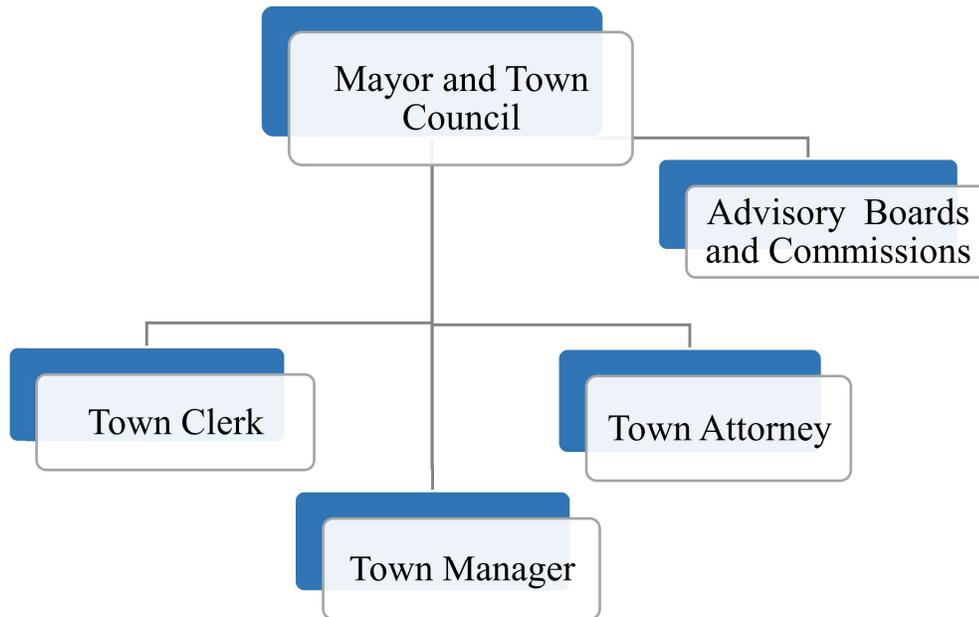


MAYOR AND TOWN COUNCIL



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 38th 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.
- Continued work on the Carrboro Connects Comprehensive Plan 2022-2042 and identified/adopted 13 key strategic priorities from the Comprehensive Plan.

UPCOMING FISCAL YEAR OBJECTIVES

Key Priorities:

Short-term:

- Staff retention, recruitment, and fulfillment.
- Land Use Ordinance & Economic Development.
- Environment: Stormwater and infrastructure improvements and environmental protection and tree-canopy.

Long-term:

- Race and Equity Initiatives: Implement Community Safety Task Force recommendations, race equity initiatives, and the accessible language plan.
- Multi-Modal: Multi-Modal Connectivity and Bolin Creek Greenway.
- Subsidization of Affordable Housing.

Budget Challenges:

- Meeting inflationary obligations for goods and services with flat revenue growth
- Expected increase in health insurance premiums.
- Increase in the contribution rate for the Local Governmental Employee Retirement System (LGERS).

Budget Summary- Mayor and Council Members

Department

| MAYOR AND TOWN COUNCIL | FY 2024 Adopted | FY 2025 Adopted |
|-------------------------------|----------------------------|----------------------------|
| Personnel Exp | \$129,053 | \$132,925 |
| Operating Exp | \$316,890 | \$335,216 |
| TOTAL | \$445,943 | \$468,141 |

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.

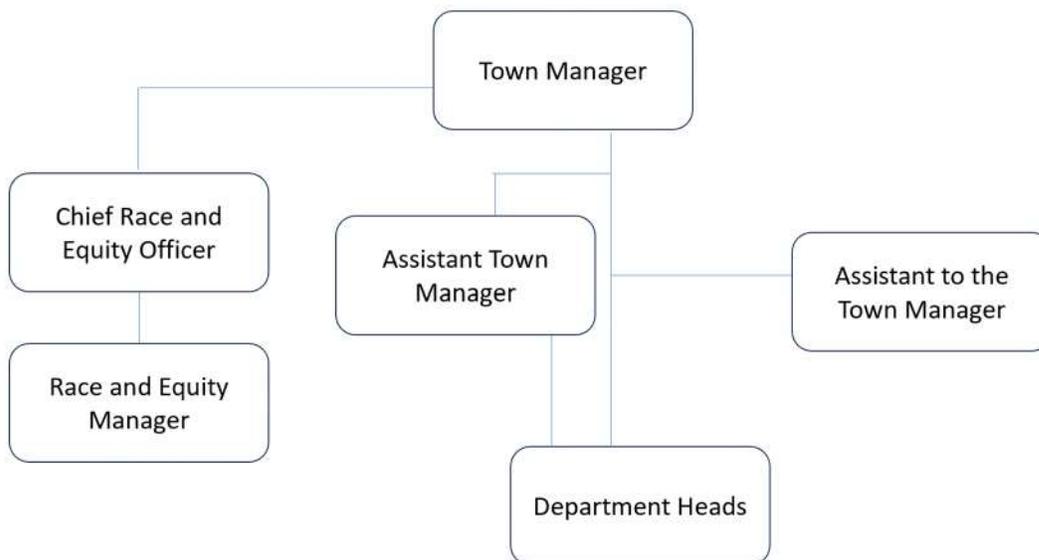
SERVICES PROVIDED & ACTIVITIES

- 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 2024 | FY 2025 |
|------------------------|-----------------|-----------------|
| ADVISORY BOARDS | Adopted | Adopted |
| Personnel Exp | \$ - | \$ - |
| Operating Exp | \$62,418 | \$64,291 |
| TOTAL | \$62,418 | \$64,291 |

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 residents' needs. All Department Directors report directly to the Town Manager and the Assistant Town Manager. 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 Officer and the Race and Equity Manager who work to facilitate racial equity into Town policies, processes, practices, and services and maintain and increase community, county, and regional partnerships.

GOALS

- Help all residents in Carrboro to live in a more just and equitable community.
- 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.
- Reduce racial disparities within Town government.
- 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 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 on various advisory boards, commissions, and committees.
- Conduct GARE training for all employees.
- Educate employees and community about advancing equity and establishing a sense of belonging.

PREVIOUS YEAR ACCOMPLISHMENTS

- Hired a Town Manager and Assistant to the Town Manager.
- Operationalized American Rescue Plan Act (ARPA) Spending Allocation Plan.
- Completed an organizational staffing study.
- Partnered with One Orange to create and house a Racial Equity Index dashboard that reflects racial data within Orange County.
- Adoption of first racial equity action plan, Weaving Equity in Carrboro Town Government.

