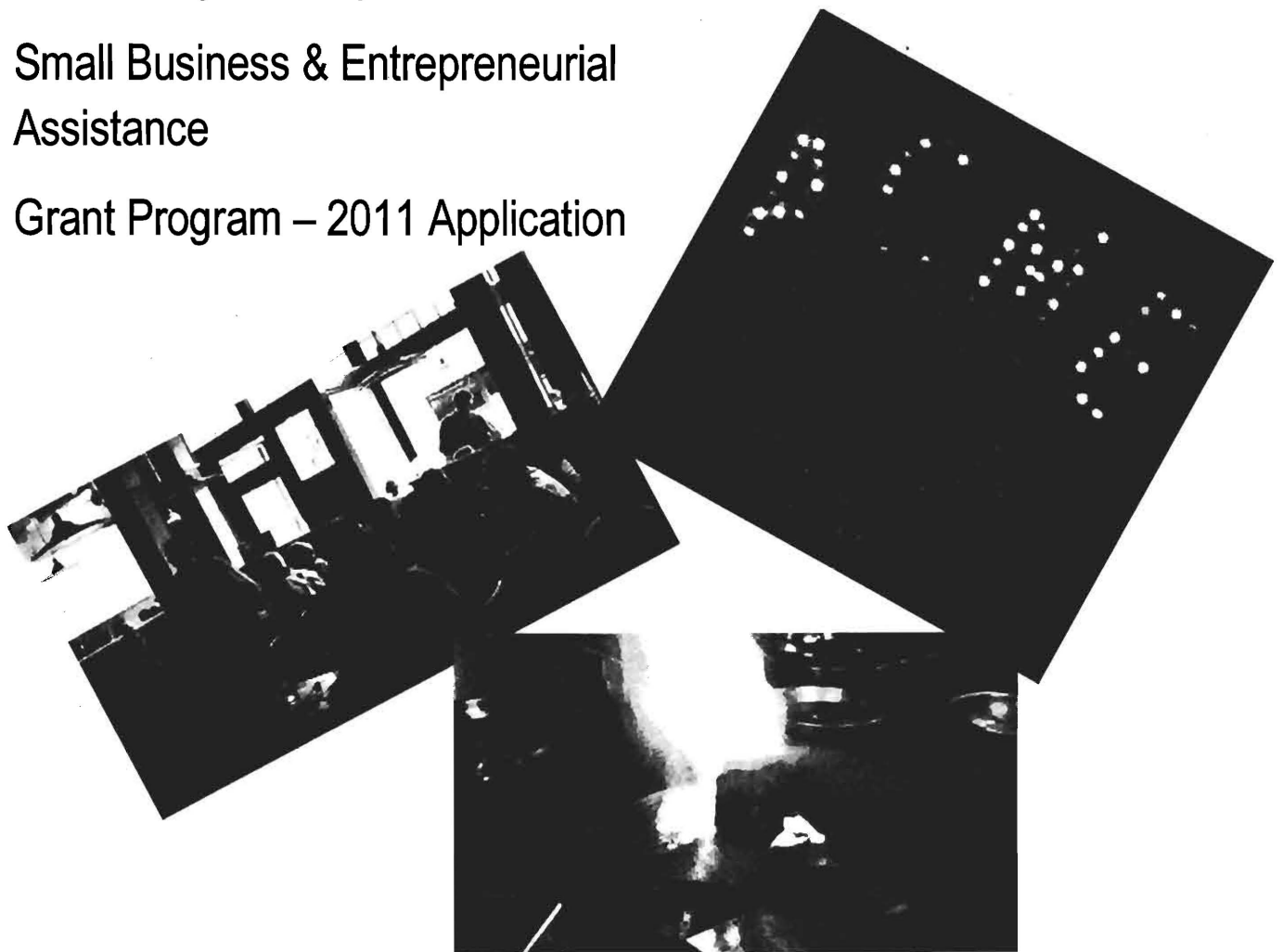

TOWN OF CARRBORO, N. C.



Community Development Block Grant

Small Business & Entrepreneurial
Assistance

Grant Program – 2011 Application



ROBERSON STREET
SEWER EXTENSION
PROJECT



TOWN OF CARRBORO

NORTH CAROLINA

WWW.TOWNOFCARRBORO.ORG

April 26, 2012

Ms. Vickie L. Miller, Director
Community Investment and Assistance
4313 Mail Service Center
Raleigh, NC 27699-4313

Dear Ms. Miller,

Please accept the Town of Carrboro, N.C. submission for the 2011 CDBG – Small Business & Entrepreneurial Assistance Grant Program. The Town of Carrboro appreciates the opportunity to be considered for these important grant dollars. This grant would allow the Town to retain 140 jobs, many of which are held by persons of low-to-moderate-income, in our Historic Downtown. We are excited about enhancing our existing efforts to create and nurture and entrepreneurial environment with what we believe, is an innovative program that supports an emerging class of business known as fourth sector social entrepreneurs.

Again, thank you for the opportunity to apply. Please contact our Economic and Community Development Director, Annette Stone at (919) 918-7319 if you have any questions regarding the Town's application.

Respectfully Submitted,

Mark Chilton,
Mayor

2011 CDBG-SBEA Application Summary Form

Date of Submittal	
Project Name	Town of Carrboro Roberson Street Sewer Extension
Grant Amount Requested	\$171,700.00
# Jobs to be Created	
# Jobs to be Retained	8
Date of 1st Public Hearing	April 10, 2012
Date of 2nd Public Hearing	April 24, 2012

Name of Local Government Applicant	Town of Carrboro, NC
Local Government Contact	Annette D. Stone, AICP
Address (street/PO box)	301 West Main Street
Address (city, NC, zip)	Carrboro, NC 27510
Phone	(919) 918-7319
Email	astone@townofcarrboro.org
County	Orange County
Specify if Tier 1 or 21st CC	

Business Name	ACME Food and Beverage Co.
Product or Service	Food Service
DUNS #	
NAICS Code	72110
# Full-time Employees	43
Years in business (within local government jurisdiction applying for grant)	13 years
# Jobs to be Created	
# Jobs to be Retained	8
Amt. of Company Match	n/a
Company Provided Health Insurance?	AFLAC – pre-tax medical expense program

Explain the overall goals of this project.

The overall goal of this project is protect and retain jobs for 140 employees including people who are low- to moderate-income and to mitigate blighted conditions. This will be accomplished by providing for a permanent public sewer service for businesses that are located in the 100 block of East Main Street in the heart of Historic Downtown Carrboro, NC.

Currently, approximately 22 small businesses are located on this block of buildings and there are 140 +/- people employed. Of those 22 businesses, AOME Food and Beverage Company is the largest employer with 43 employees. These businesses and jobs are threatened by blighted condition of an 80 year old shared private sewer line which has a high probability of failure.

On August 26, 2011, there was a major failure to the shared private sewer line that currently serves the 100 block of East Main Street causing serious public health hazards. Orange County health officials were nearly forced to close down businesses. There was an emergency repair made through a neighboring sewer service. Town officials and property owners worked together for several months to craft a solution that would result in a more permanent, legally accessible public sewer for these businesses (See Attachment A – newspaper article from the Carrboro Citizen).

It was determined the most feasible solution was to make public sewer accessible to these property owners and businesses via Roberson Street. The original sewer line has been repaired and the businesses are continuing to operate, however, another major failure is likely due to the age and deteriorated condition of the line. A sewer line extension on Roberson Street, which runs parallel to the rear of 100 block of Main Street, would provide the critical access to public sewer and alleviate the need for the shared private sewer line these businesses currently use.

Without the these grant dollars for public sewer service these businesses may be forced to close if another major failure of this line occurs again. Extension of the public sewer would ensure job retention for these businesses and employees and remove the blighted conditions of the deteriorating sewer service.

Describe the entrepreneurial environment that will be created/nurtured within the community as part of this grant.

The funds designated for creating an entrepreneurial environment would be used to host a series of four (4) entrepreneurial training workshops for fourth sector business types. The "fourth sector" is made up of enterprises that combine for-profit and non-profit models. They contribute to the economy, create jobs, and they deliver innovative solutions to social and environmental problems. (See Attachment B – June 12, 2011 article from the www.fourthsector.org website). In June of 2011 senior officials from the White House and President Obama's Council on Jobs visited the RFP area to hear from local area Economic Development experts about entrepreneurial initiatives for new business start-ups, which included leaders in N.C. Fourth Sector Cluster Initiative. According the June 12, 2011 article cited above Henry McKoy, Assistant Secretary at the NC Department of Commerce, said, "At a time when governments and the nonprofit sector are facing huge revenue shortfalls and mounting social and environmental problems, fourth sector enterprises play a critical role because they leverage market based solutions and entrepreneurial talent to solve community problems. They reduce the costs and burdens on government, they contribute to the tax base, and they bring new resources to nonprofits."

This four-day, 8-module professional develop series for non-profit professionals and board members is designed to accelerate non-profit success through understanding and applying new earned income and entrepreneurial strategies to help strengthen/improve their ability to address community challenges. Participants will explore North Carolina's growing Fourth Sector and understand and learn how to develop and successfully apply social enterprise and sustainable development. The workshops would be sponsored and marketed by the Town of Carrboro and be organized and hosted by the Partnership for a Sustainable Community along with other community partners including the Chapel Hill-Carrboro Chamber of Commerce, SCORE Institute for Sustainable Development, Fourth Sector Cluster Initiative and other Triangle based fourth sector enterprises. (See Attachment C – Successful Social Enterprise and Fourth Sector Strategies Course Curriculum)

Explain the benefits to the community of assisting these businesses.

The extension of sewer on Roberson Street benefits the whole community by creating stability for businesses and jobs in Historic Downtown Carrboro. Many Downtown businesses provide jobs that directly benefit low-to-moderate-income persons. Closure of this block of businesses would have a ripple effect throughout Historic Downtown Carrboro. There is a collective synergy generated by the clustering of businesses in Downtowns. For a major town block and 22 businesses to close, would have a devastating economic impact. Collectively these businesses generate \$300,000.00 annually in property and sales tax revenue for the Town, County and State. A critical failure of this shared sewer line could close down all these businesses and result in the loss of jobs. In addition, failure of this blighted sewer service and possible public health issues. (See Attachment D - letter from Tom Konsler, Orange County Environmental Health Director.)

Sources and Uses of Funds

	CDBG	Local Gov't	Business 1	Business 2	Other	TOTAL
<u>Sources</u>		Carrboro, NC			Orange Co. NC	
<u>Uses</u>						
Administration	\$7,100.00					\$7,100.00
Planning	\$8,500.00					\$8,500.00
Acquisition						
Architectural Barriers						
Clearance Activities						
Code Enforcement						
Disposition						
Fire Protection						
Flood & Drainage						
Historic Preservation						
Machinery & Equipment						
Neighborhood Facilities						
Other Activities						
Other Public Facilities						
Parking Facilities						
Parks & Playgrounds						
Pedestrian Improvements						
Public Services						
Public Utilities						
Rehabilitation, Commercial						
Rehabilitation, Private						
Rehabilitation, Public						
Relocation Assistance						
Senior Handicapped Centers						
Sewer Improvements	\$156,100.00	\$33,450.00			\$33,450.00	\$223,000.00
Solid Waste Facilities						
Street Improvements						
Water Improvements						
Working Capital						
TOTAL USES	\$171,700.00	\$33,450.00			\$33,450.00	\$238,600.00

Certification by the Applicant's Chief Elected Official:

I certify that, to the best of my knowledge and belief, that: the data in this application is true and correct; that opportunities have been provided for citizen participation and access to information concerning the proposed activities; that this document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached application certifications and state standards if the assistance is approved; and that, if funded, this application is a part of the Grant Agreement.

Typed Name of Elected Official:

Typed Title:

Signature:

Date:

FOR CI USE ONLY:

DATE RECEIVED BY CI:

SBEA APPLICATION NUMBER:

CDBG-SBEA PROJECT DESCRIPTION FORM

The project description must contain the following information and should answer the following questions:

Project Title Town of Carrboro Roberson Street Sewer Extension Project

Project Overview

The applicant must provide a brief summary of the business assistance project that would be undertaken.

1. What is the major cost elements that grant funds would finance?

The major cost element that the grant funds would be used to finance is a connection to the local water and sewer authority (OWASA) public sewer service and run 530 linear feet of 8" sewer line within the public right of way of Maple Avenue and Roberson Street in Historic Downtown Carrboro, NC. This portion of the project is expected to cost \$223,000.00.

2. What are the names of the businesses that will be assisted? How will assisting these businesses benefit the community as a whole?

The major employer on this block of buildings is ACME Food and Beverage Co., one of the Town of Carrboro's previous Business Revolving Loan recipients. ACME has operated in this location for 13 years and is a very successful, locally owned and operated business that generates \$2,000,000.00 annually in gross receipts. The restaurant employees 43 people with annual payroll of \$581,687.11.

Ensuring the continued success of ACME and the other 21 businesses located in this block of East Main Street is essential to the overall success of Historic Downtown Carrboro. If these businesses were required to close due to a major sewer failure, it would have a ripple effect of negative economic impact throughout the Historic Downtown. There is a collective synergy inherent within Downtowns in general, to take away a centrally located block of historic buildings would diminish the customer base for the surrounding businesses and negatively impact sales tax revenues and property values.

3. What did you tell the people who attended your first public hearing about the project and what feedback did you receive about the project from them?

The first public hearing was informational regarding the CDBG Small Business and Entrepreneurial Assistance grant program design and requirements. The proposed sewer project was introduced as a potential project, and the public was given an opportunity to suggest other projects or to comment on the Roberson Street Sewer Extension project. One gentleman from the public spoke and asked questions about job retention reporting. There was no further public comment.

4. How does the project fit into a comprehensive entrepreneurship and economic development strategy that builds on existing assets and initiatives within the community?

This project fits into Carrboro's comprehensive entrepreneurship and economic development strategy by seeking to protect a critical existing asset within the community, Historic Downtown Carrboro. A strong Downtown core is at the heart of the Town's economic development strategy. In the 2006 report by Regional Technology Strategies entitled "Creating Carrboro's Economic Future," (See Attachment E – *Creating Carrboro's Economic Future*) the Historic Downtown was identified as "an especially strong attractor of business." The report goes on to say, "Carrboro's commitment to the Historic Downtown is evidenced by the existence and support of a citizen advisory committee dedicated to the development of the Downtown, the Economic Sustainability Commission. Providing reliable, adequate public infrastructure to the Downtown is a critical element in the success of the community.

In addition, expansion of the sewer line will open up the rear of the properties that currently face on Main Street and create more opportunity for the development. This space could accommodate an estimated 70,000 square feet of new retail and office space with new storefronts on Roberson Street. This is consistent with the Town's goal on increasing the commercial tax base by 50% to reduce the tax burden on its citizens.

