

Carrboro Town Council Procedures Manual

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Purpose and Applicability

Rule 1. Purpose and Applicability of the Rules

a. Purpose of the Rules. The Carrboro Town Council Procedures Manual is a reference guide that sets out the accepted rules of procedure and other practices of the Town Council (hereafter “Council”) regarding how it conducts the business of the Town. The Procedures Manual uses *Suggested Rules of Procedure for a City Council*, 4th edition (UNC School of Government; 2017) as a guide and framework, with additions and modifications drawn from the Town’s Charter and Code of Ordinances and the Council’s adopted policies and usual practices.

The Procedures Manual sets out the general and specific rules of procedure and other practices of the Council, including:

- quorum, open meetings, and closed sessions;
- organization of the Council;
- types of meetings of the Council;
- meeting agendas and procedures;
- ordinances and contracts;
- work sessions;
- public hearings;
- public comment periods;
- appointments;
- working with the town manager and town clerk; and
- miscellaneous Council policies and procedures.

b. Applicability of Rules. These rules apply to all Carrboro Town Council meetings. For purposes of these rules, a meeting of the Council occurs whenever a majority of the Council’s members gather, whether in person or simultaneously by electronic means, to conduct hearings, deliberate, vote, or otherwise transact public business within the Council’s real or apparent jurisdiction. The term “majority” as used here and elsewhere in the Procedures Manual means, unless otherwise specified, a simple majority, that is, more than half.

c. Conflicts With the Town Code or General Statutes. If any rule in this Procedures Manual conflicts with any requirement of the Town Code or the North Carolina General Statutes, the Council shall be guided by the relevant provisions of the Town Code or the General Statutes.

Quorum

Rule 2. Quorum

The presence of a quorum is necessary for the Council to conduct business. A majority of the actual membership of the Council, excluding vacant seats, shall constitute a quorum. During a meeting, a member who withdraws from the meeting without being excused by majority vote of the remaining members in attendance shall be counted as present for purposes of determining whether a quorum is present.

Open Meetings

Rule 3. Remote Participation in Council Meetings

In accordance with Chapter 2, Article II, Section 2-19 of the Town Code, council members may remotely participate in official meetings of the Town Council, including regular, special, and emergency called meetings, subject to the following rules and procedures:

a. A council member may attend a meeting and participate in Council deliberations and decisions by remote participation if the council member is prevented from physically attending the meeting due to:

1. Personal illness, disability, order of quarantine or isolation, government issued “stay-at-home” mandate, or recommendation of medical provider or public health officials to limit public interaction;
2. Out-of-town travel;
3. Unexpected lack of child-care;
4. Family member illness or other family emergency;
5. Weather conditions;
6. Military service;
7. Employment obligations;
8. Scheduling conflict; or
9. State or local declaration of a state of emergency that makes in-person attendance at a meeting a violation of an order or reduce social contact or to stay at home for reasons of public health.

b. Remote participation shall be allowed only when a quorum of the Council is physically present at the meeting and the Council Member(s) participating remotely are not necessary to establish a valid quorum.

c. Remote participation shall not be allowed during quasi-judicial public hearings.

d. Acceptable means of remote participation include telephone, internet, or satellite enabled audio or video conferencing, or any other technology that enables the remote participation and all persons present at the meeting location to be clearly audible to one another. Text messaging, instant messaging, email, and web chat without audio are not acceptable means of remote participation.

e. No council member may participate remotely more than four (4) times during a calendar year for a reason other than order of quarantine or isolation, “stay-at-home” mandate, or recommendation to limit public interaction, as described in subsection (a), above; however, in

other justifiable circumstances, such as prolonged disability of the council member, the Council may, by majority vote, agree to waive this limitation.

f. A council member participating remotely will be considered present at the meeting and will be entitled to participate in open session deliberations at the meeting if, and while:

1. The council member is able to hear other members of the Council and any individuals addressing the Council, including members of the public who are recognized by the Council during public comment;
2. All persons present at the meeting location are able to hear the council member who is participating remotely; and
3. If video technology is used, it is preferred that the remote participant is visible to all persons present at the meeting location.

g. A council member who is entitled to participate in open session deliberations may also participate in a closed session of the meeting so long as no other person is able to hear, see, or otherwise participate in the closed session from the council member's remote location.

h. A council member considered present through remote participation will be permitted to vote on any action item at the meeting except:

1. Any item for which the council member was not participating remotely during the entire discussion and deliberation of the matter preceding the vote; and
2. Any item that was being discussed when an interruption to the electronic communication occurred, if the Council's discussion was not suspended during the interruption. A brief loss of simultaneous communication, such as a few seconds, will not disqualify the council member from voting on the matter under discussion.

i. A council member who desires to participate in a meeting remotely shall notify the town clerk at least four (4) hours in advance of the meeting so that necessary arrangements can be made. If the council member has not already received the agenda packet and all documents to be considered at the meeting, the town clerk shall arrange for delivery of the materials in a manner that is practicable under the circumstances.

j. At the beginning of the meeting, the mayor shall announce the remote council member participant and the means of remote participation at the beginning of the meeting.

k. A council member participating remotely shall notify the mayor if leaving the meeting before it is adjourned or rejoining the meeting after a period of absence.

l. All votes taken shall be a voice vote and the remote council member participant shall provide a voice vote which can be heard by the public and recorded by the town clerk.

m. The town clerk shall reflect in the minutes of the meeting that (i) the meeting was conducted by use of simultaneous electronic communication, (ii) which council member(s) were in attendance by simultaneous communication, and (iii) when such council member(s) joined or left the meeting. Any interruption to or discontinuation of the council member's participation shall also be noted in the minutes.

Rule 4. Meetings to Be Open to the Public

Except in the case of properly entered closed sessions, all meetings of the Council shall be open to the public, and any person may attend its meetings.

Rule 5. Closed Sessions

a. Motion to Enter Closed Session. The Council may enter a closed session from which the public is excluded only upon a motion duly made and adopted in open session. The motion to enter closed session must cite one or more of the permissible bases for closed sessions described in the North Carolina General Statutes (143-318.11(a)).

b. Bases for Closed Session. Common reasons for the Council to meet in closed session are to consult with the town attorney to preserve the attorney-client privilege, to instruct staff concerning the negotiation of terms for acquiring real property, and to consider a personnel matter.

c. Closed Session Participants. Unless the Council directs otherwise, the town manager, the town attorney, and the town clerk may attend closed sessions of the Council. No other person may attend a closed session unless invited by the Council and when their presence is reasonably necessary to aid in the Council's deliberations.

d. Motion to Return to Open Session. Upon completing its closed session business, the Council shall end the closed session by adopting a duly made motion to return to open session, even if adjourning the meeting is the only remaining item of business.