UPCOMING FISCAL YEAR OBJECTIVES

- Create and hire a Chief Sustainability Officer.
- Complete an updated compensation study.
- Implement the recommendations of the staffing study.
- Continue focus on staff recruitment, retention, and organizational development.
- Adopt an organizational strategic plan including vision and mission statements along with core values.
- Develop and adopt a performance management plan.
- Complete the 203 Project.
- Finalize Town Hall Renovation Design.

- Manage Carrboro Connects implementation.
- Manage Racial Equity Action Plan implementation.

RACIAL EQUITY ASSESSMENT

1. What race and equity goals and performance measures have been established for your department?

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 and leading using the GARE Change Approach – visualize, normalize, organize, and operationalize our work. 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.

2. Describe race and equity accomplishments to date.

Implementing the first racial equity action plan – Weaving Equity in Carrboro Town Government and 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 Officer and the hiring of a Race and Equity Manager. These two positions round out the Race and Equity team 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.

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? 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.

4. How do current projects address racial equity and inclusion. Please provide special examples.

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 priorities and the Comprehensive Plan, many of which include race and equity projects.

STRATEGIC ENERGY AND CLIMATE PROTECTION PLAN

The Town Manager’s Office (TMO) 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 priorities which will guide the ongoing work of the Town.

Budget Summary- Town Manager

| Department | FY 2024 | FY 2025 |
|---------------------|------------------|------------------|
| TOWN MANAGER | Adopted | Adopted |
| Personnel Exp | \$618,192 | \$636,738 |
| Operating Exp | \$133,462 | \$228,981 |
| TOTAL | \$751,654 | \$865,719 |

Budget Summary- Race & Equity

| <u>Department</u> | FY 2024 | FY 2025 |
|--------------------------|-------------------------|-------------------------|
| RACE & EQUITY | Adopted | Adopted |
| Personnel Exp | \$270,886 | \$279,013 |
| Operating Exp | \$150,000 | \$150,000 |
| <u>TOTAL</u> | <u>\$420,886</u> | <u>\$429,013</u> |

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 an 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.
- Initiated the Disparity Study.
- Developing and implementing business training and networking for BIPOC businesses through Boost Carrboro.
- Provided BIPOC business support and growth through pop-up events in partnership with Empowerment.
- Retained a firm to develop a Downtown Master Plan.

UPCOMING FISCAL YEAR OBJECTIVES

- Beginning implementation of Economic Sustainability portions of the Comprehensive Plan.
- Implement a downtown paid parking and parking enforcement program.
- 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 the Disparity Study.

COUNCIL PRIORITIES

1) How does your requested budget address a key strategic area?

Due to the small budget of the Economic Development Department, there are no major key strategic areas that this proposed budget is significantly contributing to. However, Staff time will be dedicated to the LUO rewrite and the growth and support of nontraditional entrepreneurial enterprise through accelerator/entrepreneurial programs. Other economic development priorities are not specifically listed in the council priorities, so it is difficult to specifically address broadly what Council is referring to.

2) What is your long-term goal in funding to achieve these priorities?

Continuing to appropriately support staffing in order to assist with the LUO rewrite will be critical. Additionally, accelerator and entrepreneurial programming often takes time to develop appropriate community, so an annual commitment to these programs will be crucial to developing the desired ecosystem.

- 3) **What are the critical factors affecting your department in accomplishing these priorities.**

Time availability for staff is the biggest critical factor at this moment.

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.

RACIAL EQUITY ASSESSMENT

- 1) **What race and equity goals and performance measures have been established for your department?** We are continuing to roll out BIPOC-centric programming through the use of ARPA funds. These include BIPOC Business Pop-Up events, BIPOC Business Coaching and Training, as well as targeting an average of 24% of all programming participants being BIPOC.
- 2) **Describe race and equity accomplishments to date.** This year so far, the Department has funded the hosting of BIPOC pop-up events, BIPOC entrepreneurial coaching programs, and supported/participated in the Minority Vendor Fair with Chapel Hill and UNC.
- 3) **What are the critical factors affecting the department's ability to address racial equity and inclusion, internally and/or externally?** Funding is the biggest critical factor affecting the department's ability to address racial equity and inclusion. Due to the size of our department, we primarily outsource most of the racial equity work we do through event and training contractors.
- 4) **How does the current project address racial equity and inclusion?** Please provide specific examples (new initiatives). The current budget addresses racial equity and inclusion by continuing to fund BIPOC business training, pop-up events, and (depending on the results of the Disparity Study) BIPOC vendor recruitment and development.

STRATEGIC ENERGY AND CLIMATE PROTECTION PLAN

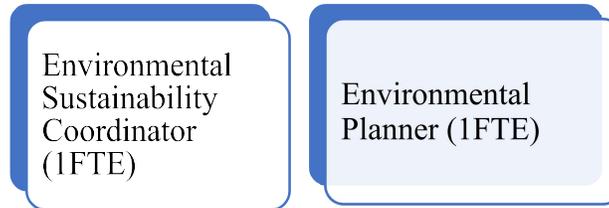
- 1) **What climate change and sustainability goals and objectives have been established for your department?** The Department focuses on sustainable businesses and economy by working to create a circular economy and ensuring a new business fulfills a need within the community.
- 2) **Describe climate change and sustainability accomplishments to date.** The Department has expanded the Business Revolving Loan Program to include agricultural-based businesses outside of the Town Limits to encourage the development of foundational businesses and producers that help support businesses within the Town while minimizing transportation costs (e.g. farmers outside of Town that might supply meats or produce to a restaurant in Town).
- 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 the department can strive to support a more circular economy, there is limited ability for the department to make significant progress towards this end due to the limited size of our jurisdiction. Additional funding could produce informational and educational opportunities, but implementation would have to be reserved to the private sector.
- 4) **How does the requested budget address climate change and sustainability?** Please provide specific examples. While there are no specific projects or initiatives that are identified in this budget, staff do continue to dedicate time to supporting circular economy efforts as well as general support for environmental planning initiatives (such as the Energy Efficiency Revolving Loan).

Budget Summary- Economic Development

| Department | FY 2024 | FY 2025 |
|-----------------------------|------------------|------------------|
| ECONOMIC DEVELOPMENT | Adopted | Adopted |
| Personnel Exp | \$118,524 | \$122,080 |
| Operating Exp | \$290,568 | \$241,440 |
| TOTAL | \$409,092 | \$363,520 |

CLIMATE ACTION

2 FTE



PURPOSE

The Climate Action cost center captures the staff and programs involved with coordination of implementation of the Town's Energy and Climate Protection Plan (ECPP/ 2014), which focuses on Town interests and responsibilities, and the Community Climate Action Plan (CCAP/2017), which expresses the Town's community greenhouse gas emissions reduction goals and actions to be undertaken by the broader community in order to achieve greenhouse gas reduction targets.