5. Briefly describe how the project will contribute to an entrepreneurial environment in the community that will continue after the project is completed.

This block of buildings is made up of all locally owned and operated businesses. This building and other historic structures in the Downtown provide and an affordable alternative for small local businesses looking for office space. The Town of Carrboro is deeply committed to creating a Local Living Economy (See Attachment F – *Local Living Economy Task Force Recommendations*) and supports local businesses whenever possible. In addition, the Town is supportive of fourth sector, social entrepreneurial and non-profit organizations that contribute to our community by providing valuable services to persons of low-to- moderate- income and addressing social and environmental issues. The local Chapel-Hill Carrboro Chamber of Commerce has over 100 members with non-profit status and others who are driven by social missions. Many of these organizations that provide direct benefit to low-moderate income persons, also create jobs, and provide critical public services that government cannot. As a component of this project, the Town will sponsor as series of four (4) workshops that will be designed to train non-profit professionals and board members to become more entrepreneurial in their approach to running their enterprises in sustainable manner.

Course Objectives

At the conclusion of the course, non-profit leaders will be able to do the following:

1. Articulate working definitions of sustainability, sustainable development, social enterprise and the Fourth Sector that incorporate current thinking about the terms, and provides practical direction for their organizations work on sustainability, sustainable development and social enterprise strategy, design and creation;
2. Demonstrate a working knowledge of sustainable development and social enterprise challenges in their community, region and state;

3. Understand local and regional community challenges and opportunities;
4. Demonstrate an ability to apply social enterprise strategies to their own organizations as well as the community challenges their organization is mission driven to solve;
5. Apply social enterprise and fourth sector strategies to accelerate job growth and the community problem solving abilities of their own organization; and
6. Demonstrate the ability to design and prepare for implementation new social enterprise strategies or to create a new partner social enterprise to help successfully address a pressing social and/or community challenge.

Partners

1. Who are the project partners and what business services will they provide (e.g. education and training, technical assistance, capital access, business networking, etc.). Explain the significance of the project partners and how their involvement will bolster the success of the project.

The Roberson Street Sewer Extension project partners will be Orange County and OWASA. Orange County will participate with local match dollars and OWASA will assist the Town with technical oversight of the construction.

The partners in creating and nurturing an entrepreneurial environment will be the Partnership for a Sustainable Community, The Chapel Hill-Carrboro Chamber of Commerce, SCORE, and other fourth sector enterprises. These partners will be assisting the Town in the organization, marketing, outreach, and training for the workshops.

Community partners are very significant in this project. Orange County supports the project and understands the critical need and is participating in the local match contribution. The Orange County Water and Sewer Authority is supportive of the project and will work closely with Town staff as the project is implemented. The Chamber, the Partnership for a Sustainable Community, SCORE and our fourth sector partners will all be assisting in implementation of the proposed workshops to support new and existing fourth sector enterprises. We believe this workshop can be a model for other communities to continue to grow the fourth sector cluster in NC.

2. What will be the level of effort and cost of these services? Include local match and in-kind services. A match is not required under this program but it will be favorably considered during the evaluation process.

The Town of Carrboro and Orange County will provide a 30% local match for the entire project which will result in a \$66,900.00 cash contribution. In addition, town staff will provide in-kind services for administration and supervision of the sewer infrastructure portion of the grant. The entrepreneurial training workshop will be coordinated and implemented by the Partnership for a Sustainable Community.

Expected Results and Outcomes

1. What are project objectives and desired outcomes?

The project objectives are to 1) build and support a strong local economy that supports local businesses and provides jobs for low moderate income persons 2) provide a long term solution for public sewer in a critical area of Historic Downtown Carrboro, 3) create an entrepreneurial environment within the community.

The desired outcomes of these objectives 1) a strong local economy that cultivates a creative, healthy, and happy quality of life that is supportive of all its citizens, 2) a stable and sustainable Historic Downtown that can continue to operate, provide jobs, goods and services to the community, 3) An entrepreneurial environment that supports mission driven socially and environmentally responsible business that serve low and moderate income and other families, creates jobs and provides quality living opportunities.

2. How does the project act as a catalyst to spur growth of existing small businesses and how is this growth part of a larger economic development plan?

There are several opportunities to spur growth of existing and new small businesses by implementation of this project. Expansion of a public sewer line on Roberson Street will not only ensure sustainability of the existing businesses on the block, but it will open up the rear of these properties for future expansion (an estimated 70,000 additional square feet of retail and office space) for growth to the local tax base and other revenues which is consistent with the Town's Economic Development plans to grow the commercial tax base by 50%.

The entrepreneurial workshops will provide the tools to existing and future fourth sector enterprises and future B-corporations to create sustainable organizations that create jobs and provide valuable community needs. Both of these elements of this project are consistent with Carrboro's long range economic development plan to create, nurture and support a Local Living Economy.

From Carrboro's Local Living Economy Task Force Recommendations (*See Attachment F*) the charge of the committee was to "investigate and evaluate strategies by which the Town of Carrboro can help foster the development of a sustainable, locally-owned and -run economy." Further the task force set out "strategies regarding "think local first," identifying and plugging (economic) leaks, mobilizing small businesses, entrepreneurship training, investor mobilization, and public policy reform." All these strategies are consistent with supporting the Historic Downtown and ensuring the continued viability of the community.

3. How many businesses will be assisted as a result of this project?

There are approximately 22 businesses located in the 100 block of East Main Street in Historic Downtown Carrboro. These businesses range from small single person offices, to larger homegrown corporate offices, to services like barber and beauty shops, retail sales and two restaurants that are significant employers in the Historic Downtown. For purposes of this application, ACME Food and Beverage Co. is the primary business that will be the beneficiary of grant funds in that they are the largest provider of jobs with 43 employees.

4. How many full-time jobs will be created or retained as a result of this project?

There are approximately 140 people employed in the 100 block of East Main Street. All these jobs will be retained as a result of stable secure access to public sewer. Again, for application purposes, a minimum of 8 full time jobs will be retained. Of the 8 jobs retained, 6 of the jobs will be filled by low-to- moderate- income persons.

5. Indicate how an entrepreneurial environment will be developed and nurtured as part of the project.

The funds designated for creating an entrepreneurial environment would be used to host a series of four (4) entrepreneurial training workshops for fourth sector business types. The fourth sector is made up of enterprises that combine for-profit and non-profit models. They contribute to the economy, create jobs, and they deliver innovative solutions to social and environmental problems. (See attached June 12, 2011 article from the www.fourthsectornc.org website). In June of 2011 senior officials from the White House and President Obama's Council on Jobs visited the RTP area to hear from local area Economic Development experts about entrepreneurial initiatives for new business start-ups which included leaders in N.C. Fourth Sector Cluster Initiative. According to the June 12, 2011 article from the www.fourthsectornc.org website Henry McKoy, Assistant Secretary at the NC Department of Commerce, said "At a time when governments and the nonprofit sector are facing huge revenue shortfalls and mounting social and environmental problems, fourth sector enterprises play a critical role because they leverage market based solutions and entrepreneurial talent to solve community problems. They reduce the costs and burdens on government, they contribute to the tax base, and they bring new resources to nonprofits."

The workshops would provide education to existing non-profits as training in fourth sector enterprises and provide training in entrepreneurial and sustainable business model practices. The workshops would be sponsored by the Town and organized, marketed, promoted, and hosted by the Partnership for a Sustainable Community along with other community partners including the Chapel Hill-Carrboro Chamber of Commerce, SCORE, and the Fourth Sector Cluster Initiative.

Project Administration

1. What is the applicant's administrative capacity to manage the grant financially and to comply with CDBG program requirements?

The Town's Economic and Community Development Director will be the primary contact and overseer of the grant administration for this project. Annette D. Stone, AICP, a certified professional planner, has 21 years of governmental experience including administration of CDBG grant programs. Ms. Stone started her planning career as a Housing Rehab Specialist for Craven County and administrated the County's CDBG program for seven (7) years. Since then Ms. Stone has written, administered, and successfully closed out a number of State and Federal grants including but not limited to NCDOT Transportation Enhancement, NCDENR Coastal Planning Grants, NC State Historic Preservation Grant Funds, etc.

In addition, a small administrative budget has been built into the project to hire a qualified CDBG consultant to assist Town staff with all compliance requirements. It is the Town's sincere desire to run a clean, efficient, well-managed program. All funds for administration will be used towards consulting fees and no in-kind administration will be sought.

2. What is the relationship between the applicant and other participants, other local governments, public and private sector organizations? Are they committed to the project? (letters of support should be attached to the final application but should not be submitted at this stage)

The Town of Carrboro is the applicant in this case, other participants include; Orange County Water and Sewer Authority who will providing technical assistance and oversight to the construction of the sewer line; Orange County Managers Office and the Economic Development Office who will be participating in the local match with the Town of Carrboro; the Chapel Hill-Carrboro Chamber of Commerce and the Partnership for a Sustainable Community who will be organizing and implementing the Entrepreneurial Workshops.

3. Who will oversee the project and how will parties be selected to carry out funded work?
Annette Stone will be the primary contact and will be responsible for general administration of the CDBG grant. Ms. Stone will also oversee the implementation of the entrepreneur workshops. George Siez, the Town's Public Works Director, will be the primary contact and responsible staff person for the construction of the sewer line and will coordinate with OWASA. The contractors and or consultants will be selected using the Town's guidelines for contract selection and administration.

CDBG-SBEA PROJECT BUDGET for C-1 ACTIVITIES

1. Name of Applicant: Town of Carrboro

2. Project Name:

Roberson Street Sewer Project

3. Original Application XX Amendment

4. CDBG Grant Amount Requested \$164,700.00

5. Program Income \$ **7,000.00**

6. Subtotal: CDBG Resources \$171,700.00

7. Other Funds \$ 66,900.00

8. Total Project Resources **\$238,600.00**

9. Activity

10. CDBG Costs

11. Other Costs

12. Total Costs

a. Acquisition

b. Disposition

c. Public Facilities and improvements

(1) Senior and handicapped centers

(2) Parks, playgrounds and recreation

(3) Neighborhood facilities

(4) Solid Waste disposal facilities

(5) Fire protection facilities and equipment

(6) Parking facilities

(7) Public utilities, other than water/sewer

(8) Water improvements

(9) Sewer improvements

(10) Street improvements

(11) Flood and drainage improvements

(12) Pedestrian improvements

\$223,000.00

(13) Other public facilities			
d. Clearance activities			
e. Public services			
f. Relocation assistance			
g. Construction, rehabilitation, preservation			
(1) Construction/rehab of commercial and industrial buildings			
(2) Rehab of privately owned dwellings			
(3) Rehab of publicly owned dwellings			
(4) Code enforcement			
(5) Historic preservation			
h. Development financing			
(1) Working capital (<i>Attach detailed explanation of the purpose of this request.</i>)			
(2) Machinery and equipment (<i>Liens are required on all machinery and equipment purchased with SBEA Funds.</i>)			
i. Removal of architectural barriers			
j. Microenterprise loan activities	Not an eligible use of CDBG SBEA funds.		
k. Microenterprise technical assistance Other (<i>Specify use below and attach a detailed description to this budget.</i>)	Not an eligible use of CDBG SBEA funds.		
l. SUBTOTAL			
n. Planning (<i>Line item must be at least \$5,000 but not exceed \$8,500.</i>)	\$8,500.00		
o. Administration (<i>Line item should be 15% of total CDBG request minus planning line amount.</i>)	\$7,100.00		
p. Total	\$238,600.00		

CDBG-SBEA PROJECT SOURCE AND USE FORM

1. Name of Applicant: Town of Carrboro, NC	3. Project Name: Roberson Street Sewer Extension
2. Original Application xx Amended Application _____ <div style="text-align: center; margin-top: 5px;"> <i>(check applicable choice)</i> </div>	4. Project Number: SBEA-1

5. Sources of Project Funds:

A. CDBG: Grant Amount Requested	\$	171,700.00
Other (Non-CDBG) project resources: Amount:		
B. Town of Carrboro, NC	\$	33,450.00
C. _____	\$	
D. Orange County, NC	\$	33,450.00
E. _____	\$	
F. _____	\$	
Total Non-CDBG:		66,900.00

6. TOTAL PROJECT RESOURCES: \$ **238,600.00**

7. Use of Funds	Total Cost	A. CDBG	B. Applicant	C. Company	Source D	Source E	Source
a. Acquisition							
(1)							
(2)							

b.	Public Facilities						
(1)	Water						
(2)	Sewer	\$156,100.00	\$33,450.00		\$33,450.00		
(3)	Other						
c.	Construction/Rehabilitation						
d.	Working Capital (specify)						
(1)							
(2)							
e.	Machinery/Equipment						
(1)							
(2)							
f.	Site Improvements						
g.	Other						
(1)							
(2)							
h.	Planning	\$8,500.00					
i.	Administration	\$7,100.00					
j.	Total	\$171,700.00	\$33,450.00		\$33,450.00		

**RESOLUTION FOR THE TOWN OF CARRBORO, NC
APPLICATION FOR CDBG SMALL BUSINESS
AND ENTREPRENEURIAL ASSISTANCE
FUNDING FOR THE ROBERSON STREET SEWER EXTENSION PROJECT**

WHEREAS, the Town of Carrboro's Board of Aldermen have consistently indicated its desire to assist in economic development efforts for small businesses/entrepreneurs within the Town, and;

WHEREAS, the Board has held two public hearings concerning the proposed application for Community Development Block Grant funding to benefit ACME Food and Beverage Co. and all the businesses on the 100 block of East Main Street, and;

WHEREAS, the Board of Aldermen wishes to pursue a formal application for Community Development Block Grant funding to benefit ACME Food and Beverage Co. and all the businesses on the 100 block of East Main Street, and will partner with the Orange County Board of Commissioners to invest monies in the amount of \$66,900.00, representing a 30% local commitment, into the project as stated in the application, and;

WHEREAS, the Board of Aldermen certifies it will meet all federal regulatory and statutory requirements of the State of North Carolina Community Development Block Grant Program,

NOW, THEREFORE BE IT RESOLVED, by the Town of Carrboro Board of Aldermen that the Mayor is authorized to sign and the Town staff is authorized to submit a formal application to the North Carolina Department of Commerce for approval of a Community Development Block Grant for Small Business & Entrepreneurial Assistance to benefit ACME Food and Beverage Co. and all the businesses on the 100 block of East Main Street.

Adopted this the 24th day of April, 2012.

