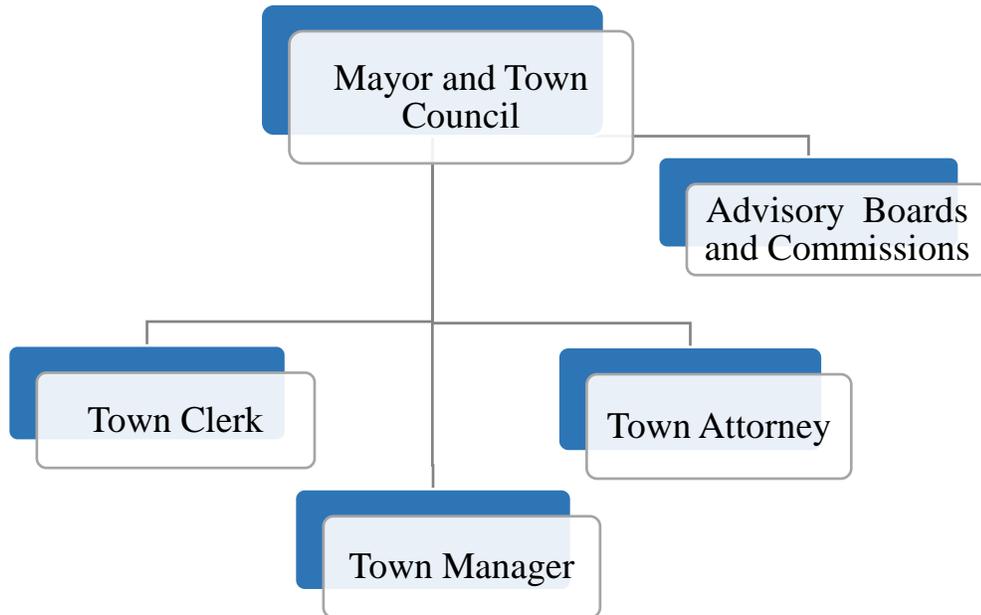


MAYOR AND TOWN COUNCIL



PURPOSE

As elected officials within the framework of the council/manager form of town government, members of the Town Council make decisions and set policies to ensure the safety, health, attractiveness, and social well-being of the community.

GOALS

- Diversify revenue stream to maintain ethnic and economic diversity.
- Protect historic neighborhoods and maintain Carrboro's unique identity.
- Improve walkability and public transportation.
- Encourage development that is compact, dense, and appeals to diverse lifestyles and incomes.
- Enhance and sustain quality of life / place issues for everyone.

SERVICES PROVIDED & ACTIVITIES

- Establishes annual goals for the organization.
- Reviews, reinforces, or alters public policies and long-range planning governing municipal operations and functions.
- Establishes priorities and funding limits through adoption of an annual budget.
- Grants or denies requests for conditional use permits.
- Responds to and communicates with citizens regarding their concerns, perspectives, and initiatives.

- Supervises work and responsibilities of Town Manager, Town Attorney, and Town Clerk.
- Makes appointments to and serves on committees and task forces.
- Participates in county and regional-wide planning and establishment of public policy.

PREVIOUS YEAR ACCOMPLISHMENTS

- Maintained Standard and Poor AAA (“triple A”) Bond Rating
- Tree City USA for 37th year
- Continued work on Historic Rogers Road Infrastructure
- Maintained Silver Level Designation from the League of American Bicyclists
- Maintained certification as Orange County Certified Living Wage Employer
- Continued work regarding stormwater utilities
- GARE training
- Adoption of the Carrboro Connects Comprehensive Plan 2022-2042, and identified/adopted 13 key strategic priorities from the Comprehensive Plan

UPCOMING FISCAL YEAR OBJECTIVES

13 Key Strategic Priorities Adopted by Town Council

- 1) Implement Race and Equity Initiatives
- 2) Community Action Climate Plan
- 3) Zoning Amendments (Housing)
- 4) Connectivity, Bicycle, Pedestrian
- 5) Implement the various projects of the Comp Plan
- 6) Safety Task Force Recommendations
- 7) Affordable Housing
- 8) Develop and achieve operational efficiencies.
- 9) Strategic Plan/Performance Management
- 10) Town Building Renovations
- 11) Stormwater and Infrastructure Improvements
- 12) Create and innovate economic development.
- 13) 203 Project

Budget Summary- Mayor and Council Members

Department	FY 2023 Adopted	FY 2024 Adopted
MAYOR AND TOWN COUNCIL		
Personnel Exp	\$129,053.00	\$129,053.00
Operating Exp	\$307,660.00	\$316,890.00
TOTAL	\$436,713.00	\$445,943.00

ADVISORY BOARDS AND COMMISSIONS

PURPOSE

The Advisory Boards and Commissions advised the Town Council on issues and policy decisions as provided for in the Carrboro Town Code.

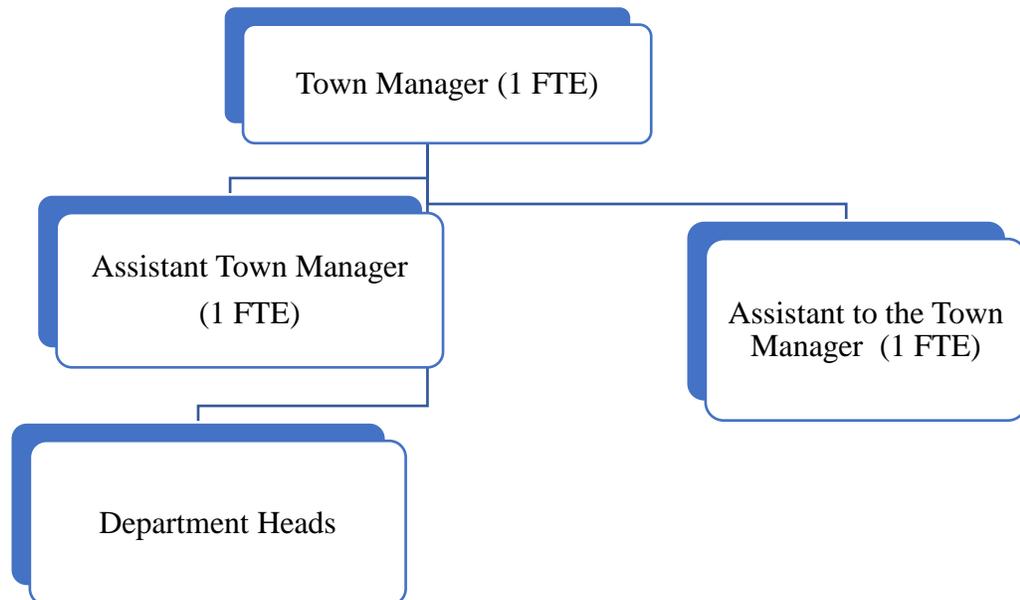
SERVICES PROVIDED & ACTIVITIES

- Review and make comments to the Town Council on proposed policies, plans and ordinances.
- Make recommendations to the Town Council as to the need for policies and ordinances.

Budget Summary- Advisory Boards and Commissions

Department	FY 2023 Adopted	FY 2024 Adopted
ADVISORY BOARDS		
Personnel Exp	\$ -	\$ -
Operating Exp	\$60,600	\$62,418
TOTAL	\$60,600	\$62,418

Town Manager



PURPOSE:

The Town Manager serves as primary advisor to, and implements the policies of, the Mayor and Council Members. The Town Manager communicates these policies to residents and staff, and effectively organizes and manages staff and resources to respond to the community and resident's needs. All Department Directors report directly to the Town Manager and the Assistant Town Manager. The Assistant Town Manager oversees the Planning, Zoning, and Inspections Department; Housing and Community Services; Economic Development; and Public Works Departments. The Town Manager is further assisted by an Assistant to the Town Manager. The Town Manager's Office also contains the Race and Equity Division composed of the Chief Race and Equity Office and the Race and Equity Manager who work to implement racial equity training to ensure equitable outcomes.

GOALS:

- To lead an organization that functions well internally and implements Council policies in a timely, effective, efficient, and friendly manner.
- To give well-informed, helpful advice to the Council Members on Policy options and other matters.
- To facilitate effective Council action through the presentation of clear, concise agendas.
- To adhere to the professional code of ethics and always work towards the long-term best interests of the Town.
- To ensure staff satisfaction and retention.
- To communicate Town policies, decisions, and activities clearly and efficiently to residents and staff.

- To coordinate and facilitate embedding racial equity into Town policies, practices, and services.

Council’s 13 Strategic Priorities and Deliverables:

- Ensure Implementation of Priorities and Deliverables

Services and Program Activities

- Provide general guidance and support to town departments in achieving townwide goals and objectives.
- Seek capital improvement strategies to meet the needs of the town and organization.
- Provide regular reports and updates to the Town Council.
- Study, develop, and implement policy and program recommendations at the direction of the Town Council.
- Provide support for the Town Council.
- Represent the town’s interests on local, regional and state-wide bodies dealing with issues important to Carrboro.
- Conduct and facilitate public communication with the Town Council, residents, employees, and other users of town services.
- Serve as staff liaison to Racial Equity Commission and the Community Safety Task Force

Previous Year Accomplishments

- Hired six new staff approved in FY24 Budget including Assistant Town Manager and Assistant to the Town Manager
- Completed and implemented Compensation and Class Study
- Finalized American Rescue Plan Act (ARPA) Spending Allocation Plan
- Created a regular reporting and feedback loop to the Town Council (Follow-Up Report, Council-Manager Update)
- Conducted GARE racial equity training for all Town Staff
- Added space on the agenda cover sheet for compliance with Council’s race and equity plans.
- Completed 203 financing and started construction.

Upcoming Fiscal Year Objectives

- Continue focus on staff recruitment, retention, and organizational development.
- Adopt strategic plan including organizational vision and mission statements and core values.
- Develop and adopt a performance management plan.
- Complete the 203 Project
- Finalize Town Hall Renovation Design
- Manage Carrboro Connects implementation.