GOALS

- Utilize the ECPP to guide program development, budgeting and the Capital Improvement Program towards responsible municipal energy management and greenhouse gas reductions and goal of 80% reduction in 2010 levels of municipal greenhouse gas emissions by 2030.
- Utilize the CCAP to coordinate programs, service, and partnerships to engage the community and assist with reducing community greenhouse gas emissions while raising awareness of and involvement in solutions to global climate change and a post-carbon energy future, including adaptation to changes, and enhancing ecosystem resilience, transportation and food choices.
- Communicate broadly about these reduction goals and the benefits of climate change mitigation, including financial savings through energy efficiency, the creation of new jobs, improved air quality and public health, and healthier forests and streams.

ADDRESSING COUNCIL'S BUDGET AND LONGER-TERM STRATEGIC PRIORITIES

- Land Use Ordinance and Economic Development
- Environment – specifically environmental protection and tree canopy
- Race and Equity Initiatives – Addressing Environmental Justice of Climate Impacts
- Multi-Modal Connectivity
- Deliverables: Measured reductions in the Town's and Community's greenhouse gas emissions; Ecosystem benefits of tree canopy and open space; Outreach and engagement per One Orange Racial Equity Framework

SERVICES AND PROGRAM ACTIVITIES

- Coordinate implementation of the ECPP and CCAP, including technical reports and analyses and community outreach.
- Pursue emissions reduction and sustainability in all Town efforts.
- Ensure racial equity is incorporated in all ECPP and CCAP implementation.
- Represent the Town in collaborative climate action-related initiatives and sustainability efforts.
- Housed in the Planning Department with support and coordination from associated divisions.

PREVIOUS YEAR ACCOMPLISHMENTS

- Staff liaison to the Environmental Advisory Board and Climate Action Team.
- Developed climate action outreach messaging.
- Represented Town in collaborative initiatives and sustainability organizations.
- Completed racial equity assessment lenses for CCAP initiatives.
- Administered Green Neighborhoods Grant Program with six grant recipients and launched the second round of funding.
- Completed two rounds of Solarize the Triangle Program.
- Launched a Leave Your Leaves campaign.
- Management of Town Fleet Alternative Fuels Analysis.
- Outreach and reporting for annual Bee City USA and Mayors' Monarch Pledge programs.
- Edited and finalized presentations for the Modules Project.
- Served as Town representative for regional collaborative efforts to submit funding proposals to climate action programs funded by the 2021 Bipartisan Infrastructure Law and 2022 Inflation Reduction Act.
- Supervised intern in creation and launch of a Multifamily Composting Pilot Project

UPCOMING FISCAL YEAR OBJECTIVES

- Develop a budgeting and accounting tool to track Town climate action activities.
- Expand awareness of Green Neighborhood Grant Program and projects.
- Renew Interdepartmental Staff Climate Action Team.
- Evaluate expanded curb/community compost collection options.
- Complete redesign and relaunch the Energy-Efficiency Revolving Loan Fund.
- Launch a task force that includes landlords and tenants towards improved energy efficiency and renewable energy for rental communities.
- Advocate for renewable energy and large-scale energy generation in development review process and through partnerships with public agencies and organizations.
- Increase outreach related to food choices.
- Develop schedule of quarterly volunteer invasive species removal at Town properties.
- Implement FY 2025 Bee City USA and Mayors' Monarch Pledge activities.

PERFORMANCE MEASURES

| |
|--|
| Calculate emission reductions related to each project and initiative implemented. |
| Track progress towards emissions reduction goals outlined in the Energy and Climate Protection Plan and Community Climate Action Plan. |
| Monitor and track engagement with residents and associated emissions reductions. |
| Report regularly on progress to Town Council. |

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 the One Orange Racial Equity Framework. 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

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?

The requested budget addresses recommendations in the Energy and Climate Protection Plan (ECPP) and Community Climate Action Plan (CCAP). Examples include:

- Operational costs related to electric vehicle (EV) charging stations.
- Providing grants through the Green Neighborhoods Grant Program
- Outreach/engagement on climate action topics, including food choice, food waste reduction, and energy efficiency.
- Bee City USA and Mayors’ Monarch Pledge 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

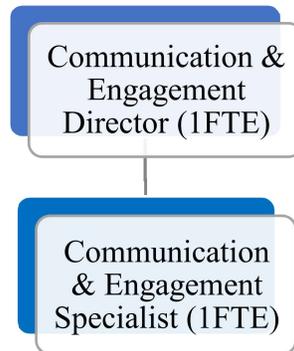
Budget Summary- Climate Action

Department

| CLIMATE ACTION | FY 2024 Adopted | FY 2025 Adopted |
|-----------------------|----------------------------|----------------------------|
| Personnel Exp | \$195,989 | \$201,869 |
| Operating Exp | \$41,263 | \$63,556 |
| TOTAL | \$237,252 | \$265,424 |

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

- Developed the **Language Access Plan**, working with Building Integrated Communities, a program of the Institute for the Study of the Americas at UNC-Chapel Hill.
- Drafted a revised **Community Biennial Survey** and worked with consultant ETC Institute for dissemination and reporting out of results. This is the second time in which the Town has created a separate survey of residents who live in the Qualified Census Tract.
- Led a successful community engagement process for the **Bolin Creek Greenway** from June to October 2023 using a variety of online tools - a survey, an interactive mapping tool, social media - as well thousands of postcards and flyers, door-to-door literature distributions in select neighborhoods, and outreach at community events with a commitment to engaging a diversity of voices - through translation, interpreters, and paper. At the end of the engagement period, the Town received 1,769 responses to the survey and 644 comments.
- Recognized with **Awards from 3CMA and NC3C** for programs including the Bilingual Town Calendar and Carrboro In Motion.
- Designed, printed and distributed a **Bilingual Wall Calendar** for the Town of Carrboro featuring free community events, as well as service information. Hand-delivered to residents of apartment complexes, this year's distribution was expanded to include Historically Black Neighborhoods of Carrboro.
- Designed unique **Downtown Banners** for monthly rotation to announce seasonal events and observances, following coordination with Duke Energy for design plan approvals.
- Coordinated with partners to market and plan events (including photography and video production) for Libba Cotten Day, Pride Month, Juneteenth, Black History Month, BIPOC Elected Officials Poetry Reading, Freight Train Blues, Braxton Foushee Day, Second Graders Tour of Town Hall and Fire Station, Manley McCauley Marker Unveiling, and Braxton Foushee Street Dedication.
- **Created new websites/webpages** for Poetry in Carrboro, Black History Month, Carrboro Pride, Juneteenth, and Women In Carrboro.
- Completed a second update of Town Branding to introduce **New Marketing Logos for seasonal events such as Black History Month, Bike Month and Hispanic Heritage Month**.
- Partnered with Fleet Feet to provide a **Historic Walking/Running Tour of Downtown Carrboro** to help celebrate their 30th anniversary.
- Organized a total of six **Carrboro In Motion** events in spring and fall. This engagement effort provides Town departments and community partners an opportunity to connect with residents via community block parties. The apartment complexes in our schedule are those where a high percentage of residents have requested emergency housing assistance to avoid evictions.
- Provided **Regular Photography Services** for Recreation, Parks & Cultural Resources programming across many recreational activities.