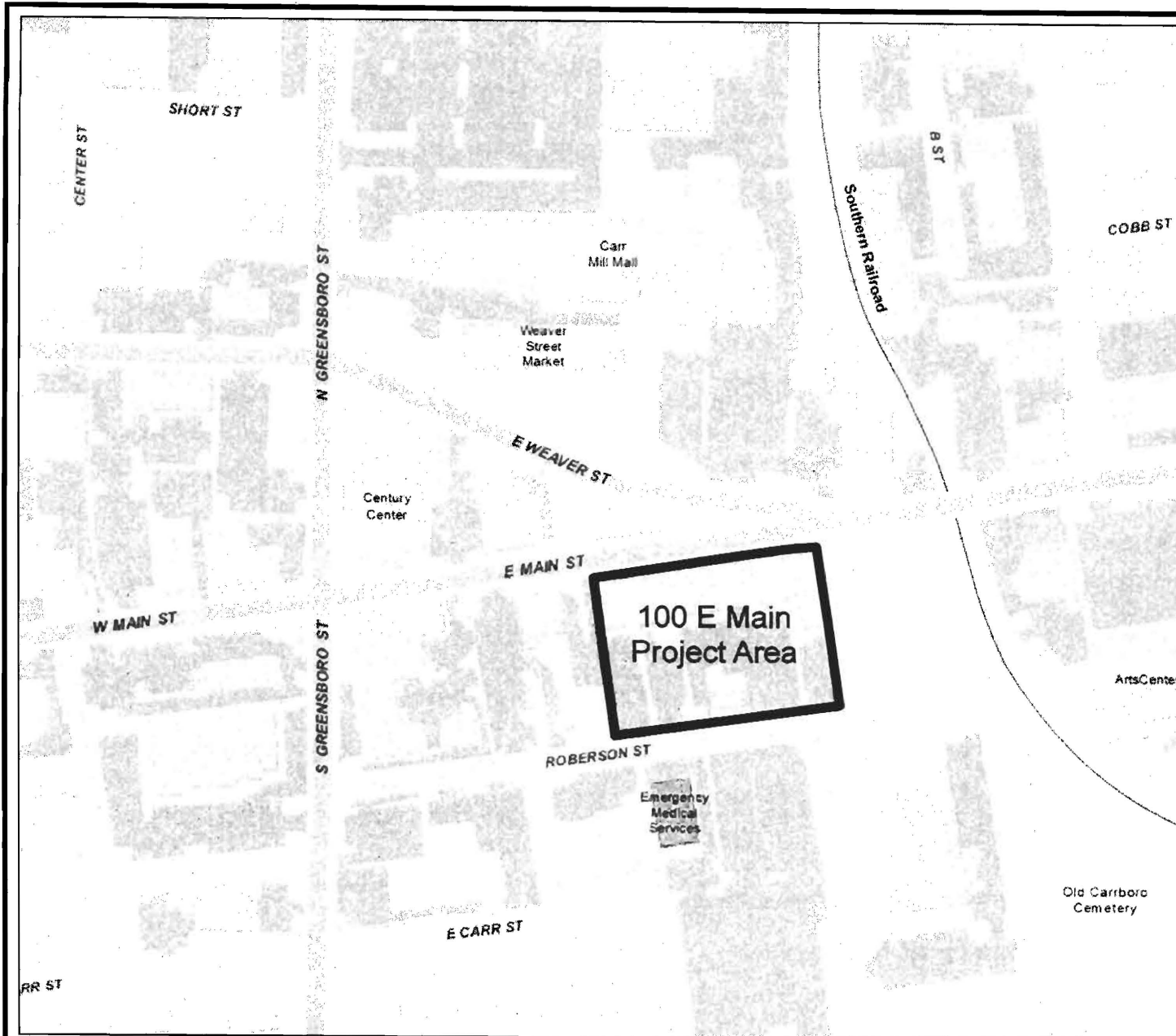
Mayor

ATTEST:

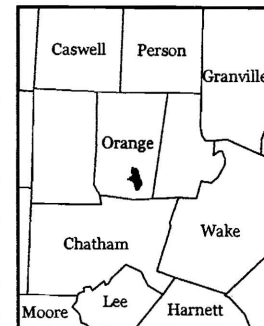
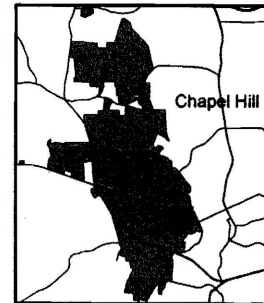
Clerk to the Board

CDBG-SBEA MAPS

Attach maps, as necessary.



Downtown Carrboro



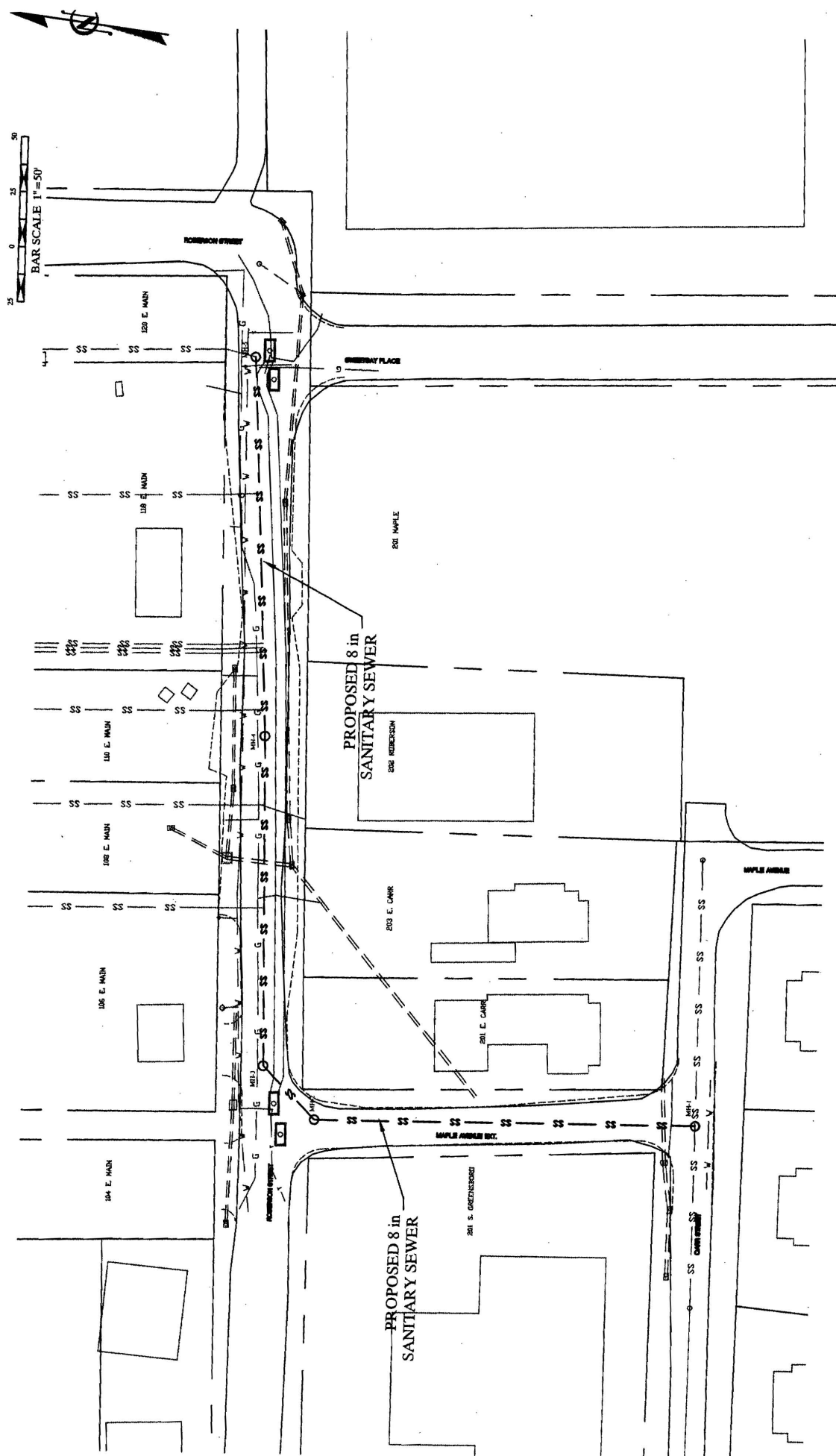
**THIS MAP IS NOT A CERTIFIED SURVEY
NO RELIANCE MAY BE PLACED IN ITS
ACCURACY**

The Town of Carrboro assumes no liability for damages caused by inaccuracies in this map or supporting data and makes no warranty, expressed or implied, as to the accuracy of the information presented. The fact of distribution does not constitute such a warranty.



TOWN OF CARRBORO
301 W. Main St.
Carrboro, NC 27510

Printed April 18, 2012



CDBG-SBEA PHOTOGRAPHS

Attach photographs, as necessary.

Figure 1 - 100 Block of East Main Street East End



Figure 2 - 100 Block of East Main Street Looking West



Figure 3 - 100 Block of East Main Street Looking East



Figure 4 - 100 Block of East Main, Looking East



Figure 5 - Roberson Street Looking West





Figure 6 Roberson St moving west



Figure 7 - Looking north into the rear of 100 block East Main Street



Figure 8 - Looking north at the rear of ACME

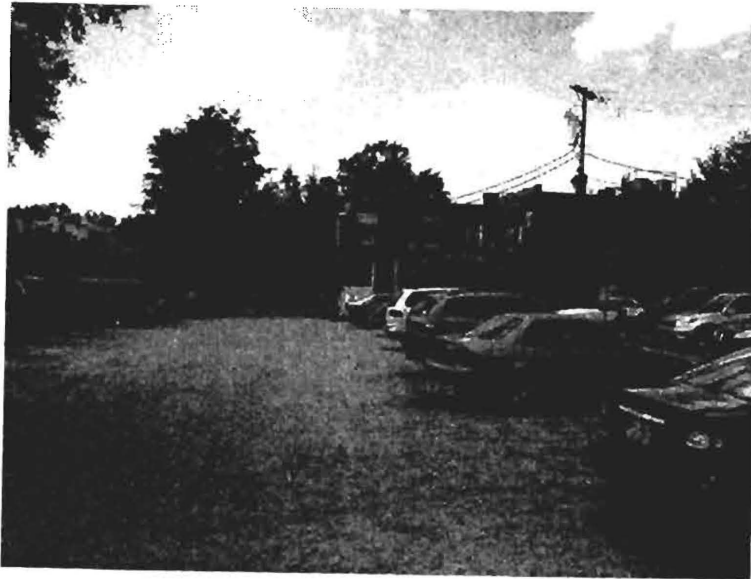


Figure 9 - Looking north at rear of 100 block of East Main St



Figure 10 - Intersections of Roberson St and Maple St



Figure 11 - Looking east on Roberson St from Maple St.

List CDBG and non-CDBG activities to be implemented and put an "X" in the columns for the beginning and ending months and connect with a straight line. CDBG Activities should correspond to those on the Budget Form. Add other activities as needed in the order they occur.

[illegible]

CDBG-SBEA Employment Profile

(A proposed new economic facility, an expansion of an existing facility, or a retention Project.)

<u>Number of Employees</u>			<u>Wages</u>		
Current Year for Existing Industry**	End of First Year	End of Second Year	<u>Current Year</u>	<u>1st Year</u>	<u>2nd Year</u>
Date:	Date:	Date:	Date:	Date:	Date:
2012	2011	2010	From _____ To _____	From Jan. 2011 To Dec. 2011	From Jan. 2010 To Dec. 2010
			<u>Professional</u>		
1	1	1	Management	\$31,300.62	\$31,078.06
_____	_____	_____	Engineers	_____	_____
_____	_____	_____	Accounting	_____	_____
_____	_____	_____	Quality Control	_____	_____
_____	_____	_____	Research/Dev.	_____	_____
_____	_____	_____	Chemist, etc.	_____	_____
1	1	1	Chef	\$48,234.30	\$34,791.01
			<u>Support</u>		
_____	_____	_____	Clerical	_____	_____
_____	_____	_____	Transportation	_____	_____
_____	_____	_____	Maintenance	_____	_____
_____	_____	_____	Programmers	_____	_____
			<u>Production (By Skill Classification)</u>		
1	1	1	Bartender	\$31,262.62	\$16,171.88
1	1	1	Server	\$19,738.88	\$17,643.41
1	1	1	Server	15,127.64	\$13,400.28
1	1	1	Kitchen Staff	\$15,574.16	\$14,727.38
1	1	1	Kitchen Staff	\$23,193.14	\$19,655.21
1	1	1	Kitchen Staff	\$14,788.20	\$13,817.16
<u>8</u>	<u>8</u>	<u>8</u>	Total		

Total Employment _____

Annual Payroll: _____

Of this number, _____ jobs will be filled by individuals of low and moderate incomes.

Employment Security Commission Account Number: _____

CEO Signature _____

Date _____

The purpose of this profile is to serve as a guideline for determining the employment information needed to assess economic standards. While a prospective applicant may alter the employment profile form to fit his individual situation, the applicant must provide the same information as to wages and number of employees as requested in the employment profile; and the employer does commit to a minimum if 60 percent of these jobs being held by people whose household incomes do not exceed the applicable limits published by HUD. The profile shall be certified by a corporate officer.

CDBG-SBEA BUSINESS DESCRIPTION FORM

Describe in detail the business that is being assisted. The description should include information on the structure and history of the business and the current/future business plans. Include proof that the business has been in existence for two or more years with one or more full-time employees. Include information on whether the company will provide health insurance benefits. Describe the jobs to be created or retained, the salaries for those jobs and other pertinent information. Related documents may be submitted as portions of the application or as appendices.

ACME Food and Beverage Company has been in existence since June of 1998. Owner and Chef Kevin Callaghan had a vision of a full service restaurant serving lunch and dinner with great American food in a stylish urban setting. ACME Food and Beverage Company is located at 110 East Main Street in Historic Downtown Carrboro and serves a niche as a comfortable American restaurant. They feature fresh, seasonal, local specialties drawing on the long tradition of American cooks. The restaurant strives to present a comfortable yet vibrant atmosphere serving the best quality food around – no matter the price.

Today ACME Food and Beverage Company focuses solely on its dinner business, a model that has served the restaurant well. In addition, ACME has a very popular Sunday brunch. ACME has been written up and recognized for outstanding service and food by such publications as Garden and Gun, Southern Living, Bon Appétit, and Chapel Hill Magazine. ACME is the winner of numerous awards from the Independent Best of the Triangle. ACME is an important anchor business in Historic Downtown Carrboro and draws customers locally and regionally to the Town. The Town of Carrboro's Community Resource and Visitor's Guide features ACME on the cover. ACME truly is a uniquely Carrboro experience.

ACME Food and Beverage Company employees 40 people, 16 full-time and 24 part-time. Funding of this project will ensure the retention of all 40 employees. For CDBG application purposes and to meet the grant requirements, eight (8) jobs have been identified and six (6) are guaranteed filled by low moderate income persons. The salaries for these positions range from \$48,234.30 to \$14,788.20 which falls in the range of low moderate income wages according to HUD's FY 2012 Income Limits for Orange County, NC.