Racial Equity Assessment

The Town Manager's Office has several inclusion goals that have been established. The primary goal is to carry out the Government Alliance on Race Equity (GARE) training for all employees. This training seeks to educate employees on how they play an important role in promoting equity for all and how to view and frame their decision making as they carry out their normal duties. The Town Manager's office also contains the Race and Equity division which includes the positions of Chief Race and Equity Officer and the Race and Equity Manager. These two positions work diligently to promote equity and inclusion, to ensure that the policies practices and procedures for the town are equitable, and to continue to offer trainings for employees.

The Town Manager's Office has had several successes related to racial equity and inclusion goals. As previously mentioned, the most significant accomplishment is the completion of GARE training by all employees. This training sets our employees on a path of continuously including race and equity in decision making. Another significant success is the confirmation of our Chief Race and Equity Office and the hiring of a Race and Equity Manager. These two positions round out the Race and Equity division and allow for the appropriate amount of attention and staff energy dedicated to this work. Another success is including the race and equity assessment pocket questions to all agenda items. This allows for council to make better decisions given the potential equity impacts of the agenda items presented to them.

The critical factors affecting the department's ability to address racial equity and inclusion are staff time, the policies and procedures that originate from the Town Manager's Office, the ongoing effort to recruit and retain diverse employees, and carrying out the policy decisions of the Town Council in an equitable manner.

Many of the current and future projects of the Town Manager's Office address race and equity. The ongoing effort to fill several interim department head positions with diverse candidates is one example. The TMO is also working on updating the administrative policies and procedures for the Town to ensure that they promote equity and inclusion. The TMO also has the overall responsibility of implementing Council's 13 priorities and the Comprehensive Plan, many of which include race and equity projects.

Strategic Energy and Climate Protection Plan

The Town Manager's Office has several climate and sustainability goals that they support. As the central hub for the Town, the TMO supports all climate and sustainability goals. The most significant ones are the implementation of the comprehensive plan and all the sustainability goals that are included. The most significant climate and sustainability goals accomplished to date for the TMO is the passage of the comprehensive plan and the establishment of Council's 13 priorities which will guide the work of the Town for the next 12-18 months. Critical factors that will determine the TMO's ability to address climate change and sustainability are mainly staff capacity and the ability to remain aligned with the comprehensive plan as time goes on.

Budget Summary- Town Manager

Department	FY 2023	FY 2024
TOWN MANAGER	Adopted	Adopted
Personnel Exp	\$618,192	\$618,192
Operating Exp	\$129,575	\$133,462
TOTAL	\$747,767	\$751,654

ECONOMIC DEVELOPMENT

1FTE



PURPOSE

To support the economy, arts and culture; foster a business friendly and supportive environment that encourages local enterprises and social businesses to expand in and new businesses to locate in Carrboro; increase awareness of Carrboro as a arts and entertainment destination; support the travel and tourism industry; and encourage light manufacturing and enterprises.

GOALS

- Create a more inclusive (occupation, wages, education level, etc) economy.
- Develop a more place-based, resilient, and more walkable economy.
- Grow the arts and entertainment sector.
- Transition our economy to one based in the green industry-sector.
- Reduce friction and barriers to redevelopment.
- Encourage more business start-ups and growth, preferably in the tech industry.
- Create more racial equity in business growth and start-ups.
- Promote travel and tourism in Carrboro and raise awareness of Carrboro as a destination.
- Seek to provide adequate parking in the downtown to support existing and potential businesses.

SERVICES PROVIDED & ACTIVITIES

- Be a resource for developers and new or expanding businesses to facilitate location of vacant space, the project review process and project implementation.
- Administer the Revolving Loan Funds including the application processing and billing.
- Provide staffing and administrative support to the Economic Sustainability Commission.
- Provide staffing and administrative support to the Carrboro Tourism Development Authority.

- Be the liaison to the Carrboro Business Alliance.
- Serve on the Chapel Hill Orange County Visitor Bureau Board as Town staff liaison.
- Update and implement the action items of the Economic Sustainability Plan.
- Promote Carrboro through the Carrboro Tourism Development Authority.
- Provide business assistance and support to new and expanding businesses.
- Manage leases for town leased public parking.

PREVIOUS YEAR ACCOMPLISHMENTS-Reevaluating and revamping the Town’s Revolving Loan Program to make it more accessible to all types of businesses.

- Facilitated negotiations for leased and structured parking in the downtown.
- Finalized parking study services with the Walker Parking Consultants.
- Initiated the Disparity Study.
- Developed and began hosting dialogs with BIPOC Businesses and Owners to find ways to support BIPOC businesses as they start and grow.
- Partnered with Durham Tech to bring small business and entrepreneurial training to Carrboro.

UPCOMING FISCAL YEAR OBJECTIVES

- Beginning implementation of Economic Sustainability portions of the Comprehensive Plan.
- Continue to seek out and execute leases for short term and long-term parking needs in the downtown.
- Continue to develop and maintain a commercial real estate database for Carrboro.
- Continue to collaboratively work and partner with Chapel Hill, Orange County, and Chamber Economic Development Staff to resolve regional ED issues.
- Continue to work with the Carrboro Business Alliance.
- Continue outreach to entrepreneurs, encourage makers, and support freelance workers.
- Increase minority business outreach efforts by continuing an annual CBA scholarship program for membership in the CBA.
- Develop an Economic Sustainability Dashboard to continually monitor economic metrics.
- Complete a town-wide disparity study.
- Implement the parking study recommendations.

COUNCIL PRIORITIES

- Completion of the disparity study presentation of those recommendations to the council.
- Increase economic development strategies to strengthen BIPOC resiliency. This undergirds local living economy.
- Equitably support existing and attract new businesses.
- Create equitable opportunities to obtain living wage jobs and careers.
- Implement parking study recommendations.

OBJECTIVES

- 1) Diversify and expand the commercial tax base to create more high paying jobs in town and to promote the town’s image as a place for businesses.
- 2) Support entrepreneurs, makers and freelancers development, including services, infrastructure, and job development.
- 3) Support locally owned and operated businesses for a strong local economy.
- 4) Create a more inclusive (occupation, wages, education level, etc) economy.
- 5) Develop a more place-based, resilient, and more walkable economy.
- 6) Grow the arts and entertainment sector.
- 7) Transition our economy to one based in the green industry-sector.
- 8) Reduce friction and barriers to redevelopment.
- 9) Encourage more business start-ups and growth, preferably in the tech industry.
- 10) Create more racial equity in business growth and start-ups.

PERFORMANCE MEASURES

	FY 20-21 ESTIMATED	FY 21-22 ESTIMATED	FY 22-23 PROJECTED	FY 23-24 GOAL
Number of Retention Visits		26	40	52
BIPOC Business		6	12	17
Non-BIPOC Bus.		20	28	35
Median earnings for full-time, year-round workers (ACS)	\$52,902	\$55,793	\$59,394	
County Unemployment Rate	5.2%	3.5%	2.8%	
Ribbon Cuttings				5
New Commercial Development Groundbreakings			1	1

Racial Equity Assessment

1. *What racial equity and inclusion goals and objectives have been established for your department?*

The Department in conjunction with the Economic Sustainability Commission (ESC) have established the following goal: Create more racial equity in business growth and start-ups. Additionally, the Department hosts a Quarterly BIPOC Business Roundtable discussion where BIPOC businesses can come together to learn from each other and learn about resources the Town and our partners offer. The Department is also in the process of redeveloping the Business Revolving Loan Fund Policy to ensure that the funds can be more accessible to entrepreneurs of any background with or without existing assets.

2. *Describe racial equity and inclusion accomplishments to date.*

In FY 2022, the Town continued to host the BIPOC Business Roundtable discussions series and implemented a series of the group's recommendations including: launching a Business Resource Center, continuing to hold BIPOC Business Roundtable discussions, prioritizing BIPOC businesses in grants and programs, and providing start-up training specifically targeted at the needs to BIPOC entrepreneurs.

3. *Based on assessment(s), what are the critical factors affecting the department's ability to address racial equity and inclusion, internally and/or externally?*

Currently, none. We are working towards incorporating racial equity in all of our programming and policies to the maximum extent that we can. Long-term, there may be financial challenges as we look to develop more target BIPOC business support such as physical space or supplementing membership fees to support programs.

4. *How does the current project address racial equity and inclusion? Please provide specific examples.*

As I mentioned in our goals, we are working to provide more resources and targeted programming and policies that will be more inclusive and help provide more equity between households of various races. This programming is reflected in our budget, such as providing for entrepreneurial training and prioritizing and providing one-on-one assistance for BIPOC businesses in order to ensure they have a solid foundation.

Strategic Energy and Climate Protection Plan

1. *What climate change and sustainability goals and objectives have been established for your department?*

The Department in conjunction with the ESC have established the following goal: Transition our economy to one based in the green industry-sector. We'll be working with higher education centers to encourage them to focus on providing training for these sectors as well. Additionally, we are working to better market the Energy-Efficiency Revolving Loan program in conjunction with the Planning Department.

2. *Describe climate change and sustainability accomplishments to date.*

The ESC is working to develop a plan for higher density and better land-use in downtown which can have one of the biggest impacts in mitigating climate change, by providing homes, businesses, and employment centers closer together making walking and biking more of an option which reduces travel CO2 emissions for at least the life of the building (50+ years).

3. *Based on assessment(s), what are the critical factors affecting the department's ability to address climate change and sustainability, internally and/or externally?*

While sustainable development is essential to the Department, one of the biggest challenges we have is finding the right tools (primarily financial) to encourage businesses and property owners to implement energy efficiency initiatives in their buildings.

4. *How does the requested budget address climate change and sustainability? Please provide specific examples.*

Most of the sustainability and climate change initiatives involving the Department or the ESC are more centered on developing partnerships such as with Durham Tech on transitioning our economy to one based in the green industry-sector and marketing the Energy-Efficiency Revolving Loan to ensure it is a true financial incentive businesses and landlords.