UPCOMING FISCAL YEAR OBJECTIVES

- Implement the Language Access Plan including identifying vital documents for translation and working with Refugee Community Partnership.
- Support the opening of the 203 Project with communications and website support and outreach, including a grand opening event.
- Develop plan for selecting and installing digital signage using ARPA Funding.
- Create Engagement webpage to centralize a location for engagement activities by various departments and programs.
- Complete Town Style Guide including Inclusive Language Guide as part of an overall Engagement Framework.
- Organize event marketing and coverage through a coordination plan with RCPR
- Create Website Sub-site for Recreation, Parks and Cultural Resources.
- Continue Carrboro in Motion community block parties (emphasis on underserved communities).
- In the event that the Citizens Academy becomes a priority, this program will involve C&E in a high capacity.
- Engagement support for the Downtown Master Plan.
- Increase focus on YouTube Channel including overall video content creation.

PERFORMANCE MEASURES

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

| | FY2020-21 | FY2021-22 | FY2022-23 | FY2023-24 |
|---|-----------|-----------|-----------|-----------|
| Meet or exceed the Community Survey results of respondents “satisfied” with availability of information about Town programs and services. (In 2024, question changed from “access” to “availability”) | N/A | 68% | N/A | 65% |
| Meet or exceed the Community Survey results of respondents “satisfied” with experience engaging with Town Government process. (In 2024, question changed to “level of public involvement in local decision-making”) | N/A | 59% | N/A | 44.5% |
| Meet or exceed the Resident Survey results of respondents | N/A | 59% | N/A | 61% |

| | | | | |
|--|-------|-------|-------|-------|
| “satisfied” with Town efforts to inform residents on local issues. | | | | |
| Town Information Centers | N/A | 4 | 9 | 9 |
| Email Subscribers to Town News | 1,010 | 1,007 | 1,057 | 1,096 |
| Email Subscribers to Carrboro This Week | 128 | 428 | 614 | 763 |
| Facebook Followers | 4,216 | 5,500 | 6,001 | 6,.6K |
| Twitter Followers | 7,262 | 7,797 | 7,715 | 7,.6K |
| Instagram Followers | 3,053 | 3,942 | 4,617 | 5,839 |
| LinkedIn Followers | N/A | 178 | 387 | 575 |
| Nextdoor Followers | 6,765 | 7,556 | 8,134 | 8,836 |
| YouTube Followers | 182 | 277 | 387 | 427 |

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.

- **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. We have a goal to ensure language access is an integral function of all Town programs, services and activities. The Communication and Engagement Department was successful in its grant application in May 2023 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. A staff and community team assembled for the Building Integrated Communities program and worked from May 2023 to April 2024 to develop the Language Access Plan. This plan was adopted by the Town Council in April 2024.
- **Carrboro in Motion Fest/Festival de la Comunidad en Movimiento** – Since launching this event in October 2022, we have held seven Carrboro in Motion block parties and have five additional events planned for spring and fall 2024. As we return to communities, we notice increasing participation and excitement from property managers. Additionally, we are picking up new partners from Orange County who come out to meet residents and offer county services from the Library, Social Services, and Housing. Many residents are beginning to recognize Town staff members and seek them out for questions and ongoing conversations. This event is a great opportunity for Town Departments to connect with residents, especially when they have engagement topics underway. We are grateful for ongoing participation from Planning, Fire-Rescue, Police, RPCR and Housing & Community Services, and Public Works.
- **Bilingual English/Spanish Calendar** – C&E staff created a wall calendar in English/Spanish that highlights free Town events with information about services and ways to connect with departments. C&E Staff joined by departments including Police, Fire-Rescue and Race and Equity – work to hand-deliver the calendars to underserved communities. This year, additional distributions were made in Historically Black Neighborhoods of Carrboro. This calendar won a statewide NC3C Communications Award in April 2023 and again in April 2024.
- **New Seasonal and Values Logos** – The department prepared an update to the Town Brand Guidelines, approved by the Town Council, to include new logos for many events and observances that make our marketing more inclusive and representative of

our community. These include Hispanic Heritage Month, Black History Month, Juneteenth, Pride Month, and others.

- **Downtown Banners** – The department created a suite of banners for Downtown Carrboro that display the Town’s values and backing of seasonal observances such as Black History Month, Pride Month and more. These banners are a highly visible communication method to display our Town values for diversity, equity and inclusion.
- **Town Information Centers** – C&E staff regularly update approx. nine message boards located around Carrboro in order 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.
- **Engagement Webpage** – We are planning to create a landing webpage to centralize the Town’s engagement questions and topics underway. This will make it easier to communicate a central access point where the community can get involved and weigh in on topics. It will also help departments to coordinate their engagement efforts and find opportunities for cross-pollination.
- **YouTube Livestream of Council Meetings** – Our Council meetings now include multilingual closed captioning which may be translated into various languages. This increases equity by keeping Linguistically Isolated Communities informed and allowing them to participate in their native language. We are working to improve our video, livestreaming and other communications to improve the Town’s YouTube channel, which has higher numbers of viewers who are racially and ethnically diverse than other social media platforms.
- **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 banners.
- **Related Stories and Updates:** BIPOC Business Roundtables, Immigrant Heritage Month, Carrboro Day including history, Elizabeth Cotten, Historic Truth Plaques, Manly McCauley Historic Marker, 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.