ACME Food and Beverage Company offers employees a Section 125 Cafeteria Plan through AFLAC. This plan allows employees to have pre-tax deductions made from their checks that can be used for medical and dependent care expenses. This plan saves employees money through a flexible spending account.

STATE OF NORTH CAROLINA



Department of The
Secretary of State

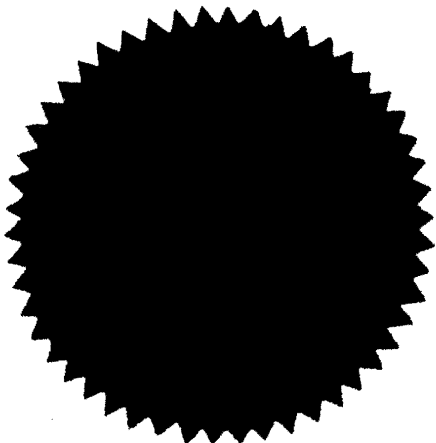
To all whom these presents shall come, Greetings:

I, ELAINE F. MARSHALL, *Secretary of State of the State of North Carolina*, do hereby certify the following and hereto attached to be a true copy of

ARTICLES OF INCORPORATION
OF
ACME FOOD & BEVERAGE COMPANY

the original of which was filed in this office on the 23rd day of June, 1997.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 23rd day of June, 1997.



Elaine F. Marshall

Secretary of State

CDBG-SBEA BUSINESS FINANCIAL STATEMENTS

Attach financial statements, covering the most recent two full years, and projections for the next two years. Attach a business plan for each business. **Note: Company financial information cannot be held confidential or returned unless specific documentation is provided by the firm to support the "trade secret" status as defined in NC G.S. 66-152(2) and NC G.S. 132-1.2.**

3:39 PM

04/18/12

Accrual Basis

Acme Food and Beverage Co
Balance Sheet
 As of December 31, 2010

	Dec 31, 10
ASSETS	
Current Assets	
Checking/Savings	
Cash on Hand	498.00
Harrington Checking	24,408.16
Petty Cash	150.00
Wachovia Checking	-7,696.76
Total Checking/Savings	17,359.40
Accounts Receivable	
Accounts Receivable	873.82
Total Accounts Receivable	873.82
Other Current Assets	
Employee Advances	829.34
House Accounts Receivable	2,200.85
Inventory	
Beverages	
Beer	511.95
Liquor	2,098.24
Wine	11,324.81
Total Beverages	13,935.00
Food	7,064.00
Total Inventory	20,999.00
Total Other Current Assets	24,029.19
Total Current Assets	42,262.41
Fixed Assets	
Accumulated Depreciation	-138,420.00
China, silver glass and linen	1,030.62
Equipment	77,251.61
Furniture	25,166.55
Leasehold Improvement	15,262.31
Office Equipment	25,627.34
Total Fixed Assets	5,918.43
Other Assets	
Accumulated Amortization	-43,220.00
Org & Setup Exp	43,220.00
Total Other Assets	0.00
TOTAL ASSETS	48,180.84
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Gift Certificates	2,805.00
Harrington Loan	49,008.83
Sales Tax Payable	9,740.76
Tips Owed to Employees	-223.35
Total Other Current Liabilities	61,331.24
Total Current Liabilities	61,331.24
Total Liabilities	61,331.24
Equity	
Capital Stock	500.00
Retained Earnings	37,407.19
Shareholders Capital	
K Callaghan Capital	-141,541.85
L Callaghan Capital	44,135.43
V Callaghan Capital	-97,972.00

3:39 PM

04/18/12

Accrual Basis

Acme Food and Beverage Co
Balance Sheet
As of December 31, 2010

	Dec 31, 10
Shareholders Capital - Other	47,481.00
Total Shareholders Capital	-147,897.42
Net Income	96,839.83
Total Equity	-13,150.40
TOTAL LIABILITIES & EQUITY	48,180.84

3:38 PM

04/18/12

Accrual Basis

Acme Food and Beverage Co
Balance Sheet
As of December 31, 2011

	Dec 31, 11
ASSETS	
Current Assets	
Checking/Savings	
Cash on Hand	574.03
Harrington #31051391	43,056.86
Harrington Checking	-11,422.60
Petty Cash	439.13
Wachovia Checking	-7,696.76
Total Checking/Savings	24,950.66
Accounts Receivable	
Accounts Receivable	487.13
Total Accounts Receivable	487.13
Other Current Assets	
Employee Advances	1,322.70
House Accounts Receivable	5,974.19
Inventory	
Beverages	
Beer	800.00
Liquor	2,648.24
Wine	12,200.00
Total Beverages	15,648.24
Food	9,100.00
Total Inventory	24,748.24
Total Other Current Assets	32,045.13
Total Current Assets	57,482.92
Fixed Assets	
Accumulated Depreciation	-138,420.00
China, silver glass and linen	1,030.62
Equipment	77,901.61
Furniture	26,266.55
Leasehold Improvement	18,639.58
Office Equipment	25,627.34
Total Fixed Assets	11,045.70
Other Assets	
Accumulated Amortization	-43,220.00
Org & Setup Exp	43,220.00
Total Other Assets	0.00
TOTAL ASSETS	68,528.62
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Gift Certificates	-6,559.80
Harrington Loan	39,539.18
Sales Tax Payable	28,670.57
Tips Owed to Employees	-5,732.94
Total Other Current Liabilities	55,917.01
Total Current Liabilities	55,917.01
Total Liabilities	55,917.01
Equity	
Capital Stock	500.00
Retained Earnings	134,247.02
Shareholders Capital	
K Callaghan Capital	-198,698.85
L Callaghan Capital	44,135.43

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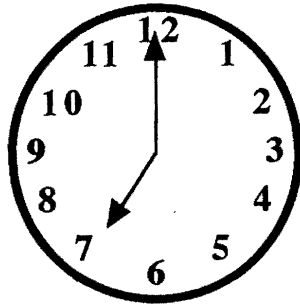
04/18/12

Accrual Basis

Acme Food and Beverage Co
Balance Sheet
As of December 31, 2011

	<u>Dec 31, 11</u>
V Callaghan Capital	-119,631.77
Shareholders Capital - Other	<u>47,481.00</u>
Total Shareholders Capital	-226,714.19
Net Income	<u>104,578.78</u>
Total Equity	<u>12,611.61</u>
TOTAL LIABILITIES & EQUITY	<u>68,528.62</u>

DINNER



ACME
FOOD & BEVERAGE CO.

110 EAST MAIN ST.

929-ACME

CARRBORO, NC

BUSINESS PROPOSAL

Restaurants are famous failures. The joke is 'how do you make a small fortune? Take a large fortune and buy a restaurant.' And yet, year after year, a larger percentage of Americans are dining out. What once was considered a special occasion dinner has become a commonplace retreat for the American family. The market is getting bigger not smaller. So why all the failures? A restaurant is first and foremost a business. A *complex* business. If that is forgotten, going out of business is sure to follow. A story told to me is a perfect example. A successful lawyer approached a man in the restaurant business and explained his interest in getting involved in a new restaurant venture and asked his advice. The restaurateur told the lawyer that he could probably begin working on the floor of his establishment doing some managerial work. The lawyer shook his head. "No, you don't understand," he said. "I want to *own* a restaurant, not *work* in one." Enough said. Can you imagine someone saying the same thing about a bank? When restaurants are owned and operated as pipe dreams, there is none of the requisite business savvy or experience to handle the myriad problems that arise in the daily operations of any business.

The plan of the company is to open a great American restaurant named the Acme Food & Beverage Co. at 110 East Main St. in Carrboro. The front of the house will be managed by the owner, Kevin Callaghan, who has been in management in a successful Chapel Hill restaurant for the past eight years. We plan to do both lunch and dinner as well as a Saturday and Sunday brunch. The Carrboro/Chapel Hill area is a booming market with a large number of 22-45 year old professionals that are prime restaurant clientele. We will focus on providing moderately priced meals in an upscale atmosphere. In this area, we feel that to eat out for less than \$18.00 a person, people are forced to eat in either a Mexican, Italian or Asian restaurant. The American restaurants tend to be aimed at the upscale market or at the other end of the scale. Do we want to spend \$60.00 or \$10.00? With absolutely no in between. That is what the Acme Food & Beverage Co. will endeavor to provide - the opportunity to eat great American food at a reasonable price.

Main Street/Franklin Street is, ostensibly, the Chapel Hill/Carrboro restaurant row. The cost of the building and the construction upfit for the restaurant is \$825,000.00. This debt will be amortized over twenty years through conventional bank loans with a monthly payment of \$7422.72. This debt will be substantially lessened by

the leasing of the upstairs as office space at approximately \$4000.00 a month. The cost for the fixtures and furnishings for the upfit of the restaurant (carpeting, painting, new ceiling, stoves, prep tables, knives, forks, etc) will be approximately \$150,000.00. This debt amounts to \$2759.26 a month over a five year period. This brings the yearly debt to \$74,183.76. A safe guess is that in a healthy restaurant the yearly debt & lease should be 8-10% of gross sales. In this scenario, the Acme will need to annually gross \$927297.00. In a space that seats 100 persons serving 14 meals a week, that should not be too difficult. It amounts to \$1300.00 per shift in gross sales which is a very reasonable goal. As we plan to do a large volume of customers, it is essential that the skeleton of the restaurant be able to withstand the wear and tear that the daily onslaught of customers will put on the space from the first day. We are investing in the building and the fixtures. There will be no gimmicks or expensive gadgetry with the restaurant. We will feature fine food and good service and that is where we will concentrate our efforts. Great restaurants are all about food and hospitality, lest we forget.

CONCEPT

Successful restaurants hold onto a specific market by fulfilling customer expectations through every step of the business. Strict parameters are a good thing for a restaurant. No one wants to walk into a Mexican restaurant and find Moo Goo Gai Pan on the menu. These parameters demand focus from every aspect of the business and provide clear choices for the customer. The niche that the Acme Food & Beverage Company will endeavor to take over in the Carrboro/Chapel Hill market is that of the comfortable *American* restaurant. We will feature fresh, seasonal specialties drawing on the long tradition of great American cooks. And hamburgers, hot dogs, and other classic American fare every day. We think of it as foie gras to French fries. The idea is that you can walk in and spend \$8.00 and have dinner or you can spend \$50.00. Your choice. There are no pretensions, only the goal to be a relaxed, bustling restaurant serving the best quality food around - no matter the price.

Volume is how a restaurant makes money. Period. To do that, the Acme will appeal to a wide range of customers - from the older couple who wants to have some good, familiar food to the younger, hipper crowd who want a great bottle of wine and a night on the town to the business woman on the go who just wants a good salad and a cold beer at the bar. We will serve lunch (M-F) and dinner (7 nights a week) and Saturday and Sunday brunch. The restaurant will also have the ability to service on-

site catering for business functions up to thirty people without interrupting the nightly patronage. The actual space of 110 East Main St. is quite large with a projected seating capacity of 100 persons at any time in any season with a full bar. Most restaurants that do similar dollars per customer (\$18-\$25) are much smaller with an average capacity of approximately 50 persons. Increased seating allows for a tighter margin which invariably means either a higher quality product at the same price or an equal quality product at a lower price. Whichever path, the end result is a customer friendly establishment. Value goes a long way in the restaurant business.

Our prospective chef has trained at many restaurants in the Triangle and in New York City. Most notably, she was the sous chef at Chapel Hill's Mondo Bistro for two years before moving to New York for greater challenges. She has moved back after two years to the Triangle for the style of life that the area offers and looks forward to bringing her best talents to bear in Carrboro. Her cuisine is direct and sensible with a focus on the freshest local ingredients.

FISCAL OUTLINE

Risk and opportunity go hand in hand. The best investments are those where the risk is known and understood without undermining the opportunity. From the outside, any investment in a restaurant is a risky venture. Probably, they fail more often than any other kind of business. This is not so much an indictment of the industry but of the naivete of most of the people who stumble into the restaurant world without the slightest real knowledge of how to make a living selling food and service. More often than not, these businesses incur an initial debt which can only be serviced if the restaurant is a whopping success - there's no room for a few mediocre years (or months, for that matter). Secondly, it takes a great deal of experience to manage an inventory that *rots and spoils*. This is seriously where many restaurants run afoul. There is no salvageable aspect to \$2,000.00 worth of seafood that goes bad. Any successful restaurant must have the ability to properly manage all organic inventories so that there is an absolute minimum of food waste. Thirdly, poorly run restaurants have no plan for success - no long term goal of just how much business wants to be done. And that starts the downward spiral of lowered expectations and standards matched by rising prices to make the necessary margin off the dwindling number of customers. This happens time and again. And changing course is nearly impossible. Once a reputation is established, it sticks.

But what about those restaurants that succeed. They, invariably, understand the above risks and have a plan to deal with them from the outset. We are confident that the Acme Food & Beverage Co. is in this group rather than the former. We are investing in location, personnel and product. No array of \$2200.00 decorative sconces will be an albatross around our neck. We'll have white walls, solid chairs, cold beer and great food and service. There is plenty of room for figuring out the market during the initial phases of the business. We will have a six month construction loan to shoulder any unforeseen expenses during start-up. There will also be extensive training for all personnel prior to opening both in the kitchen and in the front of the house. This should allow for the business to hit the ground running with a clear sense of purpose that is understood by all employees. That sort of focus along with intelligent marketing will give the Triangle diners a clear notion of the Acme, it's American roots and values.

And we plan to be busy. The menu and concept are geared towards doing a large volume of customers. The business lingo is 'turn and burn'. It is not inconceivable for the restaurant to serve 500 people in a day. That is what many restaurants do in a week. A *good* week. And that is why the Acme is such a successful concept. That brings me to the location. The reason that the building has not changed hands during the market upswing in Carrboro is that there are not many restaurants or businesses that can do the types of fiscal numbers a space the size of 110 east Main St. allows. Most restaurants want to be busy, but not *that* busy. The style of the Acme matches the space. A fancy French or Italian restaurant would seem out of place in this somewhat cavernous American structure. And as I said before, volume is where the money is made. And the Acme somewhat of an anomaly in that it is geared towards high volume in an upmarket price range. Averaging \$15.00 - \$20.00 per person, a 500 person day would mean approximately \$9,000.00 in the coffers. This is an optimistic scenario, of course, but not at all impossible. Half of that is off the charts for most restaurants. As you may guess, we believe that the math is in our favor.

The location couldn't be more ideal. 110 East Main St. offers the visibility and storefront legacy that, together, form the essential foundation for success. It will be a destination restaurant that people will choose as much for where it is located as for the food that we prepare. There will be a certain urban panache offered by the location that is sorely lacking in this era of strip malls and suburban sprawl.

Ultimately, this is an investment in Carrboro - an investment you can drive by, walk in and meet friends. It is an investment in the future of this city and the quality of life that Carrboro residents will lead. There are not many opportunities to contribute so directly to the life of your community. Especially at a profit.