Rule 6. Meeting Minutes

a. Minutes Required for All Meetings. The Council must keep full and accurate minutes of all of its meetings, including closed sessions. To be considered "full and accurate," the minutes must record all actions taken by the Council. They should identify the members who made and seconded each motion, set out the precise wording of each motion, and make it possible to determine the number of votes cast for and against each motion and the members who voted for and against each motion. The minutes need not record discussions of the Council, though the Council may decide to incorporate such details into the minutes.

b. Circulation of Draft Minutes. The town clerk prepares and distributes draft minutes to the mayor and council members for review and revision. After revision of the draft minutes as needed, the town manager places the final draft minutes on the consent agenda of a regular meeting.

c. General Accounts of Closed Sessions. In addition to minutes, the Council must keep a general account of each closed session. The general account must be sufficiently detailed to provide a person not in attendance with a reasonable understanding of what transpired. The Council may combine the minutes and the general account of a closed session into one document, so long as the document contains both a complete record of actions taken and the level of detail required for a general account. The town clerk shall develop a process for securely circulating drafts of minutes and general accounts of closed sessions to members and scheduling them for approval, such as in a later closed session.

d. Sealing Closed Session Records. Minutes and general accounts of closed sessions shall be sealed until unsealed by order of the Council. The sealed minutes and general account of any closed session may be withheld from public inspection so long as public inspection would frustrate the purpose of the closed session.

Rule 7. Broadcasting and Recording Meetings

a. Right to Broadcast and Record. Any person may photograph, film, tape-record, or otherwise reproduce any part of a council meeting that must take place in open session. Except as provided in this rule, any radio or television station may broadcast any such part of a council meeting.

b. Advance Notice. Any radio or television station that plans to broadcast any portion of a council meeting shall so notify the town clerk no later than 24 hours before the meeting. The failure to provide notice is not, by itself, grounds for preventing the broadcast of the council meeting.

c. Equipment Placement. The town manager may regulate the placement and use of camera or recording equipment to prevent undue interference with a council meeting, so long as the equipment is allowed to be placed where it can carry out its intended function. If the town manager determines in good faith that the equipment and personnel necessary to broadcast, photograph, or record the meeting cannot be accommodated without undue interference to the meeting, and an adequate alternative meeting room is not readily available, the town manager may require the pooling of the equipment and the personnel operating it.

d. Alternative Meeting Site. If the news media request an alternative meeting site to accommodate news coverage, and the Council grants the request, the news media making the request shall pay the costs incurred by the Town in securing an alternative meeting site.

Organization of the Council

Rule 8. Organizational Meeting; Selection of Mayor Pro Tempore

a. Scheduling the Organizational Meeting. The Council holds an organizational meeting on the date and at the time of the Council's first regular meeting in December following each general election in which the mayor and council members are elected.

b. Oath of Office. As the first order of business at the organizational meeting, all newly elected members of the Council must take and subscribe the oath of office. Each member's oath must be filed with the town clerk.

c. Selection of Mayor Pro Tempore. As the second order of business at the organizational meeting, the Council shall elect from among its members a mayor pro tempore to serve at the Council's pleasure. It is the usual practice of the Council to select as mayor pro tempore the most senior council member who has not yet served in the role.

Types of Meetings

Rule 9. Regular Meetings

a. Regular Meeting Schedule. The Council shall hold its regular meetings on Tuesdays. The meetings shall be held at Town Hall and begin at 7:00 pm, unless the Council determines, in advance, to hold such meetings on a different date, at another time, or at another place. It is the usual practice of the Council to not meet on the fifth Tuesday of the month and to take a summer break during July and August. The Council shall adopt a meeting schedule for the coming year at its first regular meeting in December. A copy of the meeting schedule shall be filed with the town clerk and posted on the Town's website.

b. Change to Meeting Schedule. The Council may amend its regular meeting schedule to add or delete meetings or to change the date, time, or location of one or more meetings on the schedule. The amended schedule shall be filed with the town clerk at least seven days before the day of the first meeting held pursuant to the revised schedule and posted on the Town's website.

c. Canceling Meetings. When there is sufficient advance notice of the need to cancel a meeting, the Council shall do so by amending the adopted meeting schedule as described in paragraph (b) above. When there is not sufficient advance notice of the need to cancel a meeting, the town clerk shall notify members of the cancellation and, as a courtesy, should provide notice to the news media and others who have filed requests to receive notice of meetings, and should post notice of the cancellation on the Town's website.

Rule 10. Special Meetings

a. Purpose of Special Meetings. A special meeting of the Council is a nonemergency meeting held at a time or place other than that of a regular meeting. At a special meeting, the Council may consider any topic or take any action that could be considered or taken at a regular meeting, unless a provision of general law requires otherwise.

b. Calling Special Meetings. There are two methods by which a special meeting of the Council may be called: (1) The mayor, the mayor pro tempore, or any two council members may call a special meeting. (2) A special meeting may also be called by vote of the Council in open session during a regular meeting or another duly called special meeting.

c. Notice to the Public. At least 48 hours before a special meeting of the Council, the town clerk shall post notice of the date, time, place, and purpose of the meeting on the bulletin board located at the entrance of Town Hall and deliver, email, or mail such notice to each newspaper, wire service, radio station, television station, and person who has filed a written request for notice

with the town clerk. Notice of the special meeting's date, time, place, and purpose shall also be posted on the Town's website and social media accounts in advance of the meeting.

d. Notice to Members. At least 48 hours before a special meeting called by the mayor, the mayor pro tempore, or any two council members, written notice of the meeting stating its date, time, and place, as well as the subjects to be considered, shall be delivered to the mayor and each council member or left at their usual dwelling place. In the latter event, every reasonable effort shall be made to contact the mayor or council member by telephone. When a special meeting is called by vote of the Council in open session during a regular meeting or another duly called special meeting, the motion or resolution calling the special meeting shall state the meeting's date, time, place, and purpose. Written notice of the special meeting's date, time, place, and purpose shall be delivered to each member who was not present for the meeting at which the special meeting was called.

e. Transacting Other Business. Unless all members are present or any absent member has signed a written waiver of notice, only those items of business specified in the notice to members may be taken up at the special meeting. Even when all members are present or any absent member has signed a waiver, the Council may take up an item of business not covered by the notice only if the Council first determines in good faith, by unanimous consent or majority vote, that the item must be discussed or acted upon immediately.

