

APPENDIX D. RACIAL EQUITY ASSESSMENT LENS

One Orange - Let's Get REAL on Racial Equity

RACIAL EQUITY ASSESSMENT (REAL)

Goal: When we achieve racial equity, race will no longer predict opportunities, outcomes, or the distribution of resources for residents of Orange County, North Carolina, particularly for communities of color. Therefore, it is important to evaluate initiatives and demonstrate how it aligns with the County's and/or Town's racial equity goals.

FAQs:

What is the purpose of conducting this assessment? Conduct this assessment to measure how communities of color are affected by short- and long-term governmental decisions. It should be used by decision makers to evaluate new and existing initiatives. The word "initiative" is broadly used to cover policies, practices, processes, procedures, services, projects, and the like.

Who should use this assessment? Elected officials, boards, commissions, staff, community partners, and stakeholders to answer and evaluate "who, what, when, where, why, and how" through a racial equity assessment lens.

When should the assessment be conducted? Each jurisdiction will determine when the assessment should be conducted. Once that decision is made, orientation on the assessment shall be provided to all relevant staff and/or stakeholders.

How do I conduct the assessment? The assessment is a worksheet that prompts users to consider the intention of the initiative and how it impacts communities of color. The assessment should generate discussion and analysis that helps government align its initiatives with the racial equity goal stated above. There is not a "correct" answer to the questions. The completion of the assessment has value based on its merit. Please answer each question under every step, to the best of your group's ability. Be as specific as possible. This worksheet is designed to help you fill in as many details as possible.

How do I get a copy of the lens? The Racial Equity Assessment Lens is included within this document below.

Racial Equity Assessment Lens (REAL)

NAME OF INITIATIVE PROGRAM/PROJECT	New or Existing?	Who is Conducting the Assessment?
Advisory Board & Commission Recruitment Process	Existing	Clerk's Office

ORIGIN AND DESCRIPTION

- For New initiatives – Why this initiative and why now?
- For existing initiatives- include background information and milestone dates

The process for appointments to town advisory boards and commissions are typically completed in February-March of each year, for expiring and vacant terms, leading up to the consideration by Town Council. The Clerk's office works with staff liaisons and advisory board chairs on applications received and/or eligible member reappointments. These recruitment efforts follow the current advisory board recruitment and appointment policy. The Advisory Board Recruitment & Appointment Policy was initially adopted on 11-21-2017. Since then, several text amendments to this policy have been discussed and adopted by the Town Council on 12-1-2020 and 4-13-2021, respectively. These amendments have been within the section entitled "Composition" on page 2 of the policy, which details expanding the racial and ethnic diversity on advisory boards and commissions (full policy attached at the end of this document). As the policy currently states, consideration of advisory board appointments should not be brought forth to Town Council for consideration unless a diverse applicant pool is present. The exception to this rule is if any advisory board or commission is experiencing issues with achieving a quorum due to multiple vacancies, which prevents the board or commission from conducting business.

Processes for advisory board & commission recruitments also follow this policy. Vacancies occur throughout the year on all boards and commissions, and appointments are made by Council at various times outside of February-March as needed. The main recruitment efforts begin in late fall of each year leading up to February-March and includes creation & production of marketing materials for distribution, announcements on website/social media, "word of mouth" recruitment and recruitment assistance from the Town Council. The Clerk's office helps coordinate these recruitment materials & announcements with assistance by the Communications & Engagement Dept. The Clerk's office also notifies Town Council of any issues of diverse applicant pools for advisory boards and commissions and requests their assistance on recruitment, per the policy. As the applicants are submitted, the Clerk's office fields these to the appropriate staff liaison & chair and keeps record of the applications received. Further, the Clerk's office maintains a roster of current members and applicants, bringing forward applicants to Council for consideration following the policy.

DESIRED RESULTS

What specific results/outcomes are intended for the community or organization? (How will this initiative achieve this goal? Is anything being created, removed, incentivized, mandated, allowed, or assigned by this initiative?)