Carrboro 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 stations 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 also intend to use the Carrboro Conversations model for engagement projects that can benefit from this style of engagement. 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. Our goals are to combine outreach to neighborhood organizations with our existing lists of apartment complex managers and community partners to establish a system of outreach across many communities.

The Town of Carrboro strives to create a neighborhood liaisons network in the future. Due to other demands on the department, this has been set as a longer-range priority. 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 are 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.

Our current large engagement projects are implementation of the Language Access Plan and continuation of Carrboro in Motion events.

The Language Access Plan (LAP) -- The Town’s Language Access Plan will help provide more equitable services. When someone inquires about government services, they receive adequate language support from the start, no matter what language they speak. While government services are available to everyone, the language barrier can deter individuals from seeking assistance, participating in community offerings and feeling a sense of belonging in the community in which they live. The result is unequal access to government services, with a significant population receiving mediocre services — or none at all. The LAP will help staff understand their roles and responsibilities with respect to overcoming language barriers for Limited English Proficiency (LEP) individuals. The plan is a management document that outlines how the Town has or will define language assistance tasks, set deadlines and priorities, assign responsibility, and allocate the resources necessary to come into or maintain compliance with language access requirements.

Carrboro In Motion -- This spring 2024, we will be taking Carrboro in Motion to Estes Park (March 2 – completed), Collins Crossing (April 27), Berkshire 54 (May 18) and Royal Park (June 8) apartment complexes. These locations were selected to increase Town of Carrboro engagement with underrepresented and low-income communities in Carrboro.

The apartment complexes in our schedule are those where a high percentage of residents have requested emergency housing assistance to avoid evictions. C&E coordinates with Housing & Community Services to identify locations where we can meet the goals of the *Inclusive Carrboro Communications & Community Engagement Plan* “to improve public access to information about the Town and its services, programs and decisions, provide timely communication with stakeholders; engage racial and ethnic minority groups and other vulnerable and underserved populations; advance opportunities for all; assure the Town provides clear and useful information; and enhance transparency of decision-making and outcomes.”

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

1. 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. We use paper lanterns instead of balloons for the Libba Cotten Day and Carrboro In Motion events. Following these events, we aim to reuse them for future events whenever possible.
- Shop local
We always seek out local businesses for our small department's needs.

2. 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, Green Neighborhoods Grant Program, Stormwater initiatives, composting, EV Charging Stations, and Arbor Day. 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.

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?

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.

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

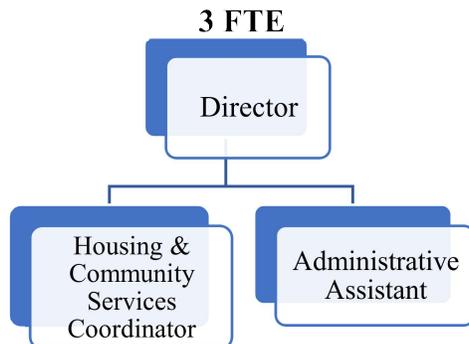
An ongoing project is to create a sustained year-round campaign of messaging to inform and involve the community on Town’s climate action goals. We work closely with the Environmental Sustainability Coordinator to communicate with the public about the initiatives underway to meet our climate action goals and educate residents about actions they can take across these areas.

Budget Summary- Communication & Engagement

Department

| COMMUNICATION & ENGAGEMENT | FY 2024 Adopted | FY 2025 Adopted |
|---------------------------------------|------------------------|------------------------|
| Personnel Exp | \$213,450 | \$219,854 |
| Operating Exp | \$36,902 | \$61,000 |
| TOTAL | \$250,352 | \$280,854 |

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/weatherize 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 priorities

- Community engagement to inform the project design on town-owned land (dependent upon assessment findings that are conducive to development and Town Council direction).
- Collaborate with nonprofit partners to weatherize and conduct critical repairs on homes owned by low-income households in Carrboro.
- Identify grants to supplement revenue for affordable housing initiatives.
- Continued engagement to increase the number of affordable units for ownership or rent in Carrboro in for-profit and non-profit developments.

SERVICES PROVIDED & ACTIVITIES

- Support the Town's Affordable Housing and Human Services Advisory Commissions.
- Collaborate with community nonprofits and neighboring jurisdictions to achieve Town goals.
- Connect residents to housing and human services resources.
- Manage the Affordable Housing Special Revenue Fund and its application process.
- Manage 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

- Implemented strategy to commit \$2.5M of American Rescue Plan Act funds to support: (1) affordable housing development (~75 units) and acquisition (10 units); (2) eight nonprofits providing critical services to residents most impacted by the pandemic; (3) weatherize at least 25 homes owned by low-income households.
- Closed 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 support the creation and preservation of affordable housing and homelessness prevention.
- \$274,000 awarded to 42 community nonprofits to support Human Services in FY23-24.
- Issued RFP for \$1M in ARPA funds to create “transformative” affordable housing.
- Responded to resident housing-related calls and facilitated housing and fire inspections when the situation was warranted.
- Managed the Rogers Road Sewer Connection project.
- Implemented new scoring rubric, centered in racial equity, for the Human Services Advisory Commission
- Completed the initial assessment on town-owned Pathway and Crescent parcels.

UPCOMING FISCAL YEAR OBJECTIVES

- Increase the number of affordable units created and preserved in Carrboro.
- 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.
- Finalize 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.
- Continue to foster the preservation of the manufactured home communities and single and multi-family units.
- 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.
- 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 2021-2022 ACTUAL | FY 2022-2023 ACTUAL | FY 2023-2024 ESTIMATED * | FY 2024-2025 PROJECTED |
|--|--------------------------------|--------------------------------|---|-----------------------------------|
| # Affordable units - homeownership | 75 | 75 | 75 | 76 |
| # Affordable units - rental | 380 | 380 | 390 | 392 |
| # NOAH units preserved (weatherization and repair) | 64 | 78 | 80 | 90 |
| # Affordable housing grants awarded per year | 8 | 4 | 3 | 4 |
| \$ Affordable housing funds allocated per year | \$384,664 | \$441,740 | \$280,332* | \$480,510 |
| # Nonprofits assisted - Human Services per year | 50 | 50 | 42 | 45 |

* Does not include ARPA funded projects or requests.

RACIAL EQUITY ASSESSMENT

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

- In addition to affordable housing experience, an understanding of, and commitment to, racial equity and inclusion was prioritized in the hiring of the Housing and Community Services Coordinator in FY24.
- In addition to the required onboarding trainings, staff, and members of the Human Services and Affordable Housing Advisory Commissions, have additional opportunities to continue racial equity learning or training as they arise through the Town’s Department of Race and Equity, GARE, and other resources. For example, staff attended a conference on racial equity in health care systems. Although health care is not a town function, it does fund healthcare nonprofits,

therefore expanding an awareness of the inequities in health care systems is important when evaluating funding applications.