	A	B	C	D	E
1	ACME FOOD & BEVERAGE CO.				
2	Income Statement				
3			First Year		Second Year
4	Income				
5	Sales		\$950,000.00		
6					
7	Cost of Sales		\$316,666.67		
8					
9	Gross Profit		\$633,333.33		
10					
11	Expenses				
12	Operating Expenses				
13	Salaries		\$70,000.00		
14	Advertising		\$12,000.00		
15	Bank Charges		\$6,000.00		
16	Computer Expense				
17	Depreciation				
18	Upfit Debt		\$33,119.76		
19	Dumpster				
20	Equipment Leases				
21	Insurance		\$12,000.00		
22	Linen & Laundry		\$20,000.00		
23	Licenses & Permits		\$1,500.00		
24	Office Supplies		\$600.00		
25	Printing		\$2,000.00		
26	Rent		\$41,064.00		
27	Repairs & Maintenance		\$5,000.00		
28	Restaurant Supplies		\$25,000.00		
29	Taxes - Business		\$4,700.00		
30	Taxes - Payroll				
31	Telephone		\$2,500.00		
32	Utilities - Electricity		\$7,000.00		
33	Utilities - Gas		\$3,500.00		
34	Utilities - Water		\$2,000.00		
35	Wages		\$325,000.00		
36	Total Operating Expenses		\$572,983.76		
37					
38	Income from Operations		\$60,349.57		



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Dinner

Small Plates

CURRIED MOUNTAIN APPLE SOUP, TOASTED PECANS, GARAM MASALA

**ACME ORGANIC FIELD GREEN SALAD, ASSORTED BABY GREENS,
POMEGRANATE, BLACK-EYED PEAS, CROUTONS, PUMPKIN SEEDS, APPLE CIDER
VINAIGRETTE**

**CRISPY FRIED CALAMARI SALAD, ASIAN STYLE SLAW, SPICY LEMONGRASS
VINAIGRETTE**

**ACME FRIED OYSTER SALAD, FRESH BABY SPINACH, BACON AND BOURBON
VINAIGRETTE**

**FRIED GREEN TOMATOES, FRESH MOZZARELLA, TOMATO CONFIT, SWEET CORN,
BALSAMIC REDUCTION**

**GRILLED CACTUS AND PINTO BEAN EMPANADA, JICAMA AND ARUGULA SALAD,
CUMIN LIME VINAIGRETTE, AVOCADO CREAM**

BEER BATTERED BAY SCALLOPS SPICY MANGO SAUCE, CHINATOWN PICKLES

CRAWFISH & SWEET CORN FRITTERS, GRILLED ONION REMOULADE

SMOKED LOCAL PORK BELLY, CHEDDAR BISCUIT, THREE MUSTARD BOURBON SAUCE, CRANBERRY & GINGER PRESERVES

Bowls

BLACKENED WILD SALMON, GREEN TOMATO SALSA, CHEESE GRITS, SAUTÉED BLACK BEANS, MIRLETON SQUASH

PAN-SEARED SEA SCALLOPS CAULIFLOWER GRUYERE PUREE, SHIITAKE MUSHROOM BROTH, SAUTEED ARUGULA

WILD GAME PASTA, BRAISED WILD BOAR, VENISON SAUSAGE, SPINACH, PARMESAN, PAPPARDELLE PASTA

THAI-STYLED VEGETARIAN GREEN CURRY, SPINACH, TOMATOES, SUGAR-SNAP PEAS, SWEET POTATOES, EGGPLANT, JASMINE RICE

FOREVER ROASTED PIG, SMOKED PORK SHOULDER, BARBECUE SAUCE, FOUR CHEESE AND WILD MUSHROOM MACARONI AND CHEESE

PAN-SEARED MAHI MAHI ROASTED BABY YELLOW FINN POTATOES & BRUSSEL SPROUTS, ROMESCO SAUCE

Plates

COWBOY RED-EYED SPICE RUBBED ANGUS NEW YORK STRIP STEAK, HERB BUTTER, GARLIC MASHED POTATOES, GRILLED ASPARAGUS

CAST-IRON SKILLET CRAB CAKES, CITRUS BEURRE BLANC, TOMATOES, SWISS CHARD, BUTTERNUT SQUASH, SWEET CORN, SUGAR SNAP PEAS

PECAN CRUSTED FRIED CHICKEN, MUSHROOM GRAVY, GARLIC MASHED POTATOES, SOUTHERN BUTTER BEANS

FLASH FRIED NORTH CAROLINA CATFISH, BOILED PEANUT & JALAPENO PAN SAUCE, BLACK-EYED PEAS, RICE, TARTAR SAUCE

COUNTRY-STYLE BEEF SHORTRIBS, PUREED PARSNIPS, PEARL ONION JAM

Sandwiches

GRILLED ACME BURGER - LOCAL CANE CREEK NATURAL BEEF, AGED WISCONSIN CHEDDAR CHEESE, LETTUCE, TOMATO, ONION, PICKLE, AND PERFECT FRENCH FRIES

GRILLED ACME BURGER DELUXE - LOCAL CANE CREEK NATURAL BEEF, MAPLE PEPPER BACON, ACME PIMIENTO CHEESE, BARBECUE SAUCE, FIXINS, AND PERFECT FRENCH FRIES

Desserts

COCONUT POUND CAKE, FRESH TANGERINE SAUCE, WHIPPED CREAM

ACME DARK CHOCOLATE TERRINE, COFFEE-CARAMEL SAUCE, FRESH WHIPPED CREAM

CHOCOLATE BOURBON PECAN PIE, FRESH WHIPPED CREAM

KEY LIME PIE, FRESH WHIPPED CREAM

LEMON MOUSSE, BLUEBERRIES, FRESH WHIPPED CREAM, COCONUT MACAROONS

PUMPKIN AND WHITE CHOCOLATE BREAD PUDDING, BOURBON HARD SAUCE, WHIPPED CREAM

APPLE PIE, WHIPPED CREAM



Acme Food & Beverage Co.
Carrboro, NC

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Acme Food & Beverage Co. · 110 E
MAIN STREET CARRBORO,
NORTH CAROLINA 27510

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LOCAL



Acme Food & Beverage Company is pleased to do business with such community-supported programs as [The Carrboro Farmers' Market](#) and [Core Sound Seafood](#).

We are proud sponsors of local events like [Farm to Fork](#), [Ackland Art Museum's](#) annual fundraising gala, and [Terra Vita](#) sustainable food celebration.

View an [image gallery](#) featuring [Chef Kevin Callaghan](#) at the 2011 Farm to Fork event.

It has also been our good pleasure to work with children in the Durham Public Schools through [SEEDS](#), a non-profit community garden-based program.



Acme Food & Beverage Co.
Carrboro, NC

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MAIN STREET CARRBORO, NORTH CAROLINA 27510

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CDBG-SBEA ENGINEER REPORTS

If the application is to assist with publicly owned infrastructure, a professional engineer's report must be provided to attest to the geography, project and system alternatives, sizing and reasonableness of cost for service required that directly relate to the company and the jobs proposed. Attach engineer reports, as necessary.



Sungate Design Group, P.A.

ENGINEERING • LANDSCAPE ARCHITECTURE • ENVIRONMENTAL

915 Jones Franklin Road • Raleigh, NC 27606 • Phone 919.859.2243 • Fax 919.859.6258 • www.sungatedesign.com

April 19, 2012

Mr. George Seiz, Director
Public Works Department
Town Of Carrboro
301 West Main Street
Carrboro NC 27510

Re: Roberson Street Sewer Main Extension
Preliminary Engineering Report

Dear Mr. Seiz:

At your request Sungate Design Group, PA has prepared the following Preliminary Engineering Report to accompany the CDBG application for funding of the Roberson Street Sewer Main Extension project in Carrboro, NC.

Introduction

In December, 2012 the Town of Carrboro Public Works Department and Sungate Design Group, PA (SDG) held a meeting at the site of the proposed Roberson Street Sewer Main Extension. The purpose of this meeting was to ensure that the intent and expectations for the Town's project were clearly understood by all parties involved, and to identify the specific challenges to be overcome in the process of project design, permitting and construction. Below is a description and summary of the project to be funded by the grant. Preliminary Design Plans and Preliminary Probable Costs of Construction prepared by SDG are included elsewhere in the application package.

Project Area

The proposed project is located on Maple Avenue Extension and Roberson Street in the heart of the Town of Carrboro central business district between South Greensboro Street (SR 1919) and Sweetbay Place. The existing condition of the area predominantly consists of asphalt paved streets without curb & gutter (limited on-street parking) adjoined by gravel paved parking and rear service area uses in support of the adjacent businesses which front on the 200 block of East Main Street. Long range planning studies prepared by the Town indicate that the area is well suited for economic redevelopment in the style of downtown revitalization. Adjacency to a major pedestrian greenway corridor that connects the famously vibrant Carrboro downtown to the UNC-Chapel Hill campus nearby could also intensify pressure for mixed use redevelopment of the area.

Maple Avenue Extension is a Town maintained street with a 30-foot right-of-way and Roberson Street is a Town maintained street with a 40-foot right-of-way. Existing utilities are within the rights-of-way and consist of a 12-inch public water main, a 4-inch gas main, a 3-foot square telecom ductbank, 12 & 15-inch storm drains and overhead power transmission lines; all with associated valves, vaults, inlets, junctions, meters and other associated appurtenances. Sewer mains are currently absent from the area with the nearest service connections at existing mains in

East Carr Street and East Main Street. The historic (and current) condition of sewer service availability has led to the problem that now challenges the Town and is the subject of this report.

Two restaurants, a juice bar, two retail stores, and various small offices and businesses comprise the ground floor and second floor occupants fronting on the 200 block of East Main Street that would abut the proposed sewer and benefit most immediately from the project. Over time the sewer services to the buildings housing each of these businesses were connected to the same 4-inch sewer service which discharges into the East Main Street sewer main between a bank and a barber shop, all without benefit of legal private cross-access easements. These connections are clearly not allowed per the NC Plumbing Code which restricts connections to a 4-inch sewer service to a single structure. With the connection of two restaurants to the single undersized service, the inevitable (and apparently insurmountable) grease blockage occurred with the associated surface sewage spill. An emergency pump station was installed and connected overland to the sewer service line of the adjacent bank until a replacement 4-inch sewer service connection was made on the line that tied into the East Main Street sewer line.

The proposed project will extend a public 8-inch sewer main approximately 530-feet from the existing sewer main in East Carr Street at the intersection with Maple Avenue Extension. The new main will be installed in, or along the right-of-way of Maple Avenue Extension to the Roberson Street intersection, then proceeding east in, or along the right-of-way of Roberson Street to terminate at the Sweet Bay Place intersection with manholes and 4-inch sewer service stubs to all of the properties described above.

The Preliminary Design Plan attests to the feasibility of the project and allows a more accurate accounting of probable costs for the units of work quantified thereon. At the current level of planning the need for additional easements or rights-of-way to construct the project has not been established. Test excavations of existing utilities have been performed in order to provide a preliminary design based on utility conflicts that are accurate in all three dimensions. Likewise, geotechnical borings have been performed for the quantification of rock and/or unsuitable material that may be encountered while trenching to install the proposed main. The planned depth of the proposed main is dictated by the minimum clearances to other existing utilities required under 15A NCAC 02T.0305 and 15A NCAC 18C.0906.

Permits

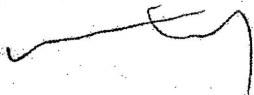
Ultimately the proposed sewer main will be dedicated to the OWASA for ownership, operation and maintenance. Therefore, OWASA will provide the initial review and approval of the project plans and submit the completed application under their auspices to the NC Department of Natural Resources – Water Quality Section who, upon completion of review will issue a Permit to Construct. No NCDOT Rights-of-Way are encroached upon, and the land disturbance limits necessary to require NCDNR – Land Quality Section S&EC Plan approval and NCDNR- WQS NPDES permitting will not be exceeded. Regardless, sedimentation and erosion control plans and measures will be integral to the project planning and construction. No increase in built-upon area is proposed and no jurisdictional or isolated wetlands, streams or riparian buffers are impacted by the project that would trigger reviews by the US Army Corps of Engineers, NCDNR – WQS, or other state and local stormwater related authorities.

Summary

The intent of this Preliminary Design and Engineering Report is to define the scope of the project, confirm the purpose, need and feasibility and estimate the probable project costs. Available data from multiple sources and projects representative of this type of infrastructure improvement were consulted in the preparation of this report and supplemental documents. Preliminary Design plans and Preliminary Probable Costs of Construction have been prepared and provided to demonstrate the project feasibility. Further evaluation of work quantities will continue to be made throughout the design development and construction design phases to completion of the project.

We trust that this information will be adequate to suit your present needs for this significant project. If you have any questions or need further information please contact me or Charlie Musser at 919-859-2243.

Sincerely,



W. Henry Wells, Jr., PE



4/18/2012

G. Seiz, Director of Public Works

Cost Estimate for Roberson Street Sanitary Sewer Project

Item Description	Amount
Site Demolitions	\$4,440
Earthwork	\$25,750
Soil Erosion Control	\$8,550
Surveying & Layout	\$3,500
Paving Repair	\$20,310
Sewer Utilities	\$63,060
Mobilization, Traf. Contr, Ut. Coord.	\$20,140

Subtotal of Project Items \$145,750

25% contingency	\$36,438
25% engineering fee	\$36,438
OWASA plan review fee and construction observation fee	\$3,895
NCDENR application fee	\$480

Total of Sewer Project Cost Estimate \$223,000

Private Company Commitment Form

I, Kevin Callaghan, an official representative of ACME Food and Beverage Co. ("Company"), do hereby certify that, if the application for the above referenced funds are approved, the Company will fulfill the following commitments:

- ❖ No other facilities will be abandoned nor will any other persons be displaced as a result of this project.
- ❖ All positions retained by this project will be existing positions and the jobs will not be "pirated" from another facility owned or operated by the Company.
- ❖ The Company will undertake and carry out the project in accordance with this application for CDBG-SBEA assistance. The information pertaining to the Company is accurate.
- ❖ The Company will retain at least 8 jobs during the project period and will re-fill 70% of these eight (8) jobs by low and moderate-income persons, should these jobs become vacant.
- ❖ The Company agrees to either screen all applications and new hires for the required employee statistical information and the required documentation or to allow the Employment Security Commission to perform these functions on their behalf.
- ❖ The Company will either provide the Grantee with a quarterly status report (including the NCUI-101 report form) with sufficient detail for the Grantee to determine the number of hires and the low and moderate income status of each or will allow the Grantee or its representative to complete an on-site review of hiring information to develop a quarterly record of hiring status. This obligation will end at project close out unless the Community Investment and Assistance reviews available information and grants the company permission to stop collecting the required data at an earlier date.