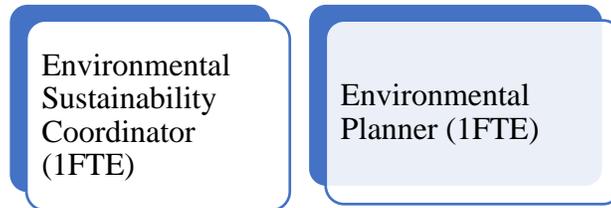
Budget Summary- Economic Development

Department

ECONOMIC DEVELOPMENT	FY 2023 Adopted	FY 2024 Adopted
Personnel Exp	\$113,811	\$118,524
Operating Exp	\$282,105	\$290,568
TOTAL	\$395,916	\$409,092

Climate Action

2 FTE



Purpose Statement:

The Climate Action budget, a high priority of the Town Council, is primarily guided by two Council accepted plans. The Energy and Climate Protection Plan (ECPP), accepted by the Town Council in 2014, was developed as a step in supporting the Town in reducing greenhouse gas emissions, becoming more energy efficient, and generating more renewable energy. The Community Climate Action Plan (CCAP), accepted by the Town Council in 2017, articulates the Town’s community greenhouse gas emissions reduction goals and emphasizes measures that the broader community is asked to take in order to achieve greenhouse gas reduction targets.

Goals:

- The ECPP focuses on identifying opportunities, best practices, and planning through budgeting and the Capital Improvement Program.
- The ECPP outlines the Town’s commitment to responsible municipal energy management and greenhouse gas reductions while also supporting the community sector.
- The ECPP outlines a goal of an 80% reduction in 2010 levels of municipal greenhouse gas emissions by 2030.
- The CCAP offers recommendations to reduce community greenhouse gas emissions while raising awareness of and involvement in solutions to global climate change and a post-carbon energy future, adaptation to changes, and enhancing ecosystem resilience.
- The CCAP outlines a goal of an 80% reduction in 2010 levels of greenhouse gas emissions by 2030, as supported by a broad community campaign.
- CCAP recommendations focus on themes of community integration, building energy efficiency, transportation, renewable energy, and ecosystem protection and restoration.
- Measures outlined in the CCAP to reduce greenhouse gas emissions not only contribute to overall climate change mitigation but can also provide the community with local benefits such as financial savings through energy efficiency, the creation of new jobs, improved air quality and public health, and healthier forests and streams.

Addressing Council's 13 Strategic Priorities

- Implementing Community Climate Action Plan with Funding
- Deliverables: Measured reductions in the Town's and Community's greenhouse gas emissions

Services and Program Activities:

- Continue implementation of the ECPP and CCAP.
- Provide climate action outreach to Carrboro residents.
- Pursue emissions reduction and sustainability in all Town efforts.

Previous Year Accomplishments:

- Presented ECPP and CCAP implementation reports to the Town Council.
- Served as staff liaison to the Environmental Advisory Board and Climate Action Team.
- Worked with Communications staff to develop climate action outreach messaging.
- Received a grant from the Orange County Community Climate Action Grant fund.
- Participated in collaborative initiatives and sustainability organizations.
- Released Request for Proposals for Town Fleet Alternative Fuels Analysis
- Completed racial equity assessment lenses for CCAP initiatives.
- Completed 2022 municipal and community greenhouse gas emissions inventories.
- Worked to launch the Green Neighborhoods Grant Program.
- Organized invasive species removal events and designed independent volunteer program.
- Completed annual Bee City USA and Mayors' Monarch Pledge reporting and outreach.
- Worked with volunteers to create and edit presentations for the Modules Project.
- Finalized an EV Charging Station Priority Areas Analysis with local jurisdictions.
- Worked to hire an intern and a staff monitor for Carrboro Farmers' Market organic waste collection.

Upcoming Fiscal Year Objectives

- To incrementally work towards ECPP, CCAP, and Comprehensive Plan goals.
- To continue incorporating racial equity into all climate action initiatives.
- To create a budgeting and accounting tool to track Town climate action activities.
- To maintain Green Neighborhood Grant Program and ensure equitable outreach.
- To renew an Interdepartmental Staff Climate Action Team.
- To explore curbside compost collection and continue compost bin sales.
- To redesign and relaunch the Energy-Efficiency Revolving Loan Fund.
- To recruit representatives for a task force to address aligning landlord and renter interests towards improved energy efficiency and renewable energy in rental units.
- To explore large-scale energy generation.
- To hold events and increase outreach related to food choices.
- To continue coordinating volunteer invasive species removal.
- To continue Bee City USA and Mayors' Monarch Pledge participation and outreach.

- To hire and support an intern position.
- To continue participation in collaborative initiatives and sustainability organizations.

Racial Equity Assessment

1. What racial equity and inclusion goals and objectives have been established for your department?
 - Evaluate all departmental policies, practices, and procedures using racial equity lens
 - Community Climate Action Plan (CCAP) Community Integration Recommendation #8:
 - The Town should utilize the Government Alliance on Race and Equity (GARE) racial equity toolkit to apply a racial equity lens when developing and implementing all climate action initiatives.
 - Community-based participatory research and participatory democracy concepts should be considered when deciding how best to work with community members to achieve goals.
 - The Town should utilize relevant mapping tools and other resources when evaluating projects and impacts.
 - In conjunction with the policies and procedures analyzed using racial equity toolkits through the GARE initiative, utilize racial equity impact assessments.
 - Implement proactive outreach procedures.
 - CCAP Appendix 6: *Racial Equity Toolkit: Evaluating the Town of Carrboro's Community Climate Action Plan* by Radhika Kattula, Amena Saad, and Helen Johnston. The report's three primary recommendations are:
 - Implement participatory budgeting in Carrboro, in which the citizens of Carrboro can decide how to divide the town's budget for the climate plan in the short-term
 - Set up a revolving loan fund with a more accessible application process to target public health concerns in Carrboro's marginalized areas
 - Initiate a community based participatory research program as a method for the town government and citizens to jointly assess existing programs and partners in the community
2. Describe racial equity and inclusion accomplishments to date.
 - The updated ECPP and CCAP goals (2020) were formulated using principles and research related to climate justice
 - Community Integration Recommendation #8 and Appendix 6 added in 2020
 - Targeted outreach performed for initial Green Neighborhoods Initiative events.
 - The Green Neighborhoods Grant Program rubric awards points for the following:
 - Applicant engaged low-income households or communities of color when developing the project
 - Households benefiting directly from the project exhibit a median home value below Carrboro's median home value (\$350,800) and/or a median rent below Carrboro's median rent (\$1,036/month)

3. Based on assessment(s), what are the critical factors affecting the department's ability to address racial equity and inclusion, internally and/or externally?
 - Disaggregated data showing the impacts of climate on the community by race is not presently available, however, nationwide, it has been identified that low-income households and communities of color are disproportionately impacted by the effects of climate change, e.g. living in aging, less-insulated and weatherized housing which will cost more to heat and cool and will be more susceptible to impacts from flooding and other environmental impacts. These groups will continue to be increasingly vulnerable without resources to adapt to the changing climate.

4. How does the current project address racial equity and inclusion? Please provide specific examples.
 - The Farmers' Market organics collection provides a free service for residents who do not have the ability to compost at home.
 - When performing outreach for the Green Neighborhoods Grant Program, staff plan to ensure consistency with Inclusive Carrboro and similar to that used most recently for Carrboro Connects. Direct outreach to people of color, immigrant, refugee, and other marginalized communities will include mailings, signs, and connections with neighborhood leaders/points of contact.

Targeted neighborhoods will include:

- Alabama Avenue
- Glosson Circle/Davie Road/Neville Road
- Carr Court
- Lloyd-Broad
- Lincoln Park (Barnes/Prince/King/Queen Streets)
- Rogers Road
- Apartment Neighborhoods – NC Highway 54
- BPW Road

Other targeted outreach will include El Centro/CEL, the Refugee Community Partnership, and the Refugee Support Center. Planning Department staff are working with Communications and Engagement staff to ensure that outreach and engagement strategies are consistent with Inclusive Carrboro. Staff also expect to include the following:

- Reach out to apartment complexes, HOAs, faith-based organizations, non-profits, schools, and the Green Neighborhood interest list (from initial in-person meetings held pre-pandemic) through email
- Post signs and posters around Town
- Utilize the Orange County Climate Council, advisory boards, Town social media, Neighborhood Liaisons, Farmers' Market, and neighborhood information centers to help spread information
- Provide information at Earth Day event at Town Commons
- Advertise in the newspaper and WCHL radio

Strategic Energy and Climate Protection Plan

1. What climate change and sustainability goals and objectives have been established for your department?

The Environmental Sustainability Coordinator works to implement both the municipal Energy and Climate Protection Plan (ECPP) and Community Climate Action Plan (CCAP).

- Municipal goal: 80% reduction in 2010 levels of municipal greenhouse gas emissions by 2030
- Community goal: 80% reduction in 2010 levels of per capita greenhouse gas emissions by 2030

2. Describe climate change and sustainability accomplishments to date.

- ICLEI - Cities for Climate Protection Campaign (2001)
- County GHG Emissions Inventory (2005)
- Community GHG Inventory (2011)
- Municipal GHG Inventory (Yearly since 2012)
- Energy and Climate Protection Plan
 - Implementation in progress since 2014
- Updated Community Inventory (2015, 2019)
- Community Climate Action Plan (2017)
 - Implementation in progress since 2017
- Most recent [ECPP and CCAP implementation update to the Town Council](#) (2/28/23)

3. Based on assessment(s), what are the critical factors affecting the department's ability to address climate change and sustainability, internally and/or externally?

- Implementing the Town's ambitious climate action goals within the goal timeframe
- Staff time and workload

- A large share of emissions reductions needed to meet these goals are dependent on community action, for which the Town has very little ability to control.
4. How does the requested budget address climate change and sustainability? Please provide specific examples.
- The requested budget addresses recommendations in the Energy and Climate Protection Plan (ECP) and Community Climate Action Plan (CCAP). Examples include:
- Expanding the Energy Efficiency Revolving Loan Fund (EERLF)
 - Operational costs related to electric vehicle (EV) charging stations.
 - Green Neighborhoods Grant Program
 - Funding towards composting pilot projects
 - Invasive species removal events
 - Food choice and food waste reduction outreach/engagement
 - Bee City USA participation and pollinator actions
 - Participation in sustainability organizations including the Southeast Sustainability Directors’ Network (SSDN), Orange County Climate Council, and Local Governments for Sustainability (ICLEI)
 - Administering second Community Climate Action Plan Survey

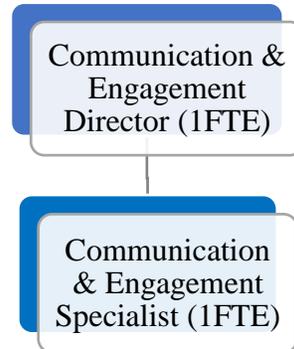
Budget Summary- Climate Action

Department

CLIMATE ACTION	FY 2023 Adopted	FY 2024 Adopted
Personnel Exp	\$177,785	\$195,989
Operating Exp	\$40,061	\$41,263
TOTAL	\$217,846	\$237,252

COMMUNICATION & ENGAGEMENT

2 FTE



PURPOSE

The Communication and Engagement Department works to provide public information, encourage participation, improve trust in local government, and enhance the Carrboro brand and reputation. Through implementation of the Inclusive Carrboro Communications and Community Engagement Plan, it strives to ensure accessible communications to serve our diverse community with new pathways for resident engagement.