To recruit advisory board and commission members from all areas of Carrboro, representing every neighborhood if possible. For the members of these advisory boards and commissions to be more diverse in the future than they have been in the past. Continued work to enhance participation in boards and commissions by possibly offering incentives including stipends, childcare and transportation options. Also, offerings of virtual and hybrid meeting options to allow more ways members can attend meetings. Town Council will hold a work session to discuss advisory board and commission statuses, possible incentives, board combinations who share similar duties, and more efficient appointment processes.

To continue outreach and communication efforts for advisory board recruitment by continuing to utilize social media platforms, inclusion on town e-news and website postings. Additionally, continue to advertise using the Town Information Centers, printed Town calendars, Rec & Parks publications, Carrboro in Motion events and Carrboro Day event to ensure all recruitment efforts are not solely through the internet. A new effort could be to work with local businesses/Carrboro Business Alliance to place flyers inside downtown businesses for advertisement and recruitment. **Advertise on local radio stations – WCOM and WCHL.**

The current policy already calls for a diverse applicant pool before appointments are to be made by Council unless a quorum issue exception exists.

What policies are relevant to this initiative? How do racial and social inequities impact these areas? What does this proposal have the ability to impact? Consider topics and subtopics related to what you are trying to achieve, i.e., business, and economic development, labor and workforce development and retention, the judiciary, public safety, housing, education, health, transportation, environment, human services, youth, recreation, and COVID-19.

Topic/Issue	Baseline Data and Racial Disparities	Historical Root Causes of Disparities
For example, rather than write "education" below, list "attendance, school discipline, and commutes."	What does available data or research say about this issue? What disparities already exist within this issue?	What caused the numbers to look like they do today? Were the causes in the distant past and/or more recent? Were they purposeful or unintentional?
Representation on Advisory Boards	The available data shows that many of the Town's Advisory Boards do not have a diverse racial makeup.	Recruitment efforts in the past have relied on advertising (hanging posters, social media, etc.) and word of mouth to groups of people that may align with only a certain neighborhood(s) or demographic. These are mainstream, accepted practices in most communities that have been the same for many years. This has been unintentional. Lack feeling of inclusivity and belonging.
Recruitment efforts	In the past (prior to the 4-13-21 amendments to the recruitment policy), the recruitment efforts have not been widespread or varied. There	This has been unintentional. It could possibly have been purposeful in a way to limit participation of some groups; however, it is hard to

	was a limited effort and just utilizing “low-hanging fruit” only, with just a few methods used such as posting online and small promotions.	determine. Since amendments were made to the policy by Council, and the Communications & Engagement office has been created, more consistent, fair recruitment efforts have been made.
Member attendance issues	There are identified barriers to attendance such as lack of childcare, transportation, scheduled meeting times and limitations on technology to attend virtual meetings. This information has been relayed via advisory board members to the staff liaisons.	This has been unintentional. There historically seems to be issues with all advisory board and commission seats being full due to transient residents, personal issues that arise such a change in job schedules that cause resignations or absence, and issues with lack of childcare, transportation to meetings or limitations with virtual participation. Additionally, due to COVID and all virtual meetings taking place, once in-person meetings were being held again, some members indicated they would rather remain virtual for more accommodating purposes, which has resulted in some resignations.

What is the specific desired result statement –

The desire is to create a diverse and fair recruitment process and have options that appeal to all demographics with solutions to common barriers e.g., **meeting schedule**, childcare/transportation options, member stipends, and that there are multiple ways of advertising opportunities that range from print to digital to interpersonal to keep interest levels high and at the forefront.

DEMOGRAPHICS (be as specific as possible)

- Who is this initiative focused on? (Neighborhoods, geographic areas, racial groups, income groups, etc.)
 - What data can you provide to describe the target population?
 - What data is missing?
- Consider groups based on race, earnings, education, geography, occupation, age, gender identity, sexual identity, religion, immigration status, etc. Consider atypical groupings.