- Racial equity assessments of the human services and affordable housing funding programs completed in FY23. Continue to gather baseline data that tells us who we are serving and where the gaps are. Continue to use results of the assessments to inform possible changes to the funding processes to center racial equity.
- 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.

2. 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 7 “pocket questions” in decision making and in its work.
- In FY24, staff created a scoring rubric for the Human Services Advisory Commission which included racial equity criteria.
- 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.

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?

- 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.
- Funding and land availability challenges are barriers to substantially increasing affordable housing in Carrboro, particularly for households earning 30% AMI or less. To support housing for extremely low-income households, a higher amount of subsidy is needed.
- The adoption of a Language Access Plan should assist the department in communicating with residents speaking several languages.

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

- Funding programs: collect demographic data to see who is being served and identify gaps in service. 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 and by using a scoring rubric.

- ARPA funding: \$2.5M for nonprofits, repairs and weatherization for low-income homeowners, creation or acquisition of additional affordable housing units. 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.
- Conducting a needs assessment of existing homebuyer education and financial counseling programs, intentionally focusing on barriers to access and participant demographics.

STRATEGIC ENERGY AND CLIMATE PROTECTION PLAN

2. 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

3. 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 FY24, supported the repair or rehabilitation and weatherization of 2 homes.
- 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.
- Contracted with Rebuilding Together of the Triangle to weatherize at least 25 homes owned by low-income households utilizing \$500,000 of ARPA funds.

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

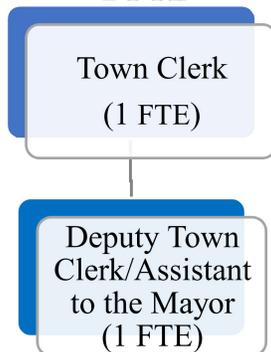
- Available funds to support affordable housing weatherization and repair projects in the community.
 - Town-wide commitment to allow a hybrid model of public meetings – in-person and virtual. Nonprofit agencies have appreciated virtual public hearings which reduced time spent in the car. Typically, the Town hears from 45-50 applicants every year.
5. **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.
 - Looking ahead - 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 2024 | FY 2025 |
|---|------------------|------------------|
| HOUSING & COMMUNITY SERVICES | Adopted | Adopted |
| Personnel Exp | \$272,486 | \$280,661 |
| Operating Exp | \$359,563 | \$354,820 |
| TOTAL | \$632,049 | \$635,481 |

TOWN CLERK

2 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

| | FY22 Actual | FY23 Actual | FY24 Actual <i>(estimated at 5/30/24)</i> | FY25 Projected |
|--|----------------|----------------|--|-------------------|
| # Of Town Contracts (or agreements) on file with the Town Clerk | 2180 | 2600 | 2900 | 3200 |
| # Of Council Minutes Prepared by Town Clerk's Office | 37 | 25 | 25 | 30 |
| # Employee Hours Spent Electronically Indexing Contracts | 40 | 30 | 30 | 30 |
| Average Employee Hours Per Set of Council Minutes Prepared | 2.0 | 2.5 | 2.5 | 2.5 |
| # Of Public Record Requests Received & Completed | n/a | 45 | 40 | 45 |
| Average # of Hours spent by Clerk per Public Record Request Received. | n/a | 2.5 | 2.5 | 2.5 |
| Average # of Hours spent Monthly re: Advisory Boards related tasks & correspondences | n/a | 10 - 12 | 10 - 12 | 10 - 12 |

RACIAL EQUITY ASSESSMENT

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

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. Describe racial equity and inclusion accomplishments to date.

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

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

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.

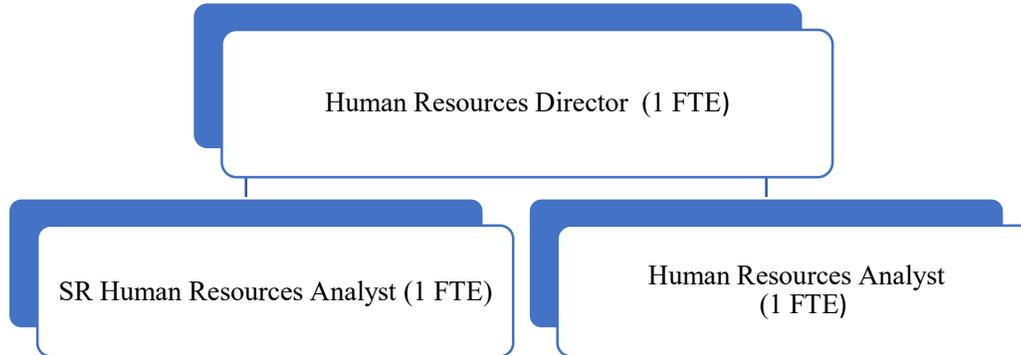
Budget Summary- Town Clerk

Department

| TOWN CLERK | FY 2024 Adopted | FY 2025 Adopted |
|-------------------|----------------------------|----------------------------|
| Personnel Exp | \$144,212 | \$148,744 |
| Operating Exp | \$22,572 | \$28,830 |
| TOTAL | \$166,784 | \$177,574 |

HUMAN RESOURCES

3 FTE



PURPOSE

Partner with town leadership 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 Councils' goals for competitive, living wages that also provide employees with the Orange County Living wage.
- Implement wellbeing program and safety program for employees in keeping with the Councils' 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, ADA accommodations, EAP, and COBRA.

- Counsels’ 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 sponsored key employee development opportunities.
- Held employee appreciation events and recognized service milestones.
- Kicked off and overseeing first comprehensive organizational staffing study.
- Provided direct communication to each employee on benefits deductions.
- Conducted several organization-wide safety trainings including fire drills and active shooter training.
- Provided onsite wellness opportunities including biometric screenings.

UPCOMING FISCAL YEAR OBJECTIVES

- Complete organizational staffing study and implement recommendations as budget allows.
- Provide training and development for department directors and supervisors that will enhance their leadership, operations management, and employee development skills.
- Continue to track diversity of applicant pools and determine if diverse applicant pools affect the diversity of employee population.