Company Representative

Date

CDBG-SBEA LOCAL GOVERNMENT ASSESSMENT POLICY

A local public facilities assessment policy to recover the costs from CDBG assisted projects must be included in all applications for infrastructure funding. It should set appropriate fee structures and provide that at least 50% of income derived from users for up to five years will be returned to CI as program income. No assessments may be made against properties owned or occupied by LMI persons. A sample assessment policy is attached.

**Proposed
Roberson Street Sewer Extension Project
Assessment Policy**

The Town of Carrboro has applied for grant funds and, if funded, intends to enter into a grant agreement for Community Development Block Grant – Small Business & Entrepreneurial Assistance (CDBG-SBEA) program to construct 530 feet of 8" diameter gravity sewer main, manholes, utility adjustments, surface restorations and associated appurtenances. This construction is designed to provide adequate access to public sewer service for businesses on located on the 100 block of East Main Street, Carrboro, NC. The assessment policy delineated herein is designed to give the Town of Carrboro a mechanism to provide adequate access to sewer service for future users within the project area.

1. Future users connecting to the Roberson Street Sewer Extension Park shall be required to pay an assessment fee of \$1000.00 per sewer connection to the Town of Carrboro. This fee is in addition to normal tap fees due to OWASA and shall be paid in full prior to connection to the designated lines.
2. The assessment fee required in Section 1 shall not be imposed on any business or property owner that is low and moderate income individuals/households, or any residence that is owned or occupied by low and moderate income individuals/households. This assessment fee shall be waived by the Town of Carrboro for any business that ties into the service that presently employs greater than 70% low and moderate income persons and/or will create new jobs of which 70% of positions will be filled by low and moderate income persons.
3. The Town of Carrboro reserves the right to reduce the assessment fee charged to any future users based on the economic impact on the City's overall economy.
4. All revenue generated by this assessment policy prior to completion of the project shall be used to reduce the amount of the CDBG-SBEA funds. Fifty percent (50%) of all revenue generated by the assessment policy thereafter shall, for a period of five (5) years, be returned to the CDBG Program at the Community Investment and Assistance for funding of future small business and entrepreneurial assistance projects. The fifty percent (50%) retained by the City shall be used to finance future capital improvements with priority placed upon improvements to benefit persons of low and moderate income.

ADOPTED this _____ day of _____, 20____.

_____ Mayor

ATTEST: _____ City Clerk

Disclosure of Civil Rights Complaints/Lawsuits & Liens by Local Government Applicant

The Town of Carrboro hereby assures and certifies that there are no open, unresolved or pending civil rights complaints or lawsuits against the participating local governments in this Small Business & Entrepreneurial Assistance project. Furthermore, if there are any liens that have been placed on the Town, this fact must be disclosed and the circumstances of the lien must be described below.

Signature of CEO

Title

Date

Disclosure of Civil Rights Complaints/Lawsuits & Bankruptcy by a Business
--

The following business ACME Food and Beverage Company hereby assures and certifies that there are no open, unresolved or pending lawsuits against the business participating in this Small Business & Entrepreneurial Assistance project. Furthermore, the business assures and certifies that they have not filed, nor do they have plans to file, for bankruptcy under Title 11 of the United States Code. If there are lawsuits pending, provide an explanation from the company's legal counsel about the circumstances and the impact of a judgment.

Signature of CEO of Business

Title

Date

LIMITED WAIVER OF CONFIDENTIALITY
UNEMPLOYMENT, TAX AND WAGE RECORDS

Name of Taxpayer: ACME Food and Beverage Company

Address: 110 East Main Street, Carrboro, NC 27510

Phone: (919) 929-2263

Federal Tax Identification Number _____

NC Unemployment Insurance Account Number: _____

I hereby waive the right to confidentiality, as found in N.C.G.S. 96-4(t), for the limited purpose of authorizing disclosure of certain information contained in the above company's quarterly unemployment insurance tax records filed with the North Carolina Employment Security Commission (the "NC ESC") to the North Carolina Department of Commerce and program administrators (collectively, the "Department") for the limited purpose of administering a Job Development Investment Grant, a One North Carolina Grant, an Industrial Revenue Bond, the Site Infrastructure Development Fund, a Community Development Block Grant, or other program administered by the Department from which the above-referenced company has sought assistance.

NC ESC is hereby authorized to disclose information contained in the above company's quarterly unemployment insurance tax records to the Department for this purpose.

Unemployment insurance tax information provided in the aggregate to NC ESC and disclosed to the Department, and the company's aggregated tax and wage information provided to or otherwise in the possession of the Department, may be treated as public information. This waiver is not intended to release the Department from any obligation it may have under North Carolina law to maintain the confidentiality of any and all information which could reveal or permit someone to ascertain the identity of any individual employee or that employee's line item unemployment insurance tax or other tax or wage information.

Chief Financial Officer or Other Authorized Company Official

Print Name: _____

Title: _____

Date: _____

DOC Form, rev. 9.05

Conflict of Interest Checklist

To assist applicants with determining if a potential conflict of interest exists, as defined in 24 CFR Part 570.489 (h), please provide responses to the following questions. For any "yes" response, refer to Bulletin 10-8 for next steps.

1. Does any person involved with this potential CDBG project have family or business ties with any of the local government elected officials or local government staff?

No

2. Has any person involved with this potential CDBG project requested or received an opinion about a potential conflict of interest from an attorney or from the North Carolina Ethics Commission?

No

3. Does any person involved with this potential CDBG project have an ownership interest in an entity that is directly affected by activities proposed in the application?

No

4. Will any person involved with this potential CDBG project derive any income or commission as a direct result of action taken by the local government elected board or its staff?

No

CERTIFICATIONS

The applicant hereby assures and certifies that:

- (a) It will comply with all applicable federal and state laws, regulations, rules and Executive Orders.
- (b) It possesses legal authority to apply for the grant, and to execute the proposed program.
- (c) Its governing body has duly adopted or passed as an official act a resolution, motion or similar action authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with application and to provide such additional information as may be required.
- (d) It is following a detailed, written citizen participation plan which will provide opportunities for citizen participation, hearings, and access to information with respect to its community development program that are comparable to those required of grantees under Section 104 (a) of the Act and in accordance with Rule .1002 of the North Carolina Community Development Block Grant Administrative Rules.
- (e) Its chief elected official or other officer of the applicant if assistance is approved by Commerce:
 - (1) Consents to assume the status of the "responsible Federal Official" as that term is used in Section 102 of the National Environmental Policy Act (NEPA), Section 104(f) of Title 1 of the Housing and Community Development Act of 1974, as amended, and other provisions of Federal law, as specified in 24 CFR 58.5 which further the purposes of NEPA.
 - (2) Is authorized and consents on behalf of the applicant and himself to accept the jurisdiction of the Federal courts for the purpose of enforcement of his responsibilities as such official.
 - (3) Consents to review and comment on all Environmental Impact Statements prepared for Federal projects which may have an impact on the applicant's/recipient's community development program.
 - (4) Consents to perform all coordination functions required under 24 CFR Part 58 and 40 CFR Parts 1500-1508.

- (f) The Community Development Block Grant (CDBG) Program has been developed so as to give maximum feasible priority to activities which will benefit low and moderate-income families or aid in the prevention or elimination of slums and blight. The requirement for this certification will not preclude Commerce from approving an application where the applicant certifies, and Commerce determines, that all or part of the CDBG Program activities are designed to meet other community development needs having particular urgency as specifically explained in the application in accordance with Section .0800 of 4 NCAC 19L of the North Carolina Administrative Code.
- (g) Its program will be conducted and administered in conformity with Public Law 88-352 and Public Law 90-284, and that will affirmatively further fair housing.
- (h) It will comply with all provisions of 4 NCAC 19L of the North Carolina Administrative Code, entitled North Carolina Community Development Block Grant Program.
- (i) It will give Commerce, HUD and the Comptroller General through any authorized representative access to and the right to examine all records, books, papers or documents related to the grant.
- (j) It will establish safeguards to prohibit employees from using positions for a purpose that is or gives the appearance of being motivated by a desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties.
- (k) It will follow a residential anti-displacement and relocation assistance plan that is in accordance with the provisions of Section 104(d) and all other provisions of the Act.
- (l) It will not attempt to recover any capital costs of public improvements assisted in whole or part under Section 106 of the Act or with amounts resulting from a guarantee under Section 108 of the Act by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged to assessment made as a condition of obtaining access to such public improvements, unless (i) funds received under Section 106 are used to pay the proportion of such fee or assessment that relates to the capital costs of such public improvements that are financed from revenue sources other than under this title; or (ii) for purposes of assisting any amount against properties owned and occupied by persons of low and moderate income who are not persons of very low income, the grantee certifies to the Secretary of such State, as the case may be, that it lacks sufficient funds received under Section 106 to comply with requirements of clause (l).
- (m) It has or will develop a plan that identifies community development and housing needs, including the needs of low and moderate income persons, and the activities to be undertaken to meet such needs.

- (n) Its notification, inspection, testing and abatement procedures concerning lead-based paint will comply with 24 CFR 570.608.
- (o) When issuing statements, press releases, request for proposals, bid solicitation and other documents describing the above-mentioned program such as the environmental review, public hearings, fair housing notices, etc., it shall clearly state
 - (1) the percentage of the total cost of the project which will be financed with CDBG money, and
 - (2) the dollar amount of CDBG funds for the project.
- (p)
 - (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
 - (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
 - (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grant, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
- (q) It has adopted and will enforce a policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in nonviolent civil rights demonstrations and has adopted and is enforcing a policy of enforcing applicable state and local laws against any individuals engaged in nonviolent civil rights demonstrations and has adopted and is enforcing a policy of enforcing applicable state and local laws against physically barring entrance to or exit from a facility or location which is the subject of such nonviolent civil rights demonstration

within its jurisdiction in accordance with Section 519 of Public Law 101-144, (the 1990 HUD Appropriations Act).

- (r) All project areas are either not in a floodplain, or if the project area is in a floodplain, the applicant participates in the flood insurance program. All properties assisted in the project will be covered for flood insurance prior to beginning construction, and all public facilities will be constructed to comply with applicable floodplain regulations.

TOWN OF CARRBORO, NC CITIZEN PARTICIPATION PLAN

This plan describes how the Town of Carrboro will involve citizens in the planning, implementation and assessment of the Community Development Block Grant – Small Business and Entrepreneurial Grant Program (CDBG-SBEA). CDBG funds must be used for projects which benefit low and moderate-income persons and aids in the elimination and prevention of slums and blight. The regulations give ultimate responsibility for the design and implementation of the program to local elected officials and also require that citizens be given an opportunity for meaningful involvement on a continuing basis.

SCOPE OF CITIZEN PARTICIPATION

Citizens will be involved in all stages of the CDBG-SBEA program, including program planning, implementation and assessment. Persons of low- and moderate-income are especially encouraged to participate. There will be two (2) primary mechanisms for citizen involvement:

1. To provide input during public hearings or community meetings; and
2. To provide individual comments, complaints or inquiries submitted directly to the Program Administrator, Annette D. Stone, AICP at 301 West Main Street, Carrboro, NC, 27510.

PROGRAM IMPLEMENTATION

Citizen participation in program implementation will primarily occur during the public comment portion of the public hearings and through consultation with the Town of Carrboro. The Town will seek public comment on all proposed projects. Persons wishing to object to the approval of an application by the Division shall submit to Division their objections in writing at the NC Department of Commerce, Community Investment and Assistance, 4313 Mail Service Center, Raleigh, NC 27699-4313, Attention: Citizen Participation Matter. Program amendments, budget revisions and program modifications will be discussed in open meetings and public comment will be invited. If program amendments require approval from the North Carolina Department of Commerce, a public hearing shall be held specifically on the amendment.

PROGRAM ASSESSMENT

A Town shall conduct a public hearing to assess the program performance during the grant closeout process and prior to the actual closeout. The Town shall continue to solicit and respond to citizen comment until such time as the grant program is closed out.

Comments should be submitted in writing to the Economic and Community Development Director, Annette D. Stone, AICP at 301 W. Main Street, Carrboro, NC 27510. The ECDD will respond in writing within ten (10) days. If the response is unsatisfactory, the complainant should write directly to the Chief Elected Official, Mayor Mark Chilton. The Mayor shall respond within ten (10) days.

If the citizen is still dissatisfied, he/she should write to the NC Department of Commerce, Community Investment and Assistance, 4313 Mail Service Center, Raleigh, NC 27699-4313, Attention: Citizen Participation Matter. Program staff will also be available during normal business hours to respond to any citizen inquiries or complaints at 919-571-4900.

The Citizen Participation Plan will be subject to annual review and proposed revision, to occur in the period between the performance hearing and the public hearing on the subsequent year's application.

TECHNICAL ASSISTANCE

Technical Assistance will be provided to citizen organizations and groups of low/moderate income persons or target area residents upon request to the Town of Carrboro. Assistance could be provided in the form of local presentations, informational handouts, and research of a specific issue or other short-term efforts.

PUBLIC INFORMATION

The Town of Carrboro will also undertake public information efforts to promote citizen participation. These efforts will include the following:

1. Public Notice of all Public Hearings will be published in the non-legal section of the local newspaper at least ten (10) days before the scheduled hearing. These notices will indicate the date, time, location and topics to be considered.
2. Orientation Information will be provided at the first public hearing. The Program Administrator(s) will make a presentation which covers: (a) the total amount of CDBG funds available and the competitive basis for award; (b) the range of eligible activities; (c) the planning process and the schedule of meetings and hearings; (d) the role of citizens in the program and (e) a summary of other program requirements, such as the environmental policies, fair housing provisions and contracting procedures.
3. A Public File containing program documentation will be available for review at the Town Economic and Community Development office at 301 W. Main Street during normal business hours. Included will be copies of the Application, Environmental Review Record, the Citizen Participation Plan and the Annual Performance Report. Other program documents are also available for citizen review on request at the Town Economic and Community Development office consistent with applicable State and local laws regarding personal privacy and obligations of confidentiality.
4. Public Hearings an interpreter will be provided for all non-English speaking individuals and/or deaf individuals with 24 hours notice.

ADOPTED, this the 24th day of April, 2012.

Mayor

Town Clerk

CDBG-SBEA PUBLIC HEARING DOCUMENTATION

Attach documentation of two public hearings. Include copies of the public hearing notices, public hearing minutes, and any other pertinent materials.

Two public hearings are required to be held by the unit of local government during the application process. One hearing should be a part of the planning process and a second hearing must be conducted after the application has been completed but before it is submitted to CI.

Both hearings must be advertised in the non-legal section of a newspaper having general circulation in the area. The timing of the hearing notices must follow CDBG regulatory requirements, including publication not less than 10 days or more than 25 days before the date of the hearing.