Rule 11. Emergency Meetings

a. Grounds for Emergency Meeting. An emergency meeting of the Council is a meeting called because of generally unexpected circumstances that require the Council's immediate consideration.

b. Calling Emergency Meetings. There are two methods by which an emergency meeting of the Council may be called: (1) The mayor, the mayor pro tempore, or any two members of the Council may at any time call an emergency meeting by signing a written notice stating the date, time, and place of the meeting and the subjects to be considered. The town clerk, town manager, or member(s) calling the meeting shall provide the notice to each member of the Council in the same manner as notice of special meetings at least six hours before the meeting. (2) An emergency meeting may be held when all members of the Council are present and consent thereto, or when any absent member has signed a written waiver of notice.

c. Notice to Media of Emergency Meetings. Notice of an emergency meeting shall be given to each local newspaper, local wire service, local radio station, and local television station that has filed a written request with the town clerk for notice of emergency meetings. Notice may be given by telephone, email, or the same method used to notify council members. Notice must be provided immediately after council members have been notified.

d. Transaction of Other Business Prohibited. Only business connected with the emergency may be considered at an emergency meeting.

Rule 12. Recessed Meetings

a. Calling Recessed Meetings. When conducting a properly called regular, special, or emergency meeting, the Council may recess the meeting to another date, time, or place by majority vote in open session. The motion must state the date, time, and place at which the meeting will reconvene.

b. Notice of Recessed Meetings. Notice of the recessed meeting's date, time, and place must appear on the Town's website prior to the meeting. No further notice is required.

Rule 13. Specific Kinds of Regular or Special Meetings

a. Work Sessions. Some regular or special meetings are intended to function as work sessions of the Council. See Rule 39, "Work Sessions," for more information about work sessions. The relevant notice and related requirements of the North Carolina Open Meetings Law apply to such meetings.

b. Public Hearings. Some regular or special meetings are intended to function as public hearings. See Rule 40, "Public Hearings," for more information about public hearings. The relevant notice and related requirements of the North Carolina Open Meetings Law apply to such meetings.

c. Joint Meetings. A joint meeting is a meeting of the Council with the governing body of another governmental entity. Joint meetings may be either regular, special, or emergency meetings. Consequently, the relevant notice and related requirements of the North Carolina Open Meetings Law apply to such meetings. Such meetings may be held in the jurisdiction of either body. Examples of joint meetings include the Orange County Assembly of Governments and joint meetings with the Chapel Hill-Carrboro City Schools Board of Education.

Agenda

Rule 14. Preparation of the Agenda

The town manager shall prepare the agenda in consultation with the mayor in advance of each meeting of the Council.

Rule 15. Consent Agenda

a. Items Placed on the Consent Agenda. The town manager may designate part of an agenda for a regular meeting as the consent agenda. Items may be placed on the consent agenda if the items are judged to be noncontroversial and routine.

b. Questions About Items on the Consent Agenda. Before the meeting, if any member has a question about an item on the consent agenda, the member shall submit the question to the town manager in advance for a response. The member should submit the question as far in advance of the meeting as possible to enable the town manager to provide an adequate response. The town manager will share the response with all members. The purpose of this procedure is to aid the Council in conducting an efficient meeting by avoiding removal of consent agenda items during the meeting.

c. Removing Items From the Consent Agenda. All items on the consent agenda must be voted on and adopted by a single motion, with the minutes reflecting the motion and vote for each item. During the meeting, the request of any member to remove an item from the consent agenda must be honored by the Council. If the member's reason for removing the item is simply to vote against the item, the item will be voted on separately without discussion. If the item requires discussion, the item will be moved to the agenda of a subsequent meeting, unless the town manager indicates or the Council determines that action on the item is needed before the next Council meeting.

Rule 16. Requesting Placement of Items on an Agenda

a. Timing of the Request. For a regular meeting, a request by a council member to have an item of business placed on the agenda must be received by the town manager in sufficient time so that the agenda may be printed and distributed in accordance with this section, and to this end the town manager may establish an appropriate deadline to receive such requests.

b. Timeline for Response. The town manager and staff need time to react to unanticipated items added to an agenda, so only those items requiring the Council's urgent attention should be scheduled for the following meeting. Items continued for additional staff work should not be rescheduled sooner than two weeks, and items referred from the Council at regular meetings should be given at least three weeks for staff to prepare a responsive agenda item.

Rule 17. Nonbinding Resolutions

a. Purpose of Nonbinding Resolutions. The Council occasionally considers resolutions that are not part of a mandatory process and that have no legal or binding force, but simply express the sentiment or opinion of the Council. For example, the Council may wish to highlight an issue of importance to the community, join other governmental entities in amplifying a message on behalf of the community, or acknowledge an achievement by a local group or individual. The Council or its members also sometimes receive requests from residents and organizations to adopt resolutions on issues of local, state, national, or international interest.

b. Procedure for Preparing Resolutions. The preferred procedure for bringing forward such a resolution is as follows: The member notifies the town manager and the mayor of their interest in having a resolution placed on an agenda. The member then consults with the other members of the Council about the proposed resolution, within the limitations of the North Carolina Open Meetings Law. Every member has an opportunity to review a draft of the proposed resolution and offer comments on it. If at least a majority of the members indicate that they support it, the member provides the final draft resolution to the town manager. The town manager identifies an agenda on which to place the resolution. Such resolutions may be adopted by simple majority vote. (Although this rule describes the preferred procedure, a council member may alternatively seek to add a resolution to the agenda in accordance with Rule 22, “Adding Items to the Agenda.”)

c. Building Consensus. The goals of the preferred procedure described above are to encourage the building of consensus among members before such a resolution is placed on an agenda, and to help the Council avoid spending an excessive amount of meeting time discussing nonbinding resolutions. Such resolutions should be placed on an agenda only if a majority of the members have indicated they will support it.

d. Appropriateness and Validity. Members of the Council should avoid bringing forward resolutions that might create a legal liability for the Council, its members, the Town, or its employees. For example, North Carolina General Statutes and case law prohibit the use of public funds to endorse or oppose a referendum, election, or candidate for elective office. In another example, a resolution stating a preference for a particular outcome in a quasi-judicial matter could constitute a violation of due process.