	BENEFITTING INDIVIDUALS OR GROUPS	BURDENED INDIVIDUALS OR GROUPS
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Funded initiatives -currently there is no funding with this initiative. A possible solution to help with Advisory Board recruitment and retention is to offer stipends and/or childcare options/transportation stipends for members. Town Council will be discussing at an upcoming work session. Follow-up- At the work session, Council expressed interest in stipends, following Chapel Hill's model, and directed staff to complete some additional research & report back to Council.

<p>If the new initiative is funded</p>	<p>Racial and ethnically diverse communities would benefit from more representation on advisory boards. Having diverse advisory boards will be more likely to recognize, create and promote initiatives that benefit the areas that are likely to be underrepresented traditionally.</p>	<p>n/a</p>
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<p>Existing initiative is funded</p>	<p>n/a</p>	<p>n/a</p>
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Non funded initiatives

<p>If the new initiative is not funded</p>	<p>Those who can afford childcare and/or transportation could still be an advisory board member and attend meetings with little to no issue. Further, those who can afford childcare and transportation, most likely has easier access to use digital means to attend meetings & receive news on recruitment efforts. Advisory board initiatives may proceed that further benefit these groups or individuals because they have a means to attend and participate in meetings with less hardships.</p>	<p>Potentially qualified advisory board members are not able to participate due to lack of childcare or not being able to afford childcare or transportation to attend meetings. Further, these potential members may not have adequate access to internet and could miss out on recruitment efforts, which is why it is important to promote in non-digital ways. This could leave a gap in the voice at the table of/for a particular demographic. As a result, an advisory board may create or proceed with initiatives that further isolate or alienate certain demographics or people who aren't at the table.</p>
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<p>If the existing initiative is no longer funded</p>	<p>n/a</p>	<p>n/a</p>
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COMMUNITY ENGAGEMENT

List the individuals or groups who will potentially benefit the most or be burdened the most by this Initiative.

- How have you involved community members in developing this initiative?
- Have you involved those directly impacted?
- How have you addressed the concerns raised by community members? Especially those directly impacted.
- Going forward, how do you plan to include voices of those most impacted / burdened? How? Please note if they are: (1) Already involved in the drafting of the process; (2) What is your first step in involving them; or (3) Why you are not involving them in the process.

<p>Individual or Group</p>	<p>Already Involved, First Step to Involve, or reason for No Involvement</p>
<p>Citizens (traditionally involved on boards and commissions and have immediate access to information)</p> <p>Add Citizens (not traditionally involved)</p>	<p>An Advisory Board and Commissions application is available for interested applicants. Information about each advisory board/commission is available for interested applicants (citizens) to review for interest. Advisory Board and Commissions recruitment efforts are published in Rec & Parks publications, featured in Carrboro news, emails, social media platforms, printed materials available at town Hall and public events (e.g., Carrboro Day, Carrboro in Motion, Town Information Centers).</p> <hr/> <hr/>

Going forward, based on the Council work session about advisory board and commissions, if new initiatives are implemented, outreach and engagement information will be updated and announced on all platforms. The work session surrounding advisory board and commissions will give Town Council an opportunity to hear from staff liaisons on ongoing issues and discuss incentives to recruit new, diverse members, and retain members. Also, going forward, creation of ongoing educational measures to show the important roles these boards & commissions play in government decisions will be beneficial.

Some citizens can be burdened by this if they have a distrust in government or have had an experience(s) of not being heard by their local government or have been directly impacted by an action(s) of government (which could have stemmed from elected officials adopted items recommended by advisory boards, who are there to advise the elected officials). Additionally, citizens may be afraid of not being accepted if they tried to participate, so they just don't apply at all. A lack of education of what important purposes advisory boards & commissions serve to the local government may also prevent qualified citizens from applying. (add to the suggested category above?)

Who else from the community should be involved in designing, governing, or executing the initiative? Please note if they are: (1) Already involved in the drafting process; (2) What is your first step involving them; or (3) Why you are not involving them in the process.