PERFORMANCE MEASURES

| | FY 2021-22 ACTUAL | FY2022-23 ACTUAL | FY2023-24 PROJECTED | FY2024-25 PROJECTED |
|--|------------------------------|-----------------------------|--------------------------------|--------------------------------|
| Positions Filled | 59 | 65 | 74 | TBD |
| Employee Appreciation Events and Rewards | 4 | 4 | 8 | 8 |
| Orientations, and other Information Sessions | 28 | 30 | 30 | 30 |
| Wellness Events | 3 | 3 | 3 | 4 |
| Individual Wellness Sessions, Referrals, Interventions | 10 | 24 | 10 | 12 |

| | | | | |
|--|---|---|---|---|
| New Policies/Procedures/ Programs Revised or Developed | 3 | 5 | 1 | 5 |
| HR Staff - Trainings | 4 | 5 | 5 | 5 |

RACIAL EQUITY ASSESSMENT

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

- HR met its goal of increasing BIPOC applicants by 10% last year. This year we will evaluate the data and see how it affected the demographic make up of our employee population.
 - 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 staffing changes that support racial equity and inclusion in concert with the organizational staffing study.

2. Describe racial equity and inclusion accomplishments to date.

- Brainstormed with hiring managers to find alternate ways to advertise open positions in an attempt to reach a broader applicant pool.
- Completed Racial Equity Assessment Lens for Facility Security Policy.
- Participated in Continuing the Conversation series, as available.

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?

- Retention of employees.
- Current labor market.
- Employee buy-in to racial equity and inclusion initiatives.
- Reconciling federal employment law and best practices from GARE.

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

- Retention strategies are being reviewed to ensure the town has a diverse workforce.
- Increased security features for the Town’s buildings will be supported by a policy that has been reviewed by the REAL.
- The Chief Race and Equity Officer is a member of the project team for the organization staffing study.

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.

- The Flexible Work Policy continues to save over 100,000 miles/year in commuting miles and more than 500,000 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 ATS 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. These can incorporate topics that also relate to sustainability.

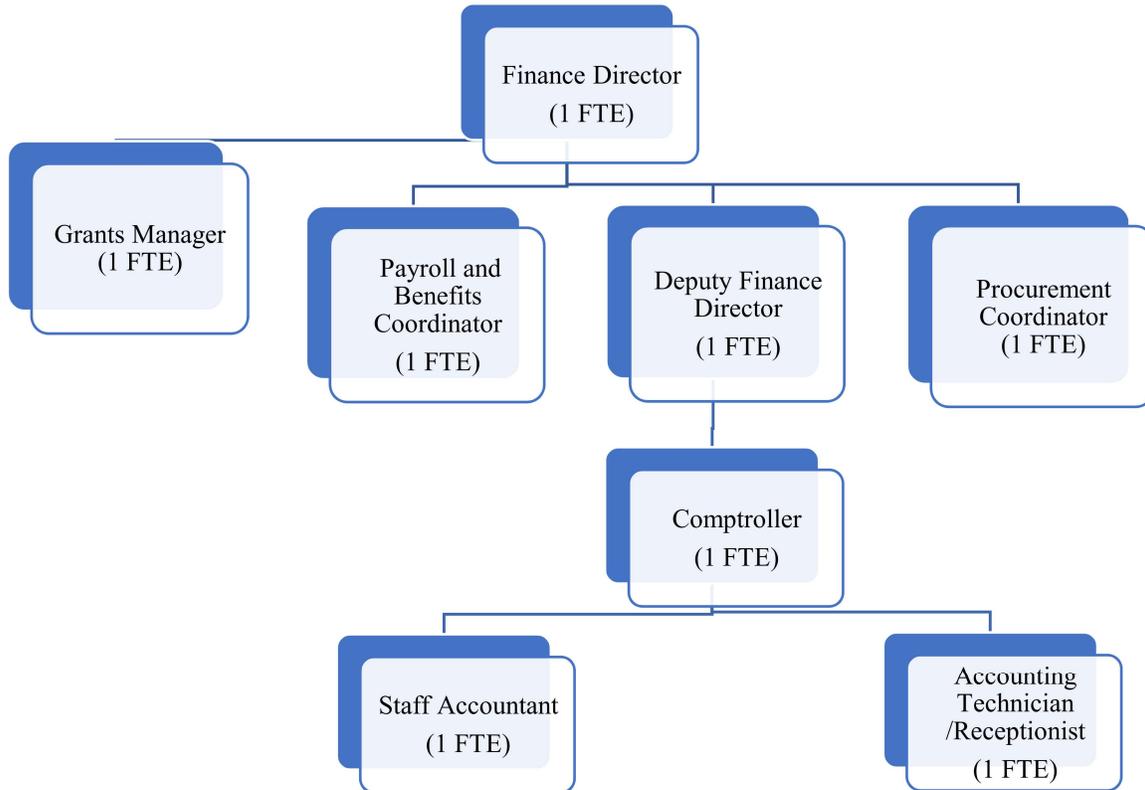
Budget Summary- Human Resources

Department

| | FY 2024 | FY 2025 |
|------------------------|------------------|------------------|
| HUMAN RESOURCES | Adopted | Adopted |
| Personnel Exp | \$634,075 | \$653,097 |
| Operating Exp | \$102,490 | \$108,710 |
| TOTAL | \$736,565 | \$761,807 |

FINANCE

8 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 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 ensure financial information is available to decision-makers regularly.
- To enhance operational effectiveness, cost savings, and efficiency by leveraging technology.

PREVIOUS YEAR ACCOMPLISHMENTS

- Completed successful audit for year ending June 30, 2023.
- Hired new Finance Director, Comptroller, and Grants Manager.

RACE AND EQUITY ASSESSMENT

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

- The Finance Department is committed to equitable sourcing practices for finance needs in selecting vendors to serve the town including consulting, audit, and technology needs.
- The Finance Department is committed to continued clear messaging in various channels to allow for community feedback, transparency, and inclusion.
- Seek to increase accessibility and interpretability in financial results and financial forecasting, including summary documents and regular, public reporting on the town's financial situation.
- Staff is committed to continuing education and training opportunities related to race and equity, and members serve actively on town committees to promote equity and equitable practices.
 - Describe racial equity and inclusion accomplishments to date.
 - Work with Race and Equity team to develop programming related to race and equity, ensuring financial accountability and scoring of proposals to ensure maximum allocated funding reaches equitable goals.
 - Leading partner to facilitate the distribution of funds from the Carrboro Family Financial Assistance program supported with ARPA funding
 - Finance staff has completed self-paced GARE training (or has timelines to complete) and implemented practices learned in daily decisions including vendor selection, communication channels, and general inclusion measures.
 - Utilizes various channels to distribute public financial documents including online via the town website and paper copies available at multiple town locations.
 - Incorporated race and equity narratives including goals and accomplishments for all the town departments as part of the annual budgeting process.