The second public notice must contain a description of the proposed project including the proposed location, name of beneficiary company, activities to be carried out, the number of jobs to be created, amount of funding request, and the total cost of activities. The notice must also include the percentage of total cost of the project that will be financed with CDBG funds and the dollar amount of CDBG funds for the project.

The Herald-Sun

Affidavit of Publication

State of North Carolina,
Durham County

To Whom It May Concern:
This is to certify the
Advertisement attached
Hereto has been published
in-

The Herald Sun

On the following dates:

Friday 3/30 2012

Sworn to on this 11 day
of April, 2012

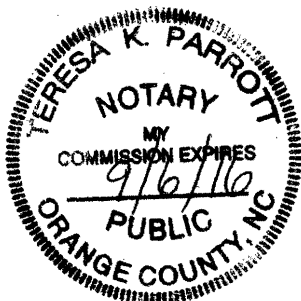
Sheri Singer

Herald Sun Representative

Sworn to and Subscribed
Before me this 11 day
of April, 2012

Teresa K. Parrott

Notary Public



Box Turtle Bakery, fee \$27.

North Carolina Botanical Garden Education Center, 100 Old Mason Farm Rd, Chapel Hill, 919-962-0522, ncbg.unc.edu

**10 A.M. - 8 P.M.
11TH ANNUAL
BIRDHOUSES ON PARADE
AT THE CAROLINA INN**

Spring is the season for birds in the garden and for the Annual Birdhouses on Parade. Through April 8th, the Inn will be displaying one of a kind birdhouses and feeders crafted by North Carolina artisans. Also enjoy springtime dinners, brunches and teas.

The Carolina Inn, 211 Pittsboro St, Chapel Hill, 919-918-2722, www.carolinainn.com

**11 A.M.
ANIMALIA AT THE
ARTSCENTER**

Explore the wonderful

UNC vs. Wake Forest. Tickets \$7-10.

Bryson Field at Cary Boshamer Stadium on UNC-CH Campus, 235 Ridge Road, Chapel Hill, 919-962-2351, <http://www.tarheelblue.com/>

**2 P.M. - 5 P.M.
MAINLY ABOUT MAINE,
EXHIBITION OF PAINTINGS
BY JOAN MEADE**

Chapel Hill artist Joan Meade will display new works inspired by her

Local 506, 506 Franklin St, Chapel Hill 919-942-5506, <http://www.local506.com/>

Sunday

**10 A.M. - 2 P.M.
BIKE SWAP MEET**

The ReCYCLery, 1 first bike cooperative, be holding a Swap/9 on April 1st from 10 to 2pm at our Chapel Hill location, 108 N Grah

NOTICE OF PUBLIC HEARING

The Carrboro Board of Aldermen will hold a public hearing to gather citizen input on a proposed Community Development Block Grant Small Business and Entrepreneurial Assistance Grant Program application. The Town is considering applying for funds to facilitate a public sewer line on Roberson Street for economic development purposes. The public hearing will be held in the Town Hall, 301 West Main Street, on April 10, 2012 at 7:30 p.m. This is one of two required public hearings.

The public is encouraged to attend.

SHOT

FROM THE FRONT PAGE

men asked about buying a fishing rod.

Investigators believe the group then went into the store where Johnson was going to show them some fishing rods, and that is when and where the killings occurred.

Investigators also believe that White and Faucette drove away from the store with some money from the cash register but then decided to come back to look for more money in the men's wallets. However, when they drove into the parking lot, Wade's wife had arrived and was calling 911 for help.



107 James J. Freeland Memorial Dr.
Hillsborough, NC 27278
919-732-3480

Daily Specials
Come Watch
The Games With Us

**\$3 OFF
Total Bill
of \$20 or More**
Not Valid with
any other offer
Coupon expires
4-30-12

**FRIDAY
LIVE MUSIC**
with JP and LEON
6:00 PM until 11:00 PM

The Best Mexican Restaurant in the Neighborhood!

The Herald-Sun

Affidavit of Publication

State of North Carolina,
Durham County

To Whom It May Concern:
This is to certify the
Advertisement attached
Hereto has been published
in-

The Herald Sun

On the following dates:

Wed. 4/11 2012

Sworn to on this 11 day
of April, 2012

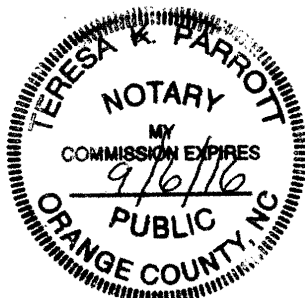
Sheri Singer

Herald Sun Representative

Sworn to and Subscribed
Before me this 11 day
of April, 2012

Teresa K. Parrott

Notary Public





The Chapel Hill Herald | File photo by Christine T. Ng

Spectators watch the cloverbud hog showmanship competition during the Central Piedmont Junior Livestock Show at the Central Carolina Holstein Association Barn in Ora Grove in 2007. The annual show kicks off this afternoon.

LIVESTOCK

FROM PAGE 4

best in show and best in finished project.

More than 150 young people will play the part of modern farmers, and follow the footsteps of those that began this show over six-decades ago. To the common observer, studying a pig among a ring of pigs might seem like a daunting task. However, the judges assess pigs based on many factors.

If you have ever wondered what an attractive set of hams might look like, then ask a youth who raised the pig as the judge will announce for all to hear why the first-place pig in a class won

first place. From 1 p.m. into the evening and again, all day on Thursday, the livestock show is a reminder of the importance of agriculture and how it shapes the local communities in and around Durham and Orange County. At 5 p.m. Thursday, the annual barbecue supper begins and the awards and livestock auction follows.

The livestock show can be found near the intersection of Dairyland Road and Orange Grove roads.

Jason Hawkins is a columnist for The Herald-Sun and a member of the Livestock Show Committee. You can reach him at hawkinsoutdoors@msn.com.

NOTICE OF PUBLIC HEARING

The Carrboro Board of Aldermen will hold a second public hearing on April 24, 2012, 7:00 p.m. in the OWASA Community Room located at 400 Jones Ferry Road in Carrboro, NC to hear public comment on a proposed Community Development Block Grant Small Business and Entrepreneurial Assistance Grant Program application. The proposed project is to extend the OWASA public sewer main from Maple Street over to Roberson Street to serve the 100 block of businesses on East Main Street in Carrboro, NC. Extension of this public sewer main will ensure the continued viability of the businesses in the project area. This block contains 22 businesses and approximately 140 employees. ACME Food and Beverage is the largest employer with 47 employees and will be considered the main beneficiary of the grant funds for CDBG application purposes. Funding for this project will result in minimum job retention of 8 employees. The total project cost, including \$5000 for creating an entrepreneurial environment, is projected to be \$258,500.00. The Town is requesting 70% of the project cost from CDBG funds at a total grant request of \$183,500.00.

Public comment is welcomed.

CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

Applicants should refer to the regulations cited below. Applicants should also review the instructions for certification included in the regulations before completing this form, signature on this form provides for compliance with certification requirements implementing Federal Executive Order 12549 and guidance issued in the *Federal Register*, Volume 70, No. 168, pages 51863 through 51880 for "Governmentwide Debarment and Suspension (Nonprocurement)." The certification shall be treated as a material representation of fact upon which reliance will be placed when the Department of Commerce determines to award the covered transaction, grant or cooperative agreement.

1. DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

As required by Executive Order 12549, Debarment and Suspension, for prospective participants in primary covered transactions.

- (1) The prospective primary participant certifies to the best of its knowledge and belief, that it and its principals:
 - (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by a Federal department or agency;
 - (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
 - (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.
- (2) Where the prospective primary participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

As the duly authorized representative of the applicant, I hereby certify that the applicant will comply with the above applicable certification(s).

NAME OF APPLICANT	AWARD NUMBER AND/OR PROJECT NAME
PRINTED NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	
SIGNATURE	DATE

CDBG-SBEA Floodplain Requirements

Recipients must provide CI with a certification signed by the CEO stating that the project area is not in a floodplain; or with certification that the recipient participates in the floodplain insurance program, all properties assisted in the project will be covered for floodplain insurance prior to beginning construction of the property, and all public facilities will be constructed to comply with the applicable floodplain regulations.

CDBG-SBEA ENVIRONMENTAL REVIEW

If you are awarded a 2011 SBEA grant, you will be required to perform an Environmental Review as part of the release of conditions process **after** the grant agreement and funding approval have been issued.

Environmental review of Community Development Block Grant projects is a requirement of the National Environmental Policy Act (NEPA) of 1969. Refer to the Environmental Review Process at <http://www.nccommerce.com/communitydevelopment/investment-assistance/forms-resources/compliance-plans-and-templates/environmental-review-process>.

The material contained in this packet is modeled after 24 CFR Part 58 "Environmental Review Procedures for the Community Development Block Grant Programs", as amended. Part 58 is the primary reference that describes the procedures to be followed. It should be used for questions of a regulatory nature. No guidebook can replace direct reference to the regulations. These regulations fulfill HUD's responsibility under NEPA and its own implementing regulations.

Conducting an environmental review and maintaining an environmental review record (ERR) are important aspects of the start-up process of Community Development Block Grant (CDBG) management. **CDBG or non-CDBG project funds (other than those previously approved for administrative or environmental assessment costs) MUST NOT be obligated or expended until the environmental review process has been completed and the environmental conditions released.** Any such obligations or expenditures will not be eligible for CDBG reimbursement.

CDBG-SBEA LETTERS OF COMMITMENT

Attach letters of commitment for all funding sources. Attach letters of commitment for in-kind services, community support, or partnerships, as necessary.

ATTACHMENT A

[carrborocitizen.com](http://www.carrborocitizen.com)<http://www.carrborocitizen.com/main/2011/09/08/property-owners-working-to-fix-main-street-sewage-issue/>

Property owners working to fix Main Street sewage issue

Long-term fix could take months

By Susan Dickson
Staff Writer

CARRBORO – The owners of property on the south side of the block of Main Street from Armadillo Grill to Friendly Barber are working to fix a sewage problem that, left unresolved, could force the closure of some businesses.

On Aug. 26, sewage began to discharge at ground level in the parking lot behind the businesses, forcing Acme Food and Beverage Co. and other businesses to close early, at the urging of the Orange County Health Department. Last week, property and business owners met with OWASA, the N.C. Department of Transportation and health department and town officials to discuss a possible solution to the issue.

Tom Konsler, environmental health director for the county, said the situation was very concerning.

"We had sewage just flowing at gallons a minute across a parking lot with people walking," he said. In that type of situation, "we have a real health concern."

The problem was cleaned up Aug. 26 and 27 and temporarily fixed, but without a long-term solution the blockage could force the closure of the dining establishments on the block.

John Greene, general manager of operations for OWASA, said there is a blockage in the private sewer line that runs behind the buildings, along the side of Friendly Barber and out to Main Street, where it connects to the public main. Greene said because the problem is with a private line, OWASA would not be responsible for repairing it, but officials could provide information and assistance.

Greene said it is unclear if the problem is simply blockage or if the 60-year-old line needs to be repaired. In any case, property owners would need to hire an engineer, plumber and others to resolve the issue.

Several property owners asked if it would be possible to secure emergency funding from the town for the repairs. Interim Town Manager Matt Efird said that though there were funds set aside to provide subsidies for connections to OWASA sewer, those funds were specified for residential use, and the Carrboro Board of Aldermen would have to change policy for the funds to be used otherwise.

Property owners asked if the board would consider changing that policy, and Efird said it could be put on a board agenda for a meeting as early as Sept. 13.

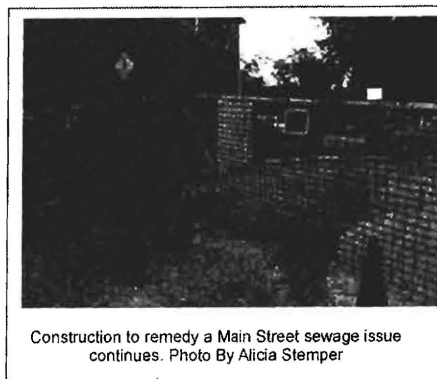
"I would hope that they would cooperate, because this is a part of Carrboro," said Jean Ward, who owns the building that houses Friendly Barber and the Orange County Social Club. Ward said that the barbershop has many clients who are senior citizens and need parking nearby, so the issue has already hurt business there. The parking area near Friendly Barber is roped off.

"The town staff does not have an interest in seeing these businesses closed," Efird said. "We want to see a good, positive solution for everybody."

Jerry Glass, the owner of Second Wind Juice Bar and Café, which is set to open in the space next to Armadillo Grill, questioned whether he would be able to open his new business.

Mike Canova, code enforcement supervisor for the town, told Glass that the temporary fix is inadequate, and that without the approved tie-in to the sewer he would be unable to issue a certificate of occupancy.

Jacques Menache, who owns the Armadillo Grill building, said he would like to see the property owners come together to find a solution as quickly as possible.



Construction to remedy a Main Street sewage issue continues. Photo By Alicia Stemper

April 17, 2012

Taken from the web at <http://www.fourthsectornc.org/white-house-meeting.html>

OFFICIALS FROM THE WHITE HOUSE AND PRESIDENT'S JOBS COUNCIL

EXPLORE FOURTH SECTOR ECONOMIC DEVELOPMENT IN NORTH CAROLINA

Durham, N.C. – On June 12, 2011, senior officials from the White House and the President's Council on Jobs and Competitiveness met with a collection of business, nonprofit, government, and university officials that comprise the North Carolina Fourth Sector Cluster Initiative. Michael Strautmanis, Deputy Assistant to the President and Counselor for Strategic Engagement to the Senior Advisor, Don Graves, Executive Director, President's Council on Jobs and Competitiveness and Deputy Assistant Secretary for Small Business, Community Development and Housing, Department of Treasury, and Greg Nelson, Deputy Director of the White House Office of Public Engagement heard from dozens of North Carolina fourth sector enterprise leaders, state and local government officials, capital providers, and educational and support institutions who are working together to transform the state's economy by accelerating the growth of the fourth sector.

"The fourth sector is made up of enterprises that combine the best of the for-profit and nonprofit models and achieve what I call the 'trifecta' – they contribute to the economy and they deliver innovative solutions to social and environmental problems," said Aaron Nelson, President and CEO of the Chapel Hill-Carrboro Chamber of Commerce and Co-Chair of the N.C. Fourth Sector Cluster Initiative. "We are honored to have senior members of the Obama Administration interested in the work our fourth sector community has been doing here in North Carolina to grow quality jobs in this important sector of our economy."

Participants in the N.C. Fourth Sector Cluster Initiative discussed how fourth sector enterprises are helping revitalize the state's economy while addressing a range of issues such as substance abuse (Triangle Residential Options for Substance Abusers), predatory lending (Self Help Credit Union), and child safety (The Redwoods Group). Organization representatives also explained how North Carolina has become a leader in attracting and growing these enterprises: access to talent, strength in research and innovation, a business-friendly environment, a prevalence of technical assistance and support organizations, a history of business, government and nonprofit organizations working together, and intentional attention to supporting the fourth sector.