Rule 18. Supplemental Information and Materials

An agenda package shall be prepared that includes, for each item of business listed on the agenda, such background information and relevant documents that are needed for the Council to make an informed decision. If the Council is expected to consider a proposed ordinance or ordinance amendment, a copy of the proposed ordinance or amendment shall be included in the agenda package. For proposed ordinance amendments, the documentation in the agenda

package should clearly show the proposed text in relation to the original text (for example, a “track changes” version of the document).

Rule 19. Delivery to Members

The town clerk shall deliver a copy of the agenda and the agenda package to each member of the Council in sufficient time to ensure they are received prior to the meeting. The usual practice is for the town clerk to email a link to the agenda package to each member. Members also have the option to receive a printed copy of the agenda and agenda package, in which case the agenda package will be available for pickup in the front lobby of Town Hall. For regular meetings, the agenda and agenda package typically are delivered to each member at least 96 hours before the meeting and sooner when possible.

Rule 20. Public Inspection

The town clerk shall make the agenda and agenda package available for public inspection online and at Town Hall as soon as they are completed, typically 96 hours before the meeting.

Rule 21. Order of Business

Items shall be placed on a regular meeting agenda according to the order of business established by the Council. The town manager will recommend placement of agenda items within the order of business categories below. The usual order of business for each regular meeting (not including meetings reserved solely for a work session or public hearing) shall be as follows:

- call to order and adoption of the agenda
- reading by the poet laureate
- proclamations, resolutions, and acknowledgments
- public comment period
- announcement of upcoming meetings
- approval of the consent agenda
- public hearings (when not a standalone meeting)
- unfinished business
- new business
- matters by council members
- work session (when not a standalone meeting)
- closed session

Items on the agenda of a regular meeting shall be taken up in the order that they appear on the agenda. Items may be considered in a different order by consent of all members present or by majority vote.

Rule 22. Adding Items to the Agenda

The Council may, by majority vote of the actual membership of the Council, add an item of business that is not on the agenda. Unless otherwise specified by the Council, additions to the agenda shall be taken up at the conclusion of all other regular business.

Meeting Procedures

Rule 23. Role of the Presiding Officer

The mayor shall preside at meetings of the Council and has the right and responsibility to vote on all issues to the same extent as any other member of the Council. A member must be recognized by the presiding officer to address the Council.

As the presiding officer, the mayor shall have the following powers, in addition to those conferred elsewhere in the Town Code:

- to rule motions in or out of order, including ruling out of order any motion clearly offered for obstructive or dilatory purposes;
- to determine whether a speaker has gone beyond reasonable standards of courtesy in their remarks and to entertain and rule upon objections from other members on this ground;
- to entertain and answer questions of parliamentary procedure, subject to being overruled by a two-thirds vote of the membership of the Council;
- to call a brief recess at any time;
- to adjourn in an emergency.

The mayor (or presiding officer) will remind members of the discussion guidelines (see Rule 29, “Discussion”) and will endeavor to restore order and decorum in the conduct of the meeting when necessary.

Rule 24. Time Limit

Not including matters to be discussed in closed session, the Council will not take up an item on the agenda after 10:00 pm without the unanimous consent of the Council or the affirmative vote of two-thirds of the members present.

Rule 25. Staff Presentation

Prior to discussion of each item on the agenda, the presiding officer shall call upon the town manager or their designee to present background information, if any, on the business to be discussed.

Rule 26. Public Participation

Matters Not on the Agenda. Public comments on matters that are not on the agenda are heard during the public comment period. See Rule 41, “Public Comment Periods,” for more information about public comment periods.

Matters on the Agenda. Public comments on matters that are on the agenda are heard when the Council addresses that item on the agenda. Work session items, whether or not they are the only item on the agenda, do not include public comment.

The Council may adopt reasonable rules that fix the maximum time allotted to each speaker, provide for the designation of spokespersons for groups of persons supporting or opposing the same positions, and other such rules as provided by state law. Persons who wish to speak on matters on the agenda may sign up with the town clerk at the beginning of the meeting and will be recognized when the Council reaches that item on the agenda. A maximum of three minutes is allotted for each speaker.

Motions and Voting

Rule 27. Action by the Council

The Council shall proceed by motion. A motion, when duly seconded, brings the matter before the Council for its consideration. Unless otherwise specifically provided in these rules, all motions authorized by these rules may be amended and debated. A motion may be withdrawn by the member who introduced it at any time prior to a vote.

Rule 28. Council Direction to Staff

If a council member seeks to give direction to the town manager during discussion of a matter, the presiding officer will ascertain if that direction is approved by the Council, either by unanimous consensus or by majority vote on a motion. This procedure will ensure that the Council as a body is clearly articulating direction to staff.

Rule 29. Discussion

a. General Principles. Once a motion has been stated and seconded, the presiding officer shall open the floor to debate upon it. The presiding officer shall preside over the debate according to the following general principles:

- the member who makes the motion is entitled to speak first; and
- a member who has not spoken on the issue shall be recognized before someone who has already spoken.

b. Motion Not Required for Discussion. The Council values productive discussion at every stage while conducting its business. Notwithstanding standard parliamentary procedure, the Council commonly discusses an agenda item even when no motion regarding that item is pending. In such cases, the presiding officer will inform the Council when the discussion has become unproductive and will entertain a motion.

c. Discussion Guidelines. The Council recognizes and appreciates the importance of its members conducting themselves in a respectful, courteous manner toward each other, the Town staff, and visitors. Members shall avoid personal remarks directed toward other members, and such remarks may be ruled out of order.

Members and meeting attendees are encouraged to observe the following guidelines, which are posted in the Town Hall council chamber. The presiding officer will remind members and meeting attendees of these guidelines and will endeavor to restore order and decorum in the conduct of the meeting when necessary:

1. Share all information that is relevant to the decision; be open, honest and factual.
2. Be humble; reserve the right to change your mind.

3. Be a respectful, active listener, and show openness to the perspectives of others. Make space for others in the conversation.
4. Be authentically engaging, and avoid comments that are polarizing.
5. Avoid using polarizing comments and dismissive words and phrases. No cheap shots or gotchas.
6. Work to find common ground; avoid getting stuck in inflexible positions or personal conflicts.

The Council may find it helpful to periodically revisit and amend these discussion guidelines, especially when there are changes in the group's composition.

Rule 30. Adoption by Majority Vote

A motion is adopted if supported by a simple majority of the votes cast, except when a larger majority is required by these rules or state law. A roll call vote shall be taken upon the request of any member.