GOALS

- To implement the Inclusive Carrboro Communications and Community Engagement Plan.
- To increase public awareness of and participation in Town decisions, programs and services.
- To create opportunities for stakeholders to provide feedback to the Town.
- To create internal systems to standardize and enhance communications.
- To coordinate and standardize emergency communications.

SERVICES PROVIDED & ACTIVITIES

- Manages the Town's communications and engagement platforms.
- Educates public on where to obtain information on Town services and programs.
- Seeks feedback and evaluation on current Town programs and services.
- Ensures culturally appropriate messaging and equitable access to information.
- Manages a permanent communications team.
- Controls overall town communication during emergency situations.
- Assists with efforts to recruit and train residents for service on advisory boards.
- Improves internal communications with Staff.

PREVIOUS YEAR ACCOMPLISHMENTS

- Received grant from Building Integrated Communities, a program of the Institute for the Study of the Americas at UNC-Chapel Hill.
- Completed the Town Website redesign, the first overhaul of the site since 2014.
- Recognized with awards from 3CMA, NC3C and NCLM for programs including the Town Information Centers, Citizen Participation and Most Creative with Least Dollars Spent.
- Coordinated with the Public Works Department to install five (5) additional Town Information Centers (TICs) for a total of nine (9) in the TIC Network with more to come.
- Completed update of Town Branding to introduce new government logo and secondary department logos, as well as associated stationery, business cards and email signature templates.
- Launched Carrboro in Motion, an engagement effort that provides Town departments and community partners an opportunity to connect with residents via community block parties.
- Coordinated with partners to market and plan events including Libba Cotten Day, The 203 Project Groundbreaking Ceremony, Pride Month, Juneteenth, Black History Month, BIPOC Elected Officials Poetry Reading.
- Conducted new communication surveys of Town departments, email subscribers to Town, and area media to identify areas of success and potential improvement.

UPCOMING FISCAL YEAR OBJECTIVES

- Develop Language Access Plan
- Lead the Bolin Creek Greenway public engagement process and ensure expansive, inclusive and representative input from all community members.
- Develop plan for selecting and installing digital signage using ARPA Funding.
- Create Engagement platform and townwide system (Public Input).
- Develop Carrboro Conversations program along with Neighborhood Liaison Program as part of community engagement efforts.
- Complete Town Style Guide including seasonal logos and Inclusive Language Guide.
- Create Downtown Banners for seasonal events and observances, secure Duke Energy approvals.
- Create Website Sub-sites for Recreation, Parks and Cultural Resources; the Carrboro Music Festival; the West End Poetry Festival; and the Carrboro Film Festival.
- Continue Carrboro In Motion community block parties (emphasis on underserved communities).

PERFORMANCE MEASURES

The Resident Survey is conducted biennially. Find results at <https://www.carrboronc.gov/1096/Citizen-Survey-Reports>

	FY2018-19	FY2020-21	FY2021-22	FY2022-23
Meet or exceed the Resident Survey results of respondents “satisfied” with access to information about Town programs and services.	64%	N/A	68%	N/A
Meet or exceed the Resident Survey results of respondents “satisfied” with experience engaging with Town Government process.	61%	N/A	59%	N/A
Meet or exceed the Resident Survey results of respondents “satisfied” with Town efforts to inform residents about local issues.	59%	N/A	59%	N/A
Town Information Centers	N/A	N/A	4	9
Email Subscribers to Town News (March data)		1,010	1,007	1,057
Email Subscribers to Carrboro This Week (March data)		128	428	614
Facebook Followers (March data)		4,216	5,500	6,001

Twitter Followers (March data)		7,262	7,797	7,715
Instagram Followers (March data)		3,053	3,942	4,617
LinkedIn Followers (March data)		N/A	178	387
Nextdoor Followers (March data)		6,765	7,556	8,134
YouTube Followers (March data)		182	277	387

Racial Equity Assessment

1. What racial equity and inclusion goals and objectives have been established for your department?

The Inclusive Carrboro Communications and Community Engagement Plan aims to increase access to information, resources and civic processes by people of color, immigrant, refugee and other marginalized communities.

The Inclusive Carrboro Communications and Community Engagement Plan promotes multiculturalism and full participation by all residents through:

- Acknowledgement of the barriers that people of color, immigrant, refugee and other marginalized communities experience in accessing Town government or participating in public processes.
- Recognition of diversity as both a strength and opportunity.
- Affirmation that a healthy democracy requires outreach and public engagement that takes into account our communities’ racial, cultural, and socio-economic complexity.

Strategies to improve engagement and inclusivity include:

1. Building upon successful strategies for generalized communications and engagement

2. Connecting with minority communities and building relationships
3. Adopting a grassroots approach
4. Ensuring culturally appropriate messaging and information

2. Describe racial equity and inclusion accomplishments to date.

- Town Information Centers – This year, we installed (thanks to Carrboro Public Works Department) five (5) new TICs at Dr. Martin Luther King Park, Baldwin Park, Simpson Street Mini Park, Wilson Park, and Henry Anderson III Community Park. We regularly update these message boards to reach people where they live and play, and to connect in non-digital ways.
- Google Maps offers opportunities for additional communications including geo-locating our TICs and ensuring that services are easily locatable for cell-phone users.
- Building Integrated Communities – The Communication and Engagement Department was successful in its grant application to this community planning and leadership initiative that partners with North Carolina local governments to create inclusive practices and policies for residents born in other countries. Local governments and community stakeholders work together to improve communication, public safety, mobility, entrepreneurship, and leadership of immigrant and refugee residents. We will be working toward a Language Access Plan during the course of the program.
- Language Access Plan – One of the Town’s core values is to provide equitable access to services and resources to residents who speak limited English, however we do not yet have a Language Access Plan, which would lay the groundwork to provide these services. Town of Carrboro departments currently consult with Carrboro’s Communication and Engagement on interpretation, translation and engagement strategies to effectively relay information to residents who speak limited English. We have a goal to ensure language access is an integral function of all Town programs, services and activities.
- Public Input – We are proposing to acquire a new engagement platform for the Town that identifies resident demographics to improve engagement; analyzes data to find trends in equitable engagement; maps participation data over areas like Qualified Census Tracts; and provides multilingual closed captioning and increases equity by keeping Linguistically Isolated Communities informed and allowing them to participate in their native language.
- E-newsletters are issued in a unique manner that drives readers to our website, where Google Translate is easily accessible
- Communications Calendar outlines messaging for religious holidays across cultures and a flag schedule for Black Lives Matter and Pride flags.
- *Related Stories and Updates:* BIPOC Business Roundtables, Immigrant Heritage Month, Carrboro Day including history, Elizabeth Cotten, Dr. Martin Luther King Jr.

Celebration, Racial Equity in Human Services Funding Program, Buy BIPOC in Carrboro, Minority Enterprise Development Week, Frederick Douglass Community Reading (video), PRIDE month events (multimedia).

3. Based on assessment(s), what are the critical factors affecting the department's ability to address racial equity and inclusion, internally and/or externally?

We use many strategies to engage residents. Most of our activities are community-wide, while others are focused on specific groups in their communities, such as renters or non-English speaking residents. We are more effective when working in partnership with other departments and community partners.

Community in Motion Fest/Festival de la Comunidad en Movimiento – These neighborhood block parties held at apartment complexes are designed to promote regular and effective participation with communities. Residents join neighbors, community, Town employees and elected public officials. These events support the Town's goals for equitable access and the opportunity for equal input by going where the people are and inviting them to participate in a free, government-sponsored event.

Residents come out for a Zumba class led by Oscar Garcia; a bike fix-it station where numerous bikes were repaired and biking needs identified; a Chapel Hill Transit bus with route and service info; a mobile health unit from El Centro Hispano; storytime readings for children from librarians; and a dance performance by Takiri Folclor Latino. We held events in October and November 2022 with additional events being held monthly from March to June 2023.

We also intend to work further on Carrboro Conversations. In connection with both Carrboro Conversations and Carrboro In Motion, we intend to develop an official list of neighborhood-based organization contacts in our town. In the future, we would combine outreach to neighborhood organizations and our existing lists of apartment complex managers and community partners.

The Town of Carrboro strives to create a neighborhood liaisons network, but has struggled to find broad involvement. While our town has numerous neighborhood associations and HOAs, other communities, such as renters or non-English speaking residents, are seldom included. Not all neighborhoods have the same social capital or organization infrastructure. How can we support neighborhood capacity building? Our goals would be for residents to identify and act on neighborhood priorities; to influence Town decisions on plans, policies, procedures, programs and services; and to increase resident involvement in civic and community life.

4. How does the current project address racial equity and inclusion? Please provide specific examples.

Through Carrboro Conversations, as this program evolves, we intend to engage with neighborhood organizations that are already – or could be formed in the future – meeting to discuss issues like housing developments, safety, racial equity and program development.

Carrboro is committed to having an equitable public participation system that enfranchises everyone. Communication and Engagement recognizes that there is much work to be done toward achieving this goal.

Strategic Energy and Climate Protection Plan

What climate change and sustainability goals and objectives have been established for your department?