Individual or Group	Already Involved, First Step to Involve, or reason for No Involvement	
Town Council / Staff Liaisons	Staff liaisons comments received by Clerk’s office can be relayed to Town Council and addressed at a Council work session as needed to discuss/address issues. Staff liaisons can report to Council at these work sessions to address ongoing concerns. A standing quarterly meeting of all advisory board liaisons would be beneficial to gather & share feedback.	
Citizen Involvement (suggestion)	Citizen Survey- poll/survey citizens what the barriers are for participating or not on boards/commissions. See what other disconnections may be with advisory board participation. Include this into the citizen survey, or conduct a special survey by posting on website, including in town news emails, at in person events and at Town Hall.	
Benefits <ul style="list-style-type: none"> • Which area(s) of the County/Town could be impacted by this Initiative? • Share any relevant data (link to jurisdictional map and/or information) • Consider differences such as towns, density between residential, commercial, rural, and suburban, access to resources, transit, geography, and proximity to health care services. 		
AREA	HOW AREA WOULD BENEFIT	HOW AREA WOULD BE BURDENED
Lower income	More outreach options would benefit these communities, including educational methods about advisory board/commission roles & their importance and stipend offerings.	Not being “plugged in” to town functions. Less access to internet & items posted solely online. Outreach would need to be extended past online only.
Communities of color / lower income	Offering incentives such as stipends and childcare/transportation stipends to allow participation in meetings. Also, education on the roles boards play and importance.	Fear of getting involved due to their particular demographics. Feelings of not being heard, or distrust of government based on past experiences, which may deter interest, even with incentives offered.

If you mentioned communities of color in the table of above, how might this Initiative negatively impact them?

- Not being plugged into the community due to the neighborhood they live in, or their neighborhood does not have an active HOA (or the like) that shares information with residents.
- Feeling of disconnect with government or distrust of government.
- Fear of getting involved due to past experiences that affected them personally, affected their friends/family and/or affected their neighborhood.
- Feeling of not being heard if they are the minority on a board.
- Lack of awareness of offerings due to limitations of internet, digital presence.
- Unable to participate due to childcare or transportation issues.
- Unable to participate due to work hours or obligations that aren't the "normal working hours."

If you mentioned people with low incomes in the table above, how might this Initiative negatively impact them? There could be technology disadvantages such as less internet capabilities in general. Without access to these devices, residents may be unaware of opportunities available and/or can't participate on Zoom, Teams, YouTube, etc., and there may be a basic lack of awareness of government functions in general. They may miss out on the new incentives being offered if promotions are solely posted online.

Lower income residents may be unable to secure childcare or transportation to attend meetings. Additionally, these residents may hold jobs that have undesirable hours that prevents them from attending regularly scheduled meetings, even if they had childcare and transportation.

Lower income communities typically are subject to less options than larger income communities, or neighborhoods, and historically aren't as "plugged in" to their local government, or community.

IMPACTS

Considering the Section above when filling out the table below on unintended consequences.

- What are the unintended consequences of this Initiative? Investigate if there have been other Initiatives of this type. If yes, what is known about the effect of these Initiatives, especially of different racial groups?
- What can be done to mitigate any negative impacts?
- Are there any challenges that need to overcome? How?
- Share any relevant data.

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Type	Potential Unintended Consequence	Mitigation Strategies to Prevent Consequences and Advance Racial Equity
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<p>SOCIAL Consider native and long term residents, rural residents, transit, trust in government, education, etc.</p>	<p>People of color and other demographics may not trust government’s outreach. They may feel that it needs to be broader in its reach. They may feel that the outreach is targeted to one set demographic or neighborhoods of “higher significance.”</p>	<p>There could be additional outreach measures added to community outreach and expand the forms of public relations to those other than digital platforms.</p> <p>Council has worked to enhance and promote diverse applicants to advisory boards by amending the advisory board recruitment & appointment policy several times and not making appointments to boards until a diverse pool is achieved (unless there is a quorum issue).</p>
<p>ECONOMIC Consider wages, competition, tourism, unemployment, small businesses, etc.</p>	<p>If stipends were to be made available for advisory board members, it would need to be in an equitable fashion across all boards and consistent (e.g., option to opt-in or out of stipend)</p>	<p>Stipends could be provided for Advisory Board members which could be used for childcare needs and transportation. Public transit vouchers could be given as well.</p>
<p>HEALTH Consider impacts on pollution, health access, existing health disparities, etc.</p>	<p>N/a</p>	<p>N/a</p>
<p>ENVIRONMENT Consider impacts on pollution, natural resources, transit, etc.</p>	<p>N/a</p>	<p>N/a</p>
<p>OTHER Consider how a resident might interact with this measure "start to finish." Think through the best- and worst-case scenarios</p>	<p>N/a</p>	<p>N/a</p>