Rule 31. Changing a Vote

A member may change their vote on a motion at any time before the presiding officer announces whether the motion has passed or failed. Once the presiding officer announces the result, a member may not change their vote without the unanimous consent of the remaining members present. A member's request for unanimous consent to change a vote is not in order unless made immediately following the presiding officer's announcement of the vote.

Rule 32. Duty to Vote

a. Duty to Vote: Every member must vote except when excused from voting as provided by these rules.

b. Grounds for Excusal: A member may be excused from voting on a matter involving the member's own financial interest or official conduct, though not if the proposal in question is one to alter the compensation or allowances paid to members of the Council. A member shall not vote on any legislative zoning decision that is reasonably likely to have a direct, substantial, and readily identifiable financial impact on the member. A member may not participate in or vote on any quasi-judicial matter in a manner that would violate affected persons' constitutional right to an impartial decision maker. A member may not participate in or vote on any contract to be entered into by the Town if the member would derive a direct benefit from the contract.

c. Procedure for Excusal: A member who wishes to be excused from voting shall inform the presiding officer, who must then submit the matter to a vote of the remaining members present. If a majority of the remaining members present vote to excuse the member, the member is

excused from voting on the matter. Even when a member has not asked to be excused from voting on a matter, a majority of the remaining members present may by motion and vote excuse the member from voting if grounds for excusal exist as described above.

d. Withdrawing From the Remainder of the Meeting. A member may be allowed to withdraw from the entire remainder of a meeting by majority vote of the remaining members present for any good and sufficient reason other than the member's desire to avoid voting on matters to be considered at that meeting.

e. Consequence of Non-Excused Failure to Vote: Once a member is present at a Council meeting, any subsequent failure to vote shall be recorded as an affirmative vote unless the member has been excused from voting or has been allowed to withdraw from the meeting, except as specified in these rules.

Rule 33. Substantive Motions

a. Substantive Motions. A substantive motion is a motion that seeks to have the Council exercise any of its powers, duties, or responsibilities. A motion to amend a substantive motion is also a substantive motion. A substantive motion, other than to amend, is not in order while another motion is pending. Once the council disposes of a substantive motion, it may not take up a motion that presents essentially the same issue at the same meeting, unless it first adopts a motion to reconsider.

b. Limit on Number of Motions to Amend. There may be an amendment to a motion, and an amendment to an amendment, but no further amendments.

c. Amendments to Proposed Ordinances. Any motion to amend a proposed ordinance shall be reduced to writing upon the call of any member.

Rule 34. Procedural Motions

a. Definition of Procedural Motions. A procedural motion is a motion that relates either to the manner in which the Council conducts its business in general or the manner in which the Council deals with a particular substantive issue or substantive motion that is before it.

b. Certain Motions Allowed. The Council may consider only those procedural motions listed in this rule. However, this rule shall not be interpreted to prohibit the Council from acting by consensus. Unless otherwise noted, each procedural motion may be debated and amended and requires a majority of votes cast for adoption.

Procedural motions allowed (in order of priority):

- **To Appeal the Ruling of the Presiding Officer:** Requires affirmative votes equal to at least two-thirds of the membership of the Council.
- **To Adjourn:** May not be amended. Not in order in a closed session.
- **To Recess to a Time and Place Certain:** Not in order in a closed session.
- **To Take a Brief Recess**
- **To Follow the Agenda:** In order at the time an item of business that deviates from the agenda is proposed.
- **To Suspend the Rules:** Requires affirmative votes equal to at least two-thirds of the actual membership of the Council.
- **To Divide a Complex Motion**
- **To Defer Consideration Indefinitely**
- **To End Debate (To Call the Previous Question):** A motion to end debate (or call the previous question) is a motion to cut off debate on a matter under consideration and put the matter to a vote. This motion shall be in order at any time and requires a majority of votes cast for adoption, provided that each council member present has spoken at least once on the issue or indicates that they do not wish to speak on the issue. Otherwise, the motion requires a two-thirds vote for adoption. This motion is not debatable and may not be amended.
- **To Postpone to a Certain Time**
- **To Refer a Motion to a Committee or Advisory Board**
- **To Recall an Issue From a Committee or Advisory Board**
- **To Amend**
- **To Revive Consideration**
- **To Reconsider:** In order only at the meeting at which the vote in question was taken and only if made by a member who voted with the prevailing side. If adopted, the effect is to negate the earlier vote and bring the matter back before the Council as if the earlier vote

had not taken place.

- **To Rescind:** In order if made with respect to an action taken at a prior meeting, except when prohibited by law.
- **To Prevent Reintroduction for Six Months:** In order immediately following the defeat of a substantive motion and at no other time. Requires an affirmative two-thirds majority of votes cast. A matter concerning which this motion has been adopted may be brought before the Council prior to the expiration of six months pursuant to a vote to suspend the rules. This motion does not bind a new Council.

Ordinances and Contracts

Rule 35. Introduction of Ordinances

For purposes of these rules, the “date of introduction” for a proposed ordinance is the date on which the Council first votes on the proposed ordinance’s subject matter. The Council votes on the subject matter of a proposed ordinance when it votes on whether to adopt or make changes to the proposed ordinance.

Rule 36. Adoption, Amendment, and Repeal of Ordinances

a. Adoption of Ordinances. No proposed ordinance shall be adopted unless it has been reduced to writing and distributed to members before a vote on adoption is taken. To be approved on the date of introduction, a proposed ordinance or any action having the effect of an ordinance must receive affirmative votes equal to at least two-thirds of the Council’s actual membership, excluding vacant seats, unless the Council has first held a public hearing on the proposed ordinance. To be approved after the date of introduction, a proposed ordinance or any action having the effect of an ordinance must receive affirmative votes equal to at least a majority of all members not excused from voting on the matter.

b. Franchise Ordinances. Franchise ordinances and amendments shall not be finally adopted until passed at two regular meetings of the Council.

c. Amendment and Repeal of Ordinances. The same voting requirements that govern the adoption of proposed ordinances also apply to the amendment or repeal of an ordinance.