Communication and Engagement strives to adopt Sustainable Marketing practices, as outlined generally below:

- Turn off the printer
Because we are striving to reach residents beyond digital methods, we are planning for more printed flyers and an annual direct-mail postcard.
- Re-think promotional items
We haven't really purchased promotional items yet but intend to be thoughtful about our choices. We are happy to work with other departments to consider standards.
- Ramp up e-marketing
We are very present on all social media platforms and email/text users.
- Reduce, Reuse, Recycle
We use recycled paper products. Our use of banners always considers messaging for reuse from year to year. Recently, we purchased paper lanterns instead of balloons for the Libba Cotten Day event. Following the event, many of the globes were collected from along the bikeway where they were displayed to reuse for a future event.
- Shop local
We always seek out local businesses for our small department's needs.

Describe climate change and sustainability accomplishments to date.

Communication and Engagement strives to improve Carrboro residents’ quality of life by promoting practices, services and ideas to protect the environment. Some of the Town stories and initiatives we have promoted include: the Mayor’s Monarch Pledge, Farmers Market, Earth Day, EV Charging Stations, and Tree Planting at Anderson Park. Additionally, we have added “Climate Action Plan” as a drop-down menu item under “Residents” on our new website redesign. Our hope is that this will make it easier to locate for website visitors while putting it in a place of prominence.

Based on assessment(s), what are the critical factors affecting the department’s ability to address climate change and sustainability, internally and/or externally?

Green marketing for the Town promotes environmental awareness and protection. As with many Town messages, finding simple key points to share with the public is important. We also want to find compelling ways to tell these stories and to increase their frequency.

We can also update, renovate and re-promote existing content to keep these topics at the public forefront. By creating campaigns and systems for a steady flow of content, we can reduce repetitive work to free employees to be more creative.

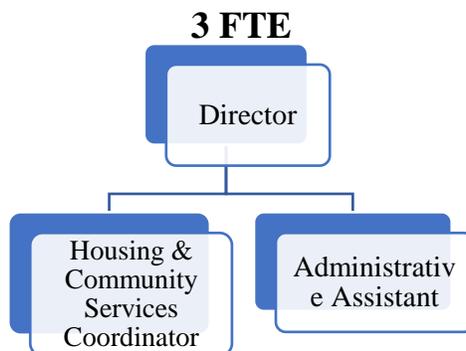
How does the current project address climate change and sustainability? Please provide specific examples.

A “current project” will be to create a sustained year-round campaign of messaging to inform and involve the community on Town’s climate action goals.

Budget Summary- Communication & Engagement

Department	FY 2023	FY 2024
COMMUNICATION & ENGAGEMENT	Adopted	Adopted
Personnel Exp	\$209,981	\$213,450
Operating Exp	\$35,827	\$36,902
TOTAL	\$245,808	\$250,352

Housing and Community Services



PURPOSE

The Housing and Community Services department works to implement the Town’s affordable housing goals and support its commitment to funding community nonprofits who provide human services. In addition, the department works to address the Town Council’s strategic priority areas:

GOALS

- To implement the Town’s adopted Affordable Housing Goals and Strategies.
- To increase the number of affordable units for both homeownership and rent in Carrboro.
- To preserve/maintain the units currently in the affordable housing stock.
- To provide annual funding to nonprofits that deliver community services to Carrboro households.
- To provide well-informed updates to the Town Council about progress toward its goals.
- To center racial equity in its work, policies, and programs.

Addressing Town council’s 13 strategic priorities

- Initial assessment on town-owned Pathway and Crescent parcels.
Deliverable: Site Assessments completed and community engagement. Next steps determined by the findings of the assessments.
Estimated cost: \$90,000. Funds requested in the AHSRF budget.
Critical factors for success: availability of funds, collaboration across departments.
- Continue repairs and weatherization for low-income homeowners.
Deliverable: Develop RFP and reporting criteria. Application. Selection, contracting.
Estimated cost: \$500,000 in ARPA funds allocated.
Critical factors for success: conducting the work through the Orange County Home Preservation Coalition to prevent redundancies, facilitate communication, and prevent double-dipping of resources. Collaborations across departments.

- Identify potentially transforming projects for Council-designated ARPA funds for affordable housing.
Deliverable: Develop RFP. Application. Selection, contracting. Project(s) initiated.
Estimated cost: Project-dependent. \$1M in ARPA funds allocated.
Critical factors for success: availability of possible projects in Carrboro that could lead to transforming or significant production of affordable housing; collaborations across departments.

SERVICES PROVIDED & ACTIVITIES

- Supports the Town’s Affordable Housing and Human Services Advisory Commissions.
- Collaborates with community nonprofits and neighboring jurisdictions to achieve Town goals.
- Connects residents to housing and human services resources.
- Manages the Affordable Housing Special Revenue Fund and its application process.
- Manages the Human Services application process.
- Research relevant policy and/or programmatic topics and presents information and recommendations to the Manager’s Office, Commissions, and Town Council as appropriate.

PREVIOUS YEAR ACCOMPLISHMENTS

- Supported the development of an American Rescue Plan Act (ARPA) funding strategy to support affordable housing and nonprofits who provide essential basic needs and services to people who have been impacted by the pandemic.
- Managed and reported on the \$900,000 Community Development Block Grant – Coronavirus funds for emergency housing assistance to benefit Carrboro residents.
- Managed the awards of special revenue funding to housing nonprofits to support the creation and preservation of affordable housing and homelessness prevention.
- Completed and reported on racial equity assessments of the Human Services program and Affordable Housing Special Revenue Fund.
- \$274,000 awarded to 50 community nonprofits to support Human Services in FY22-23.
- Issued RFQ for town-owned land site assessments as part of the use of town-owned land for affordable housing strategy.
- Worked with Chapel Hill, Hillsborough, and Orange County to draft an RFP for county-wide affordable housing blueprint – a synthesis of jurisdictional plans and studies to create crosswalks between shared resources and goals and to identify jurisdictional roles.
- Responded to resident housing-related calls and facilitated housing and fire inspections when the situation was warranted.
- Managed the Rogers Road Sewer Connection project.

UPCOMING FISCAL YEAR OBJECTIVES

- Increase the number of affordable units created and preserved in Carrboro.
- Continue to provide support and assistance to households facing eviction or homelessness.
- Continue to participate in long-term recovery from the pandemic.

- Develop an updated Affordable Housing Goals and Strategies document, in conjunction with the Comprehensive Plan.
- Draft a comprehensive tenant information guide and engage nonprofit groups to support tenant education activities.
- Administer community funding through ARPA allocations, as directed by Town Council.
- Develop a framework, centered in racial equity, to assist the Human Services Commission in the evaluation and scoring of funding applications.
- Continue to foster the preservation of the manufactured home communities.
- Continue to conduct a racial equity assessment using the adopted framework of departmental policies, practices, and procedures.
- Work to integrate and emphasize climate action priorities into departmental work.

Performance Measures

- Progress shown toward 2024 goal of achieving 85 affordable homeownership units and 470 rental units, as specified in the Town’s Affordable Housing Goals and Strategies document.
- Added a performance measure to track progress on the number of Naturally Occurring Affordable Housing (NOAH) units preserved.
- Number of Carrboro households receiving Emergency Housing Assistance (EHA). *Includes additional CARES and CDBG-CV funding.*
- Increase in resident satisfaction levels with affordable housing on the Community survey. *Survey conducted bi-annually; skipped FY20 due to pandemic, next survey possibly in FY24.*
- Continued successful implementation of the Affordable Housing Special Revenue Fund to meet housing goals, number of grants allocated, total funding amount.
- Continued successful completion of the Human Services annual application cycle; number of non-profits assisted.

	FY 2020-2021 ACTUAL	FY 2021- 2022 ACTUAL	FY 2022-2023 ESTIMATED	FY 2023-2024 PROJECTED *
# Affordable units - homeownership	74	75	76	80
# Affordable units - rental	377	380	381	383
# households receiving EHA	247* (COVID)	283	125	100
# NOAH units preserved (weatherization and repair)	59	64	68	70
% Satisfied with affordable housing efforts - Community Survey	N/A	53%	N/A	–

# Affordable housing grants awarded per year	7	8	4	6
\$ Affordable housing funds allocated per year	\$330,700	\$384,664	\$441,740**	\$582,923**
# Nonprofits assisted - Human Services per year	48 (+16, COVID)**	50	50	45

** Projected figures for affordable housing and human services do not include projects that may come through the ARPA application process.*

***Includes expanded requests from OCPEH and IFC*

Racial Equity

What racial equity and inclusion goals and objectives have been established for your department?

- Racial equity training for new staff and members of the Human Services and Affordable Housing Advisory Commissions. Existing staff and members engage in additional training as opportunities arise.
- Racial equity assessments of the human services and affordable housing funding programs completed in FY23. Use results of the assessments to inform possible changes to the funding processes to center racial equity. Continue to gather baseline data that tells us who we are serving and where the gaps are.
- Analyze new strategies and initiatives through a racial equity lens prior to development and implementation.
- Center racial equity in advisory board meetings – Human Services Commission and Affordable Housing Commissions.

Describe racial equity and inclusion accomplishments to date.

- Staff and the Human Services and Affordable Housing Advisory Commissions have received racial equity training.
- Racial equity assessments of the human services and affordable housing funding programs were completed in FY23. The department consistently and thoughtfully uses the 5 “pocket questions” in decision making and in its work.
- The department is currently represented on the GARE Core Team by Malia Summey. Malia is the department’s first contact for constituent services. She often receives calls and emails from residents who are low-income and are facing eviction, having issues with unresponsive or threatening landlords, facing discrimination, or who need financial assistance.

Based on assessment(s), what are the critical factors affecting the department’s ability to address racial equity and inclusion, internally and/or externally?

- One critical factor staff will need is historical data on racial inequities, including redlining, in Carrboro. Ideally, partnering jurisdictions will be able to assist in this research.

How do current projects address racial equity and inclusion? Please provide specific examples.

- Town-Owned Land: (1) prioritize housing for extremely low-income households which are disproportionately BIPOC; (2) engage women and BIPOC owned development firms to bid on contracted services. Engage BIPOC residents to inform the design of town-owned land projects.
- Funding programs: collect of demographic data to see who is being served and identify gaps. Inclusion of racial equity questions on the application to assess the level of racial equity work agencies have done. Center racial equity in deliberation discussions.
- ARPA funding: \$2.5M for nonprofits, repairs and weatherization for low-income homeowners, creation or acquisition of additional affordable housing units, and emergency housing assistance. Those most negatively impacted by the COVID pandemic were disproportionately BIPOC; applications will be assessed on several criteria, including whether those who have been most harmed will benefit from the projects.