2. **Based on assessment(s), what are the critical factors affecting the department’s ability to address racial equity and inclusion, internally and/or externally?**
 - Transparency and interpretability remain goals to promote financial transparency and education.
 - Increased community involvement and engagement are necessary to continue the growth of the Finance Department in relation to race and equity, and the departmental goals center around this objective.
 - A primary goal of the department is to produce timely and accurate financial documents; another primary goal should be devoting time to interpreting the meaning of the financial results and forecasts to residents and stakeholders, especially those without a financial background.
 - The Finance Department serves and facilitates other departmental goals and initiatives, provide guardrails for statutory compliance and ensuring best practices. Continued decision-making with racial equity considerations is necessary.
3. **How does the requested budget address racial equity and inclusion? Please provide specific examples.**
 - The Finance Department budget does not include many specific examples to address race and equity, but a race and equity lens is applied to all vendor selection and narrative is provided to all agenda items presented to Town Council.
 - Indirectly, the Finance Department supports race and equity initiatives by other departments and prioritizes efforts to align with Council objectives.

STRATEGIC ENERGY AND CLIMATE PROTECTION PLAN

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

Finance uniquely supports all Town departments in promoting their programming initiatives. While prioritizing pillars created by Council, the Finance department aids not only the discussion of Energy and Climate initiatives, but also works programming into departmental budgets to support this pillar.

Specifically, the Finance department strives to contribute to the energy and climate action initiatives by:

- Ensuring set points on thermostats throughout Town Hall are reasonable, while ensuring comfort of staff and visitors.
- Utilizing online and digital platforms for required financial documents and financial education opportunities for town residents and stakeholders.
- Establishing controls and accountability for physically printed materials from the printer located in the Finance department.
- Turning off lights around the department and within Town Hall that are not being utilized regularly.
- In FY 2025, the Finance department wants to ween away from physical checks and provide payment to vendors via ACH or credit card, when possible.

2. Describe climate change and sustainability accomplishments to date.

The Finance department operates on a hybrid work policy that allows for staff to complete work responsibilities remotely without adding to the carbon footprint of commuting on a daily basis. Additionally, the Finance department has made all required documents available online for reporting purposes and public viewing. The department prioritizes initiatives presented by all town staff in development of the annual budget, and allows unassigned, discretionary funding for unidentified climate action initiative that surface between budget cycles.

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? .

Indirectly, the Finance department supports all Town initiatives related to climate change prevention and sustainability efforts. Directly, the department utilizes best practices for climate consideration, including digital opportunities for financial publications, utilizing hybrid vehicles when staff attends training and professional development, and monitoring technology and equipment to ensure decreased reliance on the energy grid at Town Hall and other Town facilities. A hurdle for a departmental goal of fiscal transparency and accessibility is sole reliance on digital platforms, as some within the community are not able to access this channel. The department resolves to continuously monitor the climate landscape and ensure the department is following town pillars to mitigate forces of climate change in daily practices performed.

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

The Finance department budget is primarily based on personnel. Operationally, the budget seeks to reinforce goals of the town to combat climate change and use sustainable practices in daily operations. Finance recognizes the need for increased funding to the newly created department within the town and is ready to support additional programming as opportunities arise. The department is also recommending the role of Grant Manager to include non-ARPA grant potentials to ensure maximum reach of town resources in the coming fiscal year.

UPCOMING FISCAL YEAR ACTIVITIES

- Continue financing the 203 South Greensboro Street Project.
- Continue to provide training for departments on the use of MUNIS financial system.
- Implementation of Munis Cashiering.
- 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 in timely manner.
- 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

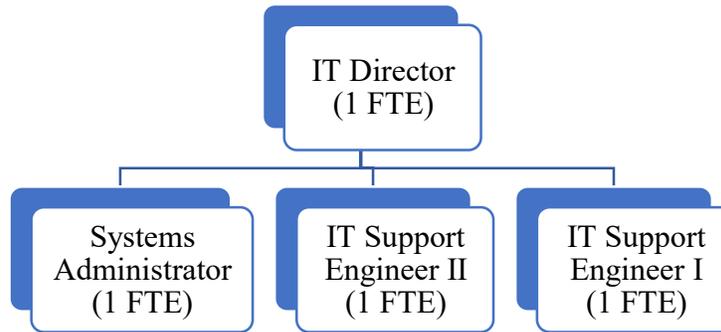
1. Process and record all transactions accurately and in a timely manner.
 2. Ensure the new credit card machine is operating and accessible to stakeholders.
 3. Utilize technology to ensure best business practices are effective and efficient.
 4. Ensure Town's internal control system safeguards the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

Budget Summary- Finance

| Department | FY 2024 Adopted | FY 2025 Adopted |
|-------------------|----------------------------|----------------------------|
| FINANCE | | |
| Personnel Exp | \$724,331 | \$746,061 |
| Operating Exp | \$600,746 | \$617,719 |
| Total | \$1,325,077 | \$1,363,780 |

INFORMATION TECHNOLOGY

4 FTE



PURPOSE

To deliver technology-based solutions that are cost-effective and increase the efficiency and quality 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 Goals and 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 comprehensive cybersecurity refresh and core network switches replacement.
- Continued technology related assistance with the 203 Project.
- Implemented multiple on premises applications, SaaS applications, software module additions and hardware across organization. Implementation of building security system.

UPCOMING FISCAL YEAR OBJECTIVES

- Continue technology related assistance with the 203 Project – install/configure and implement all technology in the 203 Building. Includes comprehensive network update.

PERFORMANCE MEASURES

| | FY2021-22 ACTUAL | FY2022-23 ACTUAL | FY2023-24 ESTIMATED | FY2024-25 PROJECTED |
|---|-----------------------------|-----------------------------|--------------------------------|--------------------------------|
| # of Workstations, Laptops, iPads Supported | 203 | 217 | 224 | 237 |
| # of Emergency Services Mobile Terminals Supported | 52 | 50 | 50 | 52 |
| 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

| | FY 2024 Adopted | FY 2025 Adopted |
|-------------------------------|----------------------------|----------------------------|
| INFORMATION TECHNOLOGY | | |
| Personnel Exp | \$454,114 | \$467,737 |
| Operating Exp | \$1,583,296 | \$1,927,600 |
| TOTAL | \$2,037,410 | \$2,395,337 |