Rule 37. Adoption of the Budget Ordinance

a. Special Rules for the Adoption or Amendment of the Budget Ordinance. Notwithstanding any provision of the Town Charter, general law, or local act, the Council may adopt or amend the budget ordinance at a regular or special meeting of the Council by a simple majority of those members present and voting, a quorum being present; no action taken with respect to the adoption or amendment of the budget ordinance need be published or is subject to any other procedural requirement governing the adoption of ordinances or resolutions by the Council; and the adoption or amendment of the budget ordinance and the levy of taxes in the budget ordinance are not subject to the provisions of any Town Charter provision or local act concerning initiative or referendum.

b. Notice Requirements for Budget Meetings. During the period beginning with the submission of the budget to the Council and ending with the adoption of the budget ordinance, the Council may hold any special meetings that may be necessary to complete its work on the budget ordinance. Except for the notice requirements of the North Carolina Open Meetings Law, which

continue to apply, no provision of law concerning the call of special meetings applies during that period so long as each member of the Council has actual notice of each special meeting called for the purpose of considering the budget and no business other than consideration of the budget is taken up.

c. No Authority for Closed Sessions. This rule shall not be construed to authorize the Council to hold closed sessions on any basis other than the grounds set out in Rule 5, "Closed Sessions."

Rule 38. Approval of Contracts and Authorization of Expenditures

a. Contracts to Be in Writing. No contract shall be approved or ratified by the Council unless it has been reduced to writing at the time of the Council's vote.

b. Approval of Contracts. To be approved or ratified, a contract must receive affirmative votes equal to at least a majority of all members not excused from voting on the contract.

c. Authorization of Expenditure of Public Funds. The same vote necessary to approve or ratify a contract is required for the Council to authorize the expenditure of public funds, except when the expenditure is authorized pursuant to the budget ordinance.

Work Sessions

Rule 39. Work Sessions

a. Purpose of Work Sessions. The Council occasionally holds work sessions to allow time for in-depth consideration of one or more topics of interest to the Council and to provide input and guidance to the town manager in a less formal setting than that of a typical meeting. Discussion in a work session is geared toward consensus rather than formal action, with the goal of assisting the town manager in preparing an item of business for an agenda of a future meeting.

b. Scheduling of Work Sessions. The regular meeting scheduled for the second Tuesday of each month shall be reserved for a work session of the Council. At such a meeting, the work session item(s) shall be the only item(s) on the agenda, unless action on another item of business is required prior to the next regular meeting of the Council.

c. No Formal Action Taken or Public Comment Received. The Council does not take formal action or receive public comment during work sessions. However, if a decision is required prior to the next regular meeting of the Council, the Council may take formal action after adopting a motion to suspend the rules. In such cases, the Council may also choose to receive public comment on the proposed action.

d. Statement on the Agenda. When a work session is included on an agenda, the following statement shall be printed under the heading for that item: “The Council occasionally holds work sessions to allow time for in-depth consideration of certain topics and to provide feedback to the town manager. The Council does not take formal action or receive public comment during work sessions.”

Public Hearings

Rule 40. Public Hearings

a. Purpose of Public Hearings. The Council holds public hearings for the purpose of receiving comments from the public on topics being considered by the Council. Some public hearings are required by statute or ordinance, such as hearings on the annual budget, special use permits, and amendments to the Land Use Ordinance. Other public hearings are held at the discretion of the Council.

b. Calling Public Hearings. In addition to holding public hearings required by law or ordinance (including, without limitation, the Land Use Ordinance), the Council may hold any public hearings it deems advisable. Public hearings shall be scheduled pursuant to a motion adopted by majority vote. A public hearing may be scheduled as the only item on the agenda of a regular or special meeting of the Council, in which case the Council only receives public comment on that item. Alternatively, a public hearing may be included as one item among other items of business on the agenda of any regular or special meeting.

c. Public Hearing Locations. Public hearings may be held anywhere within Orange County.

d. Rules for Public Hearings. As provided by state law, the Council may adopt reasonable rules governing the conduct of a public hearing, including but not limited to rules fixing the maximum time allotted to each speaker, providing for the designation of spokespersons for groups of persons supporting or opposing the same positions, and providing for the maintenance of order and decorum in the conduct of the hearing.

e. Notice of Public Hearings. A public hearing is part of a regular or special meeting. Consequently, the relevant notice and related requirements of the North Carolina Open Meetings Law apply to such hearings. Some statutes mandate additional notice for particular types of hearings, and such notice must be provided together with notice of the meeting during which the hearing will take place.

f. Continuing Public Hearings. The Council may continue any public hearing without further advertisement. If a public hearing is set for a given date and a quorum of the Council is not then present, the hearing shall be continued until the next regular Council meeting without further advertisement.

g. Conduct of Public Hearings. At the time appointed for the hearing, the mayor shall call the hearing to order; call upon the town manager or their designee to present background information, if any, on the subject of the hearing; call upon parties to the hearing to make presentations, if any; and proceed to allow public input in accordance with any rules adopted by

the Council for the hearing. Council members may ask questions of the town manager or their designee and of the parties to the hearing, upon being recognized by the presiding officer. However, the Council generally does not answer questions or engage in dialogue with speakers during the public input portion of the hearing. Unless the Council extends the hearing, when the time allotted for the hearing expires, or when no one who wishes to speak has not done so, the mayor shall declare the hearing closed, and the Council shall resume the regular order of business.

h. Legislative Hearings. On matters for which the Council has legislative authority, the Council may either make a decision at the conclusion of the public hearing or refer the matter to the town manager for follow-up at a subsequent meeting.

i. Quasi-Judicial Hearings. In certain situations, as when considering an application for a special use permit, the Council acts as a quasi-judicial body that makes findings of fact based upon competent, material, and substantial evidence presented to it. The Council shall follow the quasi-judicial procedures described in state law for such hearings. The mayor may call on the town attorney to briefly describe, for the benefit of the members of the Council and those attending the hearing, the responsibilities of the Council and its members in their quasi-judicial roles. Witnesses wishing to present evidence must take an oath to be administered by the town clerk (or the mayor).

On matters that require a quasi-judicial hearing, the Council may be required to adopt a written decision that sets out findings of fact, conclusions, and the decision. In relatively simple and uncontested cases, the town manager may provide a draft of a written decision with the proposed findings of fact, conclusions, and decision for adoption by the Council at the conclusion of the quasi-judicial hearing, subject to any modifications by the Council.

In more complex or contested cases, or when evidence in the case is not reasonably known in advance, the Council may, at the conclusion of the hearing, adopt a motion directing the manager to draft a written decision that, as directed by the Council, would either grant or deny the application for the Council's consideration at a subsequent meeting. Alternatively, the Council may adopt a motion directing the town manager and/or the applicant and opposing party to draft and submit alternative written decisions on the application for the Council's consideration at a subsequent meeting.