Is your initiative realistic, adequate resources to ensure successful implementation? **Yes.** Council will discuss and make some decisions toward the proposed new initiatives including stipends, and budgeting for adequate funding if this is a direction Council decides to enhance advisory board participation/recruitment. Additional educational outreach is also a realistic initiative.

What challenges should be overcome? **Outreach and promotion.** If new initiatives are put into place, it will be important to ensure efforts are being made to spread the word and educate residents to encourage new and continued participation. **How?** Work with Communications & Engagement Dept. to develop or enhance promotional materials and outreach in various formats. Also, discuss with advisory board liaisons at quarterly meetings in a round table setting to brainstorm continued & new outreach methods.

Share any relevant data?

ACCOUNTABILITY

How will the impact of the initiative be measured? Council is updated, per current advisory board recruitment policy, by Clerk's office if diverse applicants aren't being received, to aid in public relations. Clerk's office would continue to monitor the demographics of the applicants and keep Council updated, as well as work with staff liaisons on advisory board concerns. Council & staff liaisons receive an applicant matrix when certain appointments need to be made. If new incentives are created for advisory board members, data should reflect if more applications are received from more diverse applicants and if member retention improves.

What success indicators or progress benchmarks are incorporated in the proposed Initiative? (Provide indicators/benchmarks/metrics) If a diverse applicant pool isn't achieved, appointments can't be made which holds up the work of the boards/commissions from operating. If new incentives are created for advisory board members, data should reflect if more applications are received from more diverse applicants and if member retention improves.

What is missing? What will happen if these metrics are met and what will happen if they are not met? With more applicants, especially diverse applicants, advisory board appointments can be made quicker, which results in work of the boards staying on track and it is not held up due to a lack of quorums. The opposite would happen with a continued lack of diverse applicants, which would stall the work of the boards which often need to be discussed at this level before going forward to Town Council for final action.

In what way does this Initiative deeply consider the experience of the residents it will impact? The initiative wants a diverse member makeup of the Town's Advisory Boards and Commissions from Town residents in all demographics, neighborhoods, ethnicities & race. (Recommendations/decisions reflected of Carrboro population)

How will you share you results with your leadership and other funders? Applicants have been and will continue to be shared with the Council and a matrix of applicants are presented when considering appointments to the Boards & Commissions (continuing to follow the current Advisory Board Recruitment & Appointment Policy). If stipend or other incentives are enacted, Council can be provided status updates every so often on how it's working and if it is making an impact on participation and diverse applicant numbers. Clerk's office to conduct quarterly or bi-annual check-in meetings with advisory board staff liaisons to gather feedback, concerns, and share information.

How will you share results with community members and stakeholders? Any advisory board policy changes and appointments are made in open Town Council sessions that are open to the public and they are all part of the public record. Council meetings are broadcast online and on the local cable tv channel. Meeting videos are also easily found on the Town's website. Also, inquiries can be made to the Town Clerk's office about appointments. Town Council updates are provided via the Communication & Engagement office as well.

How will you acquire feedback from community members and stakeholders and incorporate findings? The Clerk's office will report to the Council on any lack of diverse applicants on advisory boards. Suggestion to add a section onto the Carrboro citizen survey and/or website (or community events) which will ask for

feedback from citizens on advisory boards participation- find out what their limitations are for participating to further gather information on possible continued recruitment efforts & new initiatives.

RECOMMENDATIONS

- Continue adhering to the Advisory Board Recruitment & Appointment Policy as written