Strategic Energy and Climate Protection Plan –

What climate change and sustainability goals and objectives have been established for your department?

Working toward the Town’s 20-year goal to reduce greenhouse gas emissions by 80% by 2030, our department will:

- Continue to prioritize affordable housing projects that utilize green building techniques and materials, and weatherization in repair and rehabilitation projects.
- Encourage flexible work schedules, as permitted, to reduce the number of commutes by automobile.
- Reduce the amount of department printer and paper use.
- Reduce energy usage related to heating and cooling in our office area.
- Town Sustainability staff also plan to work with the department to work to implement several recommendations in the Community Climate Action Plan

Describe climate change and sustainability accomplishments to date.

- Sustainability prioritized in the Affordable Housing Special Revenue Fund application:
 - Eligible use:
 - Repair, Rehabilitation, Weatherization & Preservation
 - Specific questions in application: Construction/Rehabilitation Detail.
 - List of Energy Efficiency measures included in the project (if applicable)
 - List of Universal Design principles included in the project (if applicable)

- Describe the use of energy efficient principles, universal design, and/or materials with extended life span.

- In FY22, supported the repair or rehabilitation and weatherization of 3 homes and 10 apartments will receive asbestos abatement.
- Active support and participation in the Orange County Home Preservation Coalition.
- Accept electronic submission of Human Services and AHSRF applications only.
- Created a report on the estimated cost of weatherizing homes owned by low-income households in Carrboro.
- Looking ahead – development of ARPA RFP for weatherization of low-income, owner-owned homes.

Based on assessment(s), what are the critical factors affecting the department’s ability to address climate change and sustainability, internally and/or externally?

- Available funds to support affordable housing weatherization and repair projects in the community.
- Town-wide commitment to allow a hybrid model of public meetings – in-person and virtual. Nonprofit agencies have appreciated virtual public hearings which reduced time spent in the car. Typically, the Town hears from 45-50 applicants every year.

How does the requested budget address climate change and sustainability? Please provide specific examples.

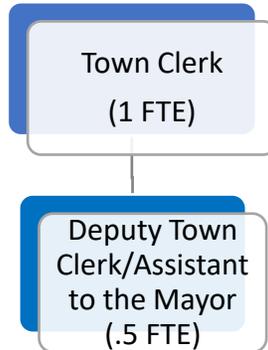
- Affordable Housing funds to support home weatherization for low-income Carrboro homeowners.
- Staff time to work with the Environmental Sustainability Coordinator to determine effective reporting criteria and methods to track the climate impact of weatherization and applicable critical repairs and green construction or features in new construction.

Budget Summary- Housing & Community Services

Department	FY 2023	FY 2024
HOUSING & COMMUNITY SERVICES	Adopted	Adopted
Personnel Exp	\$251,039	\$272,486
Operating Exp	\$349,090	\$359,563
TOTAL	\$600,129	\$632,049

TOWN CLERK

1.5 FTE



PURPOSE

Prepares Town Council meeting agendas and minutes and make them available to citizens and town staff; maintain official town documents and contracts; prepare and make available updates to the Town Code; receives and manages public record requests; manages advisory board and commission rosters & applications and provides support for the Town Council.

GOALS

- Serve the Council and the public by facilitating the production of meeting agendas and minutes in a clear, timely fashion.
- Maintain and organize official town documents, including resolutions, ordinances, town code amendments, and all town contracts for use by town staff, Council, and the public.
- Provide multiple public access points for all minutes and agendas, including the use of available technology in storage and retrieval of all town documents.
- Manage all town advisory boards & commissions rosters, applications, and coordination with staff liaisons for appointments.
- Work with town staff and town attorney on completion of public record requests in an efficient and timely manner.

SERVICES PROVIDED & ACTIVITIES

- Prepares minutes and agendas of Town Council meetings and makes these documents available electronically through the Town's website and stores the documents permanently.
- Posts video and audio of Town Council meetings to the website.
- Maintains updated Town Code and posts on the town website.
- Maintains an accurate record of all resolutions and ordinances approved by the Town Council.
- Point of contact for town public record requests, work with town staff and town attorney on completion of requests. Maintains record log of all public record requests.
- Maintains an accurate roster of advisory boards and commissions; facilitates the application and appointment process.
- Plans the annual advisory board recognition dinner.
- Research town records upon request.
- Indexes and stores all Town Contracts and/or agreements.

Performs other tasks as assigned by Town Council.

PREVIOUS YEAR ACCOMPLISHMENTS

Filed 100% of executed Town contracts and agreements.

Posted 100% of the updates to the Town Code on the Town's website.

Created and maintained a public record request record log and strengthened the public record request process internally.

Prepared agendas and minutes for Town Council meetings.

Timely finalization of resolutions, ordinances and proclamations approved at Town Council and routed to appropriate staff within one week of the meeting.

Successful maintenance of rosters and application processes of the Town's advisory boards and commissions by coordinating with over 100 members/applicants and staff liaisons.

UPCOMING FISCAL YEAR OBJECTIVES

To continue electronically indexing contracts and agreements.

To continue using Granicus agenda management software and expanding capabilities of each.

Implement new Granicus advisory board management software for easier tracking and application purposes.

Continuing meeting regularly with advisory board staff liaisons.

Continue to place emphasis on public record requests and work with departments to complete in a timely fashion.

Continue evaluation of department policies, practices and procedures using Racial Equity tools.

Re-launch of Carrboro Citizens Academy

TOWN COUNCIL PRIORITIES

Continue evaluation of department policies, practices and procedures using Racial Equity tools.

Council Procedures Manual adoption- aid Council on updates leading up to adoption.

Continue to work with Council as needed regarding Manager/Clerk evaluation process.

OBJECTIVES

Index and store all Town contracts and/or agreements.

Prepare minutes and make available on the website.

Increase the number of scanned contracts.

Increase the number of electronically indexed contracts.

Continue Granicus agenda, meeting, and minute management software.

PERFORMANCE MEASURES

	FY20 Actual	FY21 Actual	FY23 Actual <i>(estimated at 6/30/23)</i>	FY24 Projected
# Of Town Contracts (or agreements) on file with the Town Clerk	2160	2180	2600	2900
# Of Council Minutes Prepared by Town Clerk’s Office	37	37	25	30
# Employee Hours Spent Electronically Indexing Contracts	40	40	30	30
Average Employee Hours Per Set of Council Minutes Prepared	2.0	2.0	2.5	2.5
# Of Public Record Requests Received & Completed	n/a	n/a	45	45
Average # of Hours spent by Clerk per Public Record Request Received.	n/a	n/a	2.5	2.5
Average # of Hours spent Monthly re: Advisory Boards related tasks & correspondences	n/a	n/a	10 - 12	10 - 12

RACIAL EQUITY ASSESSMENT LENS

1. The Department continues to apply racial equity and inclusion techniques in every aspect of our work related to correspondences with town staff, Town Council, and the public. Since the Clerk’s office is inward & outward facing with Town staff and the public, a specific example is that the Clerk’s office fairly and equitably returns all voicemails and emails using the same informative response formats for everyone, and not selectively explaining an option to one specific person that may not be offered to another, because of their race, ethnicity, sexuality, or gender. This includes interpersonal communication and

digital communication means. The department strives to treat everyone with respect professionally and personally.

2. The Department has used the racial equity assessment lens tool to evaluate the advisory boards and commissions recruitment and appointment policy. Further, racial equity pocket questions have been utilized for agenda items. The Town Clerk continues to adhere by the Advisory Board Recruitment Policy regarding bringing diverse applicant pools forward to Council for appointments, and only does so when diverse applicant pools are achieved, unless quorum issues exist. The Town Clerk and Deputy Clerk have both attended GARE DRE training webinar offered early this year. The Town Clerk also completed the self-guided training offered by GARE upon their hire in 2022. The Town Clerk is a member of the Town’s CORE team and assists in reviewing Racial Equity Lens submitted by other Town departments.
3. Based on heavy workloads, standing meetings and meeting agenda preparations, the department would otherwise be able to evaluate the department policies and procedures using the Racial Equity Lens tool more efficiently. Due to these heavy workloads, it potentially prohibits the department from determining possible inequities that might exist once evaluating these policies and programs.
4. Current departmental projects will address race and equity as projects will be subject to the lens evaluations and/or pocket questions will need to be applied to check for any potential inequities.

STRATEGIC ENERGY & CLIMATE PROTECTION PLAN

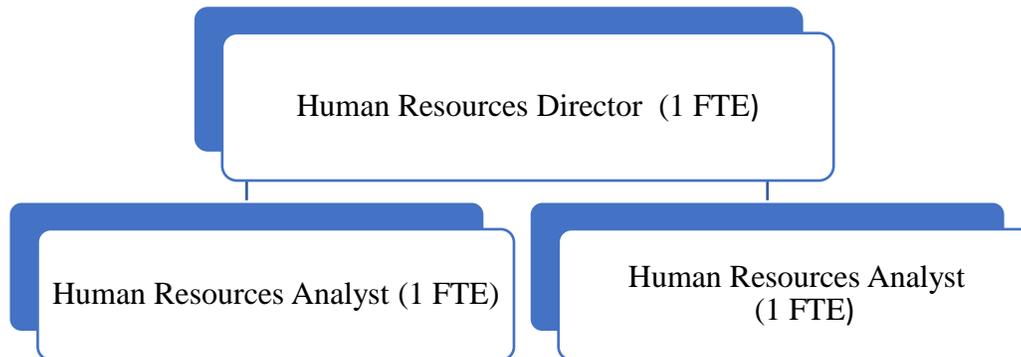
The Department continues to reduce use of paper and waste by using electronic methods for the bulk of the work to include email usage, digitally signed contracts, electronic indexing, online application submittals for advisory boards, use of the Granicus system for agenda materials, posting the large agenda packets online (often 75-100+ pages for each meeting). The Department will continue these methods during the next budget year and strive to keep digital records and department website up to date to ensure citizens can access information easily and reduce the need for printing.