If the Council adopts a motion directing the town manager and/or the parties to the hearing to prepare a proposed written decision for the Council's consideration at a subsequent meeting, the mayor and council members at that meeting may vote on the final decision, even if they were not present at the quasi-judicial hearing, as long as they had complete access to and had reviewed the minutes and records of the hearing.

j. Statement on the Agenda. When a public hearing is the sole item on an agenda, the following statement shall be printed under the heading for that item: “This meeting of the Town Council is a public hearing. For this meeting, the Council will receive public comment only on the topic(s) listed on the agenda. If you wish to address the Council, please add your name to the sign-in sheet.”

Public Comment Periods

Rule 41. Public Comment Periods

a. Purpose of Public Comment Period. The purpose of the public comment period is to receive public comments on matters that are not on the agenda. When a meeting has been reserved solely for a work session, the agenda shall not include a public comment period. When a meeting has been reserved solely for a public hearing, the agenda shall not include a public comment period, and comments from the public shall be received only on the matter that is the subject of the public hearing.

b. Frequency of Public Comment Periods. The North Carolina General Statutes require that the Council must provide at least one opportunity for public comment each month at a regular meeting, except that the Council need not offer a public comment period during any month in which it does not hold a regular meeting. The Council typically includes a public comment period on the agenda of each regular meeting, except for meetings reserved solely for a work session or public hearing.

c. Rules for Public Comment Periods. A maximum of three minutes is allotted for each speaker, and the public comment period is limited to 1 hour. Speakers may be reminded to direct their comments to the full Council, not to individual members or the Town staff. Speakers may provide copies of any handouts to the town clerk for distribution to the Council and for the public record.

As provided by state law, the Council may adopt other reasonable rules for public comment periods that, among other things, fix the maximum time allotted to each speaker, provide for the designation of spokespersons for groups of persons supporting or opposing the same positions, and provide for the maintenance of order and decorum.

d. Referring Questions and Requests to the Town Manager. The Council does not answer questions or engage in dialogue with speakers during the public comment period. Requests from speakers generally should be received by the Council and referred to the town manager for response or follow-up. Referral of a request to the town manager does not imply endorsement of the request. The town manager shall develop a process for tracking such requests and regularly report back to the Council on the response or follow-up.

e. Statement on the Agenda. When a public comment period is included on an agenda, the following statement shall be printed under the heading for that item: "Public comments on topics that are not on the agenda are heard during the public comment period. If you wish to address the Council, please add your name to the sign-in sheet. There is a three-minute limit per speaker, and the public comment period is limited to 1 hour. Requests from speakers will be referred to the town manager for follow-up."

Appointments and Appointed Bodies

Rule 42. Committees and Boards

a. Establishment and Appointment. The Council may establish temporary and standing committees, boards, and other bodies to help carry on the work of Town government. Unless otherwise provided by law or the Council, the power of appointment to such bodies lies with the Council. When making appointments to the Town's advisory boards and commissions, the Council shall follow the procedures set out in the Advisory Board Recruitment and Appointment Policy.

b. Open Meetings Law. The requirements of the North Carolina Open Meetings Law apply whenever a majority of an appointed body's members gather in person or simultaneously by electronic means to discuss or conduct official business. They do not apply to meetings solely among the Town's professional staff.

c. Procedural Rules. The Town's advisory boards and commissions and their staff liaisons and Council liaisons are expected to follow the adopted Rules of Procedure for Town of Carrboro Boards and Commissions.

Rule 43. Appointments

a. Appointments in Open Session. The Council must consider and make any appointment to another body in open session.

b. Appointments to Authorities. Some bodies, such as the OWASA Board of Directors and the Tourism Development Authority, are considered "authorities" under the North Carolina General Statutes. The Council shall consider applications for appointment to such bodies and be responsible for making appointments as directed by law. The Council may at times choose to interview applicants for these appointments by any method it chooses. All such appointments will be made in accordance with the ballot procedures described in the Advisory Board Recruitment and Appointment Policy.

c. Vacancies on the Council. In the event of a vacancy on the Council itself, the Council shall follow the procedures set out in the Town Charter.

Working With the Town Manager and Town Clerk

Rule 44. Working With the Town Manager

a. Council-Manager Form of Government. The council-manager form of local government combines the political leadership of elected officials with the professional experience of an appointed local government manager. The Council provides policy leadership and legislative direction, whereas the town manager is responsible for the day-to-day operations of the Town, including the implementation of Council policies.

b. Expectations of the Town Manager. The town manager will:

- provide thoughtful, well-prepared, and clear recommendations to the Council;
- work on the behalf of the entire Council;
- be responsive to requests received from residents and requests forwarded by the mayor and council members; and
- keep the Council well informed with timely information.

c. Expectations of the Mayor and Council Members: The mayor and council members can support the town manager by:

- respecting the town manager's areas of responsibility and authority based on the council-manager form of government;
- not jumping to conclusions regarding residents' complaints about staff;
- not criticizing the manager or the staff in public; and
- setting reasonable expectations for goals and projects based on available resources.

d. Direction to Staff. It is a fundamental principle of the council-manager form of government that the mayor and council members will not give direction to staff other than through the town manager.

e. Requests for Information From Staff. The town manager may develop protocols for handling requests from the mayor and council members for information from the staff. The following general principles apply:

- Requests will be acknowledged within 48 hours, not including weekends.
- Requests for simple, readily available information may be submitted directly to the relevant department director or designated employee (with a copy to the town manager). The employee may reply directly to the mayor or council member (with a copy to the town manager).
- Requests for complex information or research requiring significant staff time should be submitted to the town manager. The town manager will seek Council direction, if necessary, and will respond with information to the entire Council.

- Questions about items on an agenda of an upcoming meeting of the Council should be submitted to the town manager. The town manager will respond with information to the entire Council. (Questions will also be addressed during the meeting.)
- For urgent matters, the member should contact the town manager.

f. Requests From Community Members. The town manager may develop protocols for handling requests from community members. The general principles that apply to community members' engagement with the Town are described in the Community Members' Bill of Rights (see Appendix B).

g. Strategies for Effective Council-Manager Relations. The following strategies were adapted from *Eight Strategies for Effective Council-Manager Relations*, Public Management Bulletin No. 11, April 2017, from the UNC School of Government.