A leading expert on fourth sector economic development, Henry McKoy, Assistant Secretary at the North Carolina Department of Commerce, said, "At a time when governments and the nonprofit sector are facing huge revenue shortfalls and mounting social and environmental problems, fourth sector enterprises play a critical role because they leverage market based solutions and entrepreneurial talent to solve community problems. They reduce the costs and burdens on government, they contribute to the tax base, and they bring new resources to nonprofits."

Pam Wall, Vice President of Product Development for Research Triangle Regional Partnership (RTRP) announced that the 13-county economic development public-private partnership will create a sustainability cluster of which fourth sector enterprises will play a critical role. RTRP, which enjoys a global reputation for its approach to cluster-based economic development, organizes clusters around areas in which the Research Triangle Region is a world leader, or is about to be.

Diane Cherry of the Institute for Emerging Issues presented the Cluster Initiative's state-level policy recommendations, which had been developed in response to requests by North Carolina Secretary of Commerce Keith Crisco and Governor Perdue's Senior Policy Advisor Al Delia at a statewide convening on the fourth sector in

September 2010. John Parker, Executive Director of Good Work and Co-Chair of the NC Fourth Sector Cluster Initiative, announced that the group would be delivering federal policy recommendations to the White House this week, seeking recognition and reduced barriers for fourth sector enterprises, which have traditionally not been seen as distinct from for-profit businesses and nonprofit organizations despite many fundamental differences.

This meeting was held on the heels of U.S. President Barack Obama's visit to North Carolina's Research Triangle where he heard from the President's Council on Jobs and Competitiveness on a plan for the nation's economic recovery.

Several members of the NC Fourth Sector Cluster Initiative were also invited to take part in listening and action session convened by the President's Council on Jobs and Competitiveness on June 13. The session, which was chaired by Austan Goolsbee, chairman of the Council of Economic Advisers, and attended by several members of the Jobs Council including Steve Case, founder and former CEO of AOL; Dick Parsons, chairman of Citigroup; Sheryl Sandberg, chief operating officer of Facebook; and Robert Wolf, chairman at UBS Americas, sought input from regional leaders on the best way to fuel job growth through entrepreneurship.

The N.C. Fourth Sector Cluster Initiative is a collaboration among business, nonprofit and academic leaders; local, regional and state economic development agencies; community development organizations; governments and faith-based institutions working to accelerate the growth of North Carolina's fourth sector—enterprises created to advance market-based solutions to pressing social and environmental problems. The fourth sector encompasses a range of approaches including sustainable businesses, social enterprises, enterprising nonprofits, community development corporations, cooperatives, community development financial institutions and more, all of which create jobs and economic growth while addressing community problems.

SUCCESSFUL SOCIAL ENTERPRISE AND FOURTH SECTOR STRATEGIES
NON PROFIT PROFESSIONAL DEVELOPMENT SEMINAR SERIES
ACCELERATING JOB GROWTH AND COMMUNITY PROBLEM SOLVING

Course Description

This four-day, 8-module professional develop series for non-profit professionals and board members is designed to accelerate non-profit success through understanding and applying new earned income and entrepreneurial strategies to help strengthen improve their ability to address community challenges. Participants will explore North Carolina's growing Fourth Sector and understand and learn how to develop, and successfully apply social enterprise and sustainable development strategies.

Course Objectives

At the conclusion of the course, non-profit leaders will be able to do the following:

1. Articulate working definitions of sustainability, sustainable development, social enterprise and the Fourth Sector that incorporate current thinking about the terms, and provides practical direction for their organizations work on sustainability, sustainable development and social enterprise strategy, design and creation;
2. Demonstrate a working knowledge of sustainable development and social enterprise challenges in their community, region and state;
3. Understand local and regional community challenges and opportunities;
4. Demonstrate an ability to apply social enterprise strategies to their own organizations as well as the community challenges their organization is mission driven to solve;
5. Apply social enterprise and fourth sector strategies to accelerate job growth and the community problem solving abilities of their own organization; and
6. Demonstrate the ability to design and prepare for implementation new social enterprise strategies or to create a new partner social enterprise to help successfully address a pressing social and/or community challenge.

Instructors

Instructors and panelist, coordinated by the Partnership for a Sustainable Community in partnership with the Town of Carrboro will be sourced from the following partners

- B Lab
- Bull City Forward
- Carrboro Economic and Community Development
- Chapel Hill-Carrboro Chamber of Commerce
- Chapel Hill Senior Corps of Retired Executives (SCORE)
- Executive Service Corps of the Triangle
- Institute for Sustainable Development
- Good Work
- NC Fourth Sector Cluster Initiative
- NC Small Business and Technology Development Center
- Partnership for a Sustainable Community
- UNC School of Social Work's Middle Space project
- Triangle-based fourth sector enterprises

SESSION I: DEFINING SUSTAINABILITY, SOCIAL ENTERPRISE AND THE FOURTH SECTOR

Orientation:

- Session Goals:
1. Review course objectives, readings and expectations
 2. Getting to know each other
 3. Personal interest assessment

Module 1 - Sustainability and Social Enterprise and Best in Class Performers

- Session Goals
1. Defining Sustainability and the Triple Bottom Line
 2. Defining and Illustrating the Fourth Sector and Social Enterprise

Speakers: **Aaron Nelson**, Co-Chair of the NC Fourth Sector Cluster Initiative,
Senior Fellow, Institute for Sustainable Development
CEO, Chapel Hill-Carrboro Chamber of Commerce

John Parker, Co-chair of the NC Fourth Sector Cluster Initiative
Executive Director, Good Work
Manager, The Insight Fund

Heerad Sabeti, Co-Founder and Trustee, national Fourth Sector Network
Co-Founder, NC Fourth Sector Cluster Initiative
Author

Module 2 – Learning From the Experiences of Others

- Session Goals:
1. Understanding lessons learned from local and national fourth sector enterprise managers
 2. Imagining the possibilities of new non-profit earned income strategies

Speakers: **Barbara Jessie Black**, Executive Director, PTA Thrift Shop
Kevin McDonald, CEO, TROSA
Hank Elkins, Ten Year Plan to End Homelessness
Barbara Duffy and Anne Peterson, Paws Forever

SESSION II: UNDERSTANDING OPPORTUNITY, RISKS AND THE LOCAL NETWORKS NEEDED TO THRIVE

Module 3 – Successes, Opportunities, and Corporate Forms New and Old

- Session Goals.
1. Understanding the landscape of new and existing corporate forms
 2. Understanding the opportunities/limitations of earned income strategies.
 3. Review of legal and tax issues

Speakers: **Robert Saunders**, Partner, Brooks Pierce
Vice chair, Carrboro Economic Sustainability Committee

Joel Levy, Principal, Joel Levy CPA

Beth Richardson, GIIRS Director, B Lab

Module 4 - Building Durable, Strong Local Networks

- Session Goals:
1. Understanding and applying BALLE principals
 2. Networking 101
 3. Strategies for building strong local partners and sourcing local

Speakers: **Annette Stone**, Director of Community and Economic Development,
Town of Carrboro
Sharon Hill, Principal, Sharon Hill International
Meg Branson, Vice President, Chapel Hill-Carrboro Chamber of
Commerce

SESSION III: WRITING AND EXECUTING A STRONG BUSINESS PLAN

Module 5: Writing a Business Plan

Session Goals: 1. Learn the basics on how to write and implement a business plan
2. Learn the basics of how to write and implement a marketing plan

Speakers: **Carl Bauman**, Business Counselor with SCORE
Instructor, Durham Technical Community College

Libby Hough, MSW, Principal, Comma
Certified Green Plus, 2011 North American Sustainable Enterprise Award

Module 6: Business Resources, Capitalizing and Fundraising

Session Goals: 1. Improving knowledge of local resources and support organizations
2. Learning new tools for measuring and reporting success
3. Accessing capital and local and regional funding opportunities and

Speakers **Chris Carmody**, Director, Institute for Sustainable Development
John Kiley, SCORE Chapel Hill
Ron Ilinitch, Director, NC Small Business Technology Development Center
Trudy Smith, Director, Executive Service Corps of the Triangle
Annette Stone, Director of Community and Economic Development,
Town of Carrboro

SESSION IV: MAKING PLANS FOR SUCCESS

Module 7: Sharing Our Plans and Learning from Others

Session Goals: 1. Participants will share with short presentations what they learned and
how they will apply it in their own organizations
2. Class members will offer feedback and offer partnership

Module 8: Making Plans and Appreciating New Partners

Session Goals: 1. Reflections on lessons learned
2. Reflections and setting plans for implementing successful fourth sector
strategies
3. Making public plans for working together
4. Appreciations

Required Texts and Readings (provided to participants)

- Alter, Sutia Kim (2008). "Social Enterprise Models and Their Mission and Money Relationships" In Alex Nicholls (ed.). Social Entrepreneurship: New Models of Sustainable Change. London: Oxford University Press, pgs. 205-232.
- Anderson, Beth Battle and J. Gregory Dees. (2008). "Rhetoric, Reality, and Research: Building a Solid Foundation for the Practice of Social Entrepreneurship." In Alex Nicholls (ed.). Social Entrepreneurship: New Models of Sustainable Change. London: Oxford University Press, pgs. 144-168.
- Harding, Rebecca, (Winter 2004) Social Enterprise, the New Economic Engine, *Business Strategy Review*, (40-43) London Business School, Blackwell Publishing
- Nelson, Aaron M. (2011). Green is Good, But Sustainable is Better. *Disclosures*, Virginia Society of CPAs, Vol 24, No. 1, pp 16-22.
- Nicholls, Alex (ed.) Social Entrepreneurship: The New Models of Sustainable Social Change. London: Oxford University Press.
- Sabeti, Heerad (November 2011). *The For Benefit Enterprise*, Harvard Business Review, Vol 89, No. 11, pp 98-104.
- Thompson, John and Doherty, Bob (2006) The Diversity World of Social Enterprise, *International Journal of Social Economics*, Vol. 33 No. 5/6 pp361-375
- Yunus, Muhammad Yunus, Muhammad. (2006). "Chapter 1: Social Business Entrepreneurs Are the Solution." In Alex Nicholls (ed.) Social Entrepreneurship: New Models of Sustainable Social Change. London: Oxford University Press, pgs. 39-44.

Recommended Readings

- Drayton, Bill. (2006). "Chapter 2: The Citizen Sector Transformed." Alex Nicholls (ed.) Social Entrepreneurship: The New Models of Sustainable Social Change. London: Oxford University Press, pgs. 45-55.
- Ellerman, David. (2006). *Helping People Help Themselves*. Ann Arbor, MI: the University of Michigan Press.
- Gergen, Christopher and Gregg Vanourek (2008). "Understanding Life Entrepreneurship." In Life Entrepreneurs: Ordinary People Creating Extraordinary Lives. San Francisco: Jossey-Bass. Pgs. 3-24.
- Hawken, P., Lovins, A. and Lovins, L.H. (1999). *Natural Capitalism: Creating the Next Industrial Revolution*. Boston: Little, Brown and Company.
- Senge, Peter et. al. (2008). *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World*. New York, Doubleday.
- Thompson, John and Doherty, Bob (2006) The Diversity World of Social Enterprise, *International Journal of Social Economics*, Vol. 33 No. 5/6 pp361-375
- Yunus, Muhammad Yunus, Muhammad. (2006). "Chapter 1: Social Business Entrepreneurs Are the Solution." In Alex Nicholls (ed.) Social Entrepreneurship: New Models of Sustainable Social Change. London: Oxford University Press, pgs. 39-44.
- Sabeti, Heerad (2009). *Executive Summary: The Emerging Fourth Sector*. Washington, D.C., The Aspen Institute.

Orange County Health Department

Colleen Bridger, MPH, PhD
Health Director



Prevent • Promote • Protect
Partnering for the Public's Health

March 26, 2012

Annette Stone
Director of Economic and Community Development
Town of Carrboro
301 West Main St.
Carrboro, NC 27510

Dear Ms. Stone:

I am providing this letter in support of the town of Carrboro's grant application for the construction of the Roberson Street sewer line project. This sewer line is intended to serve businesses in the 100 block of East Main Street to include ACME Food & Beverage Co.

Currently the businesses are connected to public sewer system via a privately owned collective sewer line that is of inadequate design to provide a reliable sewer service. As you know, last year there was a major failure of the private sewer line that jeopardized the operation of the businesses. They were only allowed to continue operation after an emergency sewer connection was made through a neighboring private line until the repairs could be made to the original line. Should another failure of the original line occur in the future, it is highly unlikely that a similar emergency connection would be allowed. The potential for this situation to recur presents a threat to those businesses that are connected via the private sewer line.

The problems posed by the private sewer line can be permanently remedied by the extension of the sewer main at Roberson Street with each business making an individual connection that will be owned and maintained by that owner. Failure of an individual sewer line will not threaten other businesses on the block.

I believe that this sewer extension is the only appropriate solution to assure a long term reliable sewer connection for these businesses. I certainly hope that your grant request is successful. Please let me know if there is any other information you need from me.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Konsler".

Tom Konsler, REHS
Environmental Health Director

Environmental Health Services
131 W. Margaret Lane, Suite 100 • Hillsborough, NC 27278
Phone: (919) 245-2360 | Fax: (919) 644-3006
www.orangecountync.gov/envhlth



ORANGE WATER AND SEWER AUTHORITY

*A public, non-profit agency providing water, sewer and reclaimed water services
to the Carrboro-Chapel Hill community.*

April 17, 2012

Mr. David Andrews, ICMA-CM
Town Manager
Town of Carrboro
301 W. Main Street
Carrboro, NC 27510

Dear David,

I am sending this letter to express our support for the sewer main extension and improvements work that your staff is pursuing in the vicinity of Roberson Street in downtown Carrboro.

The current arrangement with the private sewer services that serve the businesses in this area were haphazardly installed long ago and do not meet the standards in place today. While the agreements with the Towns and University that led to the establishment of the Orange Water and Sewer Authority prohibit us from contributing to funding this important project, we nonetheless support your efforts because the new sewer extension, with dedicated service laterals for each property owner, will significantly improve the reliability of the wastewater collection system in this area. Once completed, this project will better protect the environment and reduce the chance for adverse public health conditions resulting from sanitary sewer overflows in this important downtown district.

We have reviewed the preliminary plans for your project and look forward to working with you and other members of the Carrboro staff in bringing it to a successful conclusion.

Please contact me if you have questions or require additional information (919-537-4211; ekerwin@owasa.org).

Sincerely,

Ed Kerwin
Executive Director

c: Ms. Annette Stone, Carrboro Economic and Community Development Director
OWASA Board of Directors