Budget Summary- Town Clerk

Department	FY 2023	FY 2024
TOWN CLERK	Adopted	Adopted
Personnel Exp	\$125,325	\$144,412
Operating Exp	\$21,915	\$22,572
TOTAL	\$147,240	\$166,984

HUMAN RESOURCES

3 FTE



PURPOSE

Partner with the management team to recruit, hire, develop, and retain a highly qualified, diverse staff dedicated to delivering exemplary customer service and to creating an atmosphere of positive employee relations that focuses on the health and well-being of all employees.

GOALS

- Work with Town Manager and Management Team to maintain a fair, respectful, and effective work environment through Organizational Development work and initiatives, training, and communication.
- Research, review, and recommend competitive and cost-effective benefits.
- Research and review pay and position classification policies and programs that support the Board's goals for competitive, living wages that also provide employees with an affordable housing wage.
- Implement wellbeing program for employees in keeping with the Board's goal of enhancing quality of life for everyone.
- Provide a fair and equitable process for attracting applicants and retaining employees who have the education and experience commensurate with position requirements.

SERVICES PROVIDED & ACTIVITIES

- Provides organizational development assistance to Town Manager and Management Team
- Advertises vacant positions, receives employment applications, assists departments with interview process, background checks, and verifies employment eligibility (E-Verify)
- Conducts new employee orientations, including benefits enrollment sessions and surveys.
- Administers town-provided and voluntary benefits, including counseling all employees on benefits plans and options.
- Coordinates administration of DOT substance abuse testing, FMLA, EAP, and COBRA

- Counseling of supervisors and employees on performance issues and keeps supervisors abreast of legislative changes and guidelines that affect personnel administration; assists departments with personnel and employee relations issues.
- Maintains confidential personnel files in accordance with the General Statutes and completes reports according to state and federal regulations.

PREVIOUS YEAR ACCOMPLISHMENTS

- Conducted new employee orientation sessions, benefits enrollment seminars, and comprehensive benefits review.
- Held employee appreciation events and recognized service milestones.
- Completed and facilitated implementation of position classification and pay study and pay philosophy and policies.
- Provided direct communication to each employee on benefits deductions.
- Conducted several organization-wide safety trainings including fire drills and active shooter training.
- Implemented quarterly supervisory meetings and department spotlight events.

UPCOMING FISCAL YEAR OBJECTIVES

- Implement new performance management system that aligns with Town values.
- Provide training and development for department directors and supervisors that will enhance their leadership, operations management, and employee development skills.
- Increase applications of BIPOC individuals by 10%.

PERFORMANCE MEASURES

	FY2020-21 ACTUAL	FY 2021-22 ACTUAL	FY2022-23 PROJECTED	FY2023-24 PROJECTED
Positions Filled	21	59	52	TBD
Employee Appreciation Events and Rewards	4	4	4	16
Orientations, and other Information Sessions	30	28	30	30
Wellness Events	1	3	3	3
Individual Wellness Sessions, Referrals, Interventions	8	10	24	25

New Policies/Procedures/ Programs Revised or Developed	2	3	5	11
HR Staff - Trainings	2	4	5	5

Racial Equity Lens

1. What racial equity and inclusion goals and objectives have been established for your department?

- Increase BIPOC applicants to open positions by 10% in FY23-24.
 - Work with hiring managers to establish best practices and procedures for advertising open positions.
 - Identify and address any barriers to application process that could be impacting potential BIPOC applicants.
- Embed racial equity and inclusion best practices and lessons learned from GARE trainings into employee events and gatherings.
- Provide training to supervisors and employees that aligns with GARE initiative.
- Propose and implement benefit changes that support racial equity and inclusion.

2. Describe racial equity and inclusion accomplishments to date.

- Began working with hiring managers to find alternate ways to advertise open positions in an attempt to reach a broader applicant pool.
- Completed four (4) Racial Equity Assessment Lenses (Recruitment, Flexible Work Policy, Compensation Philosophy and Administrative Policies, and FY24 Proposed Benefit Changes).
- Scheduled an idea session with the GARE Core Team in May 2023 to find possible alternative benefits to the current Service Level Benefit.
- Collaborating with Race and Equity Division to embed racial equity and inclusion practices in monthly Departmental Recognition months, which will include open-ended employee roundtable discussions.
- HR staff has led a book club as part of the Continuing the Conversation series.

3. Based on assessment(s), what are the critical factors affecting the department’s ability to address racial equity and inclusion, internally and/or externally?

- Lack of diversity in applicant pools to open positions.
- Current labor market.
- Employee buy-in to racial equity and inclusion initiatives.
- Adhering to legal hiring practices.

4. How does current/future departmental projects address race and equity?

- Recruitment efforts are being analyzed and updated to ensure diverse applicant pools.
- Current Administrative Pay Policy should address any potential subjectivity in annual pay and promotions.
- GARE Core team is reviewing the nine proposed benefit changes for FY23-24.

- HR is including the GARE Core team in developing ideas for a proposed new benefit to replace the existing Service Level Benefit.
- Upcoming monthly departmental recognition events are intended to provide space for employees to “Continue the Conversation” on topics that impact racial equity and inclusion.

Strategic Energy and Climate Protection Plan

1. What climate change and sustainability goals and objectives have been established for your department?

- Move paper-based processes to online, paperless processes.
- Reduce waste at employee events.

2. Describe climate change and sustainability accomplishments to date.

- Implemented Flexible Work Policy on February 1, 2023, which is estimated to save approximately 106,600 miles per year in commuting costs and impacts and approximately 533,000 over the next five years.

3. Based on assessment(s), what are the critical factors affecting the department’s ability to address climate change and sustainability, internally and/or externally?

- Current onboarding process is primarily paper-based. Until a new HRIS is in place, the paper-based process is the only available option.
- Most Town employees live outside Carrboro limits and must commute to and from work.

4. How does the requested budget address climate change and sustainability?

- HR is working with IT to purchase and implement a new HRIS that will reduce paper-based processes.
- HR’s budget request includes funds for employee events; to address climate change and sustainability, HR will actively seek ways to use those funds to reduce waste at those events.
- HR’s budget request also includes funds for employee wellness initiatives; HR can partner with existing initiatives like the Mayor’s bike rides and walk to work days to encourage employees to walk and bike whenever possible.

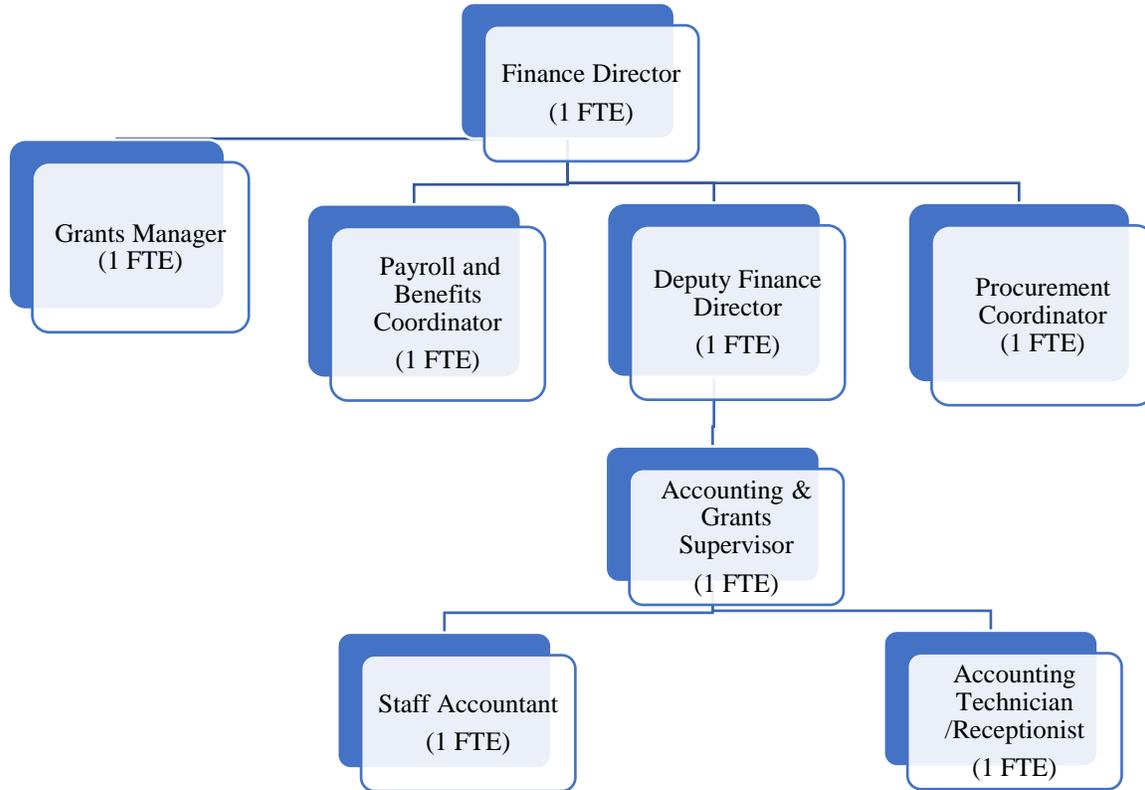
Budget Summary- Human Resources

Department

HUMAN RESOURCES	FY 2023 Adopted	FY 2024 Adopted
Personnel Exp	\$612,589	\$634,075
Operating Exp	\$99,505	\$102,490
TOTAL	\$712,094	\$736,565

FINANCE

8.0 FTE



PURPOSE

To provide financial management support for the delivery of town-wide services through the administration of financial, budget, payroll, accounts payables, billing and collections, and project development through best business practices.

SERVICES PROVIDED & ACTIVITIES

- Coordinate the annual independent audit and Comprehensive Annual Financial Report.
- Coordinate development of operating and capital budgets.
- Provide financial reporting as required by state and federal law.
- Process payroll and accounts payables.
- General Billing for Retiree Health Insurance.
- Manage cash and investments to ensure sufficient cash is available to pay current obligations and that idle cash is invested in accordance with state law.
- Issue purchase orders for goods and services, solicit bids, manage procurement card program, and manage service contracts.
- Manage risk and insurance program, including claims management, general liability, police, and public officials, and auto/property liability.