Expectation 1: The Council and the town manager jointly strive for good service to community members

- The town manager ensures that administration provides the very best service possible to the community.
- The town manager creates an organizational culture of responsiveness and performance.
- The town manager fully accepts responsibility with the Council when things go wrong.
- The Council supports and steers resident complaints to administration.
- Council members inform the town manager of problems and give the town manager the opportunity to get problems fixed.
- Council members seek to prevent the town manager from being surprised or caught off guard when issues arise.

Expectation 2: The town manager is a valued adviser to the Council.

- The town manager offers balanced and impartial policy advice to the Council.
- The town manager recommends any measures that they deem expedient, including alternatives, assessment, and relevant information.
- The town manager may make an unpopular recommendation that might not have very good prospects of being accepted.
- The town manager gets fully behind Council decisions and ensures that the administration does the same.
- The town manager helps elected officials explain their decision to the public and helps the public understand the Council's point of view.

Expectation 3: Elected officials' relationships with employees are carefully managed

- Council members observe the chain of command.
- Council members and the town manager protect planned workflow.
- The town manager may encourage direct contact between council members and employees for routine inquiries or requests that do not affect administrative workloads.

Expectation 4: The Council acts as a body and is dealt with as a body

- The Council takes official action as a body.
- The town manager welcomes suggestions from individual council members that do not conflict with council policy.
- Individual member proposals that set new directions or require resource reallocations are put before the entire Council.
- The town manager treats all members of Council fairly, not giving preference or special treatment to one over another.
- The town manager seeks to prevent council members from being surprised or caught off guard on issues.
- The town manager ensures all council members have the same level of information and understanding.

Expectation 5: The town manager and the Council give each other a chance to prove themselves

- The town manager directs administration based on what a majority of Council decides.
- Council members recognize that campaign rhetoric seldom stands up to the complexity of governing, leading, or managing.
- The town manager seeks to earn the trust and the confidence of new and veteran members.

Expectation 6: The town manager and the Council freely give and seek feedback

- The town manager and council members work to maintain open communications.
- The town manager provides all council members with accurate, relevant, and timely information to aid in meaningful decision making.
- Council members ask questions and make their interests, positions, and feelings known to the town manager.
- Council members offer constructive criticism to the town manager on an ongoing basis, including during an annual performance evaluation.
- Council members clarify their expectations of the town manager, providing direction and benchmarks for success.
- Council members and the town manager freely give and accept feedback in the spirit of continuous improvement.

Expectation 7: The town manager and the governing body work together to develop a highly effective governing body

- The town manager prepares agendas and plans meetings that focus on major topics.
- The town manager and mayor orient new council members, encouraging new members to do their homework, ask good questions, and exercise caution and courtesy when speaking publicly about the Town and staff.

- The town manager and council members behave in a manner that encourages community members' confidence in town government.
- The town manager helps the Council develop high-performing habits.

Rule 45.

This section was intentionally left blank for future use.

Rule 46.

This section was intentionally left blank for future use.

Miscellaneous

Rule 47. Amendment of the Rules

These rules may be amended at any regular meeting or at any properly called special meeting for which amendment of the rules is one of the meeting's stated purposes. Any amendment to these rules must be consistent with the Town Charter, any relevant statutes, and generally accepted principles of parliamentary procedure. To be adopted, a motion to amend these rules must be approved by a majority of the Council's actual membership, excluding vacant seats.

Rule 48. Reference to Robert's Rules of Order Newly Revised

The Council shall refer to *Robert's Rules of Order Newly Revised* for guidance when confronted with a procedural issue not covered by these rules or state law. Having consulted *Robert's*, the mayor shall make a ruling on the issue subject to appeal to the Council. No action taken by the Council shall be invalidated by a failure to abide by *Robert's Rules*.

Appendix A. General Policies and Procedures

Services and Resources Available to Council Members

a. Professional Meetings, Training, and Travel. The Council has funds for training, conferences, and travel. Requests to attend training and conferences should be submitted to the town clerk's office for review and processing. Once approved, the town clerk's office will handle all aspects of the registration and reservation process. Members should notify the town clerk's office as soon as they become aware of an event they are interested in attending.

Travel by personal vehicle, public transportation, or any other method is allowed and reimbursable up to the amount spent by the traveler or allowable under IRS regulations. A member who chooses to travel by Town-owned vehicle should ask the town clerk's office to handle the reservation. The town clerk's office is the appropriate point of contact for any questions related to travel.

b. Meeting Space. Any member who wishes to reserve a meeting room at Town Hall should contact the town clerk's office. Audio-visual equipment is not included in the reservation, and staff must be present if any is used.

Other Adopted Policies and Procedures

- Code of Ethics and Disclosure Requirements (Town Code, Chapter 2, Article IV)
- Gifts & Favors (Town Code, Chapter 2, Article V, Appendix A)
- Code of Ethics (Town Code, Chapter 2, Article V, Appendix B)
- Town of Carrboro Advisory Board Recruitment and Appointment Policy
- Rules of Procedure for Town of Carrboro Boards and Commissions

Appendix B. Community Members' Bill of Rights

When engaging with the Town of Carrboro, community members will receive prompt, efficient, and effective service. Citizens contacting the Town can expect consistently excellent customer service. The Community Members' Bill of Rights pledge is guided by the following standards:

1. Easy and understandable – Town products and services should be easily located and accessible to all.

- The Town should reach out to its citizens to inform them about Town products and services.
- A community member should be able to locate any Town service and initiate a request with a single phone call, visit to www.carrboronc.gov, trip to a Town Office, or a letter.
- When a citizen's request involves multiple Town offices or departments, the Town will coordinate the work.
- A community member should receive clear and accurate information.
- A community member should be treated with courtesy and respect.

2. Responsive – Town employees should be helpful, connecting community members with others who can help if they cannot.

- The Town should provide service hours and locations that are convenient to citizens.
- The Town should provide estimates of how long and, if applicable, how much it will cost to fulfill a citizen's request. Generally, all requests should receive a response within three business days.
- The Town should both keep the community member informed of progress and readily answer questions about the status of pending requests.

3. Fair – There should be no economic, social or cultural barriers to accessing Town products and services.

- The Town should collaborate with its community members to ensure Town services are designed and managed to meet all their needs.
- The Town should provide interpretation services when possible, as is necessary to fulfill a citizen's request.

4. Results oriented – Community members should get results.

- The Town should, in a timely manner, follow up with the community member after the request has been completed.
- The Town should regularly evaluate and report on overall performance in addressing or resolving community members' requests.