GOALS

- To strengthen financial accountability throughout the organization.
- To process and record all transactions accurately and timely.
- To make financial information available to decision makers on a regular and timely basis.
- To evaluate and implement strategies to utilize technology for increased operating efficiency, effectiveness, and cost savings.

PREVIOUS YEAR ACCOMPLISHMENTS

- Completed successful audit for year ending June 30, 2022.
- Hiring of a new Grants Manager.
- Monitored and reported on multiple new grants for the Town, including American Rescue Plan Act, Community Development Block Grant COVID-19, etc.

UPCOMING FISCAL YEAR ACTIVITIES

- Financing for 203 South Greensboro Street Project.
- Secure favorable financing for vehicles and equipment replacement.
- Continue to increase knowledge among departments on the use of MUNIS financial system.
- Implement an upgrade for the Munis accounting software.
- Continue to identify strategies for streamlining administrative processes.
- Review and update policies and procedures.
- Coordinate annual audit and prepare Comprehensive Annual Financial Report.
- File all required financial reports with state and/or federal agencies.
- Increase use of EFTs with vendors.

TOWN COUNCIL PRIORITIES

The Finance Department supports all departments in their effort to meet Town Council priorities & objectives.

OBJECTIVES

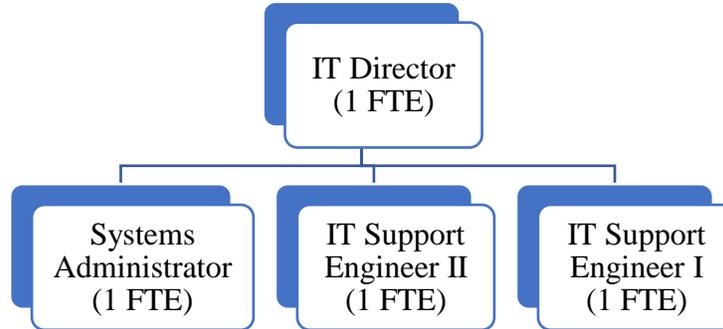
1. Process and record all transactions accurately and in a timely manner.
2. Utilize technology to ensure best business practices are effective and efficient.
3. Ensure Town's internal control system safeguards the Town's assets.
4. Ensure all grant and project ordinances are approved by the Town Council.
5. Ensure all transactions are completed and posted by the 5th working day of each month.
6. Monitor the Town's revenues and expenditures for compliance with the annual budget ordinance.
7. Develop annual operating and multi-year budgets by June 30.
8. Complete annual independent audit and prepare Comprehensive Annual Financial Report.

Budget Summary- Finance

Department	FY 2023 Adopted	FY 2024 Adopted
FINANCE		
Personnel Exp	\$715,831	\$724,331
Operating Exp	\$583,249	\$600,746
Total	\$1,299,080	\$1,325,077

INFORMATION TECHNOLOGY

4 FTE



PURPOSE

To deliver technology-based solutions that are cost-effective and increase the effectiveness and efficiency of many Town services. To work with various external and community organizations, as directed by the Town Manager, to discover mutually beneficial relationships, sharing technology infrastructure, resources and strengths.

GOALS

- To provide the technology to enhance the delivery of Town services and to increase the access to and the quality of vital government data.
- To align technology to business processes throughout Town government.
- To expand business continuity through the application of technology, secure systems and infrastructure redundancy.
- To work with county, municipal, educational and other agencies to share, cooperatively build and leverage existing infrastructure.
- To apply various technologies that enable staff, citizens and others to decrease their carbon footprint while working for the Town or interacting with the Town.

COUNCIL'S STRATEGIC PRIORITIES

- IT supports all departments in their efforts to fulfill the Council's Strategic Priorities. IT, as directed by the Town Manager, partners with local community organizations and other regional governmental bodies to leverage and share the Town's existing technology and technological knowledge to assist the underserved or unserved in the community.

SERVICES PROVIDED & ACTIVITIES

- Create a Town wide Information Technology Budget and facilitate long term planning through the Capital Improvements Program.
- Provide technology support services to all departments through helpdesk activities, education, upgrades, patching and maintain a replacement cycle for aging technology.

- Facilitate the collection, storage, security and integrity of electronic data while ensuring appropriate access.
- Maintain reliable historical data backups for discrete data loss incidents and catastrophic events.
- Provide technology purchasing expertise to all departments.

PREVIOUS YEAR ACCOMPLISHMENTS

- Implemented major Financial ERP, Planning and Police Evidence Library departmental software upgrades. Version upgrade of email system.
- Completed storage area network replacement.

UPCOMING FISCAL YEAR OBJECTIVES

- Implement major security refresh. Continue technology related assistance with the 203 Project.

PERFORMANCE MEASURES

	FY2020-21 ACTUAL	FY2021-22 ACTUAL	FY2022-23 ESTIMATED	FY2023-24 PROJECTED
# of Workstations, Laptops, iPads Supported	192	203	217	224
# of Emergency Services Mobile Terminals Supported	52	52	50	50
Average Hours per Month of Unplanned Application Downtime During Business Hours	<1	<1	<1	<1
# Unsuccessful Backups per Month	0	0	0	0

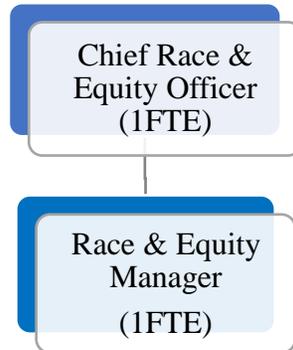
Budget Summary- Information Technology

Department

INFORMATION TECHNOLOGY	FY 2023 Adopted	FY 2024 Adopted
Personnel Exp	\$441,901	\$454,114
Operating Exp	\$1,537,181	\$1,583,296
TOTAL	\$1,979,082	\$2,037,410

RACE AND EQUITY

2 FTE



PURPOSE

The Town of Carrboro envisions being a community where race does not determine outcomes, and all have equitable opportunities and resources. We envision a time when participation in community events, programs and advisory boards represent community demographics. All will feel safe, secure, and know their voice is valued. We strive to be an inclusive and open-minded organization that has a culture created by its diverse staff, which serves the public through a social (racial) justice lens.

SERVICES PROVIDED AND ACTIVITIES

- Educate employees and community about advancing equity and establishing a sense of belonging.
- Facilitate racial equity into Town policies, processes, practices, and services.
- Serves as staff liaison to Community Safety Task Force and Racial Equity Commission.

THIRTEEN TOWN COUNCIL PRIORITIES/STRATEGIES

Council's key strategic area is to implement race and equity initiatives (collective and department driven) –

- Completion of the disparity study presentation of the recommendations from the disparity study to the Council (Economic Development)
- Agenda cover sheet for agenda items, the race equity lens and climate action plan – work from departments should include how the work touches Race and Equity and Climate/Pocket questions or completed lens summary (Race and Equity/All)
- Complete evaluation of Town's policies, processes and procedures using the REAL – All/CORE team and Racial Equity Commission
- Language Access plan completed and adopted (Communications and Engagement)
- Review as assessment plan to include more women and minorities as businesses and vendors (Economic Development/All)
- Staff is also reviewing hiring policies to hire more BIPOC (Human Resources)
- Community Safety Task Force Recommendations

GOALS

- Continue leading this initiative using the National Effective Practice – normalize, organize, and operationalize.
- Educate Carrboro Town employees and residence to provide understanding of and the ability to advance equity. (Infrastructure and Tools)
- Reduce racial disparities within Town government.
- Work to ensure Carrboro is a model employer and service provider by embedding racial equity in daily and long-term operations.
- Work with CORE TEAM, all staff, Racial Equity Commission, Community Safety Task Force, and community on safety, sense of belonging and everyone is valued.
- Help all residents in Carrboro live in a more just and equitable community.
- Update council agenda cover sheet and provide additional information as it relates to race and equity.
- Work to ensure that all department’s intent equals equitable impacts.

UPCOMING FISCAL YEAR OBJECTIVES

- Provide foundational training to all new employees.
- Continue to evaluate all practices, procedures, policies, and services using the REAL.
- Begin to formulate changes based on racial equity evaluation findings.
- Continue to work with the county, region, state and nationwide in fostering partnerships in advancing racial equity and a sense of belonging.
- Work with Racial Equity Commission, Community Safety Task Force, community, and departments on equity performance indicators.

PREVIOUS YEAR ACCOMPLISHMENTS

- Racial equity training provided to elected officials in Orange County.
- The OneOrange Racial Equity Framework was adopted by each jurisdiction in Orange County, NC.
- Approved funds for a disparity study that will inform changes to the Town's procurement policies to increase opportunities for minority- and women-owned business enterprises.
- Racial Equity Commission presented first year synopsis. This presentation included a proposed plan of action and community feedback from the Carrboro Day Survey. The Council approved a change to the commission membership - representative from the Farmer’s Market Board or BIPOC business owner.
- Departments began using the REAL to evaluate policies, practices, procedures, and services. Once the racial equity evaluation is completed, the CORE Team reviews the completed packets and provides recommendations. The Racial Equity Commission reviews nonoperational policies, practices, procedures, and services.

- Town Manager's appointment of Carrboro's first Chief Race and Equity Officer.
- Racial equity analysis was placed within the budget process and the ARPA funding program.
- New employees are required to go through the self-paced Advancing Racial Equity, the Role of Government training.
- Partnered with the Carrboro Cybrary in creating a brochure of racial equity resources available for staff and the public to check out to learn more about the importance of and normalizing race and equity work.
- Strengthening and developing community partnerships and opportunities in community.

PERFORMANCE MEASURES

	FY 2022-2023 estimated
% of employees that completed foundational equity training	95%
% of completed policies, procedures evaluated by the racial equity assessment lens	23%
% of BIPOC employees hired	27%
% of BIPOC advisory board/commission members appointed	33%
% increase in affordable homeownership units	0%
% increase in identified BIPOC businesses	4.7%

Budget Summary- Race & Equity

Department		FY 2023 Adopted	FY 2024 Adopted
RACE & EQUITY			
Personnel Exp	\$	-	\$270,886
Operating Exp	\$	-	\$150,000
TOTAL	\$	-	\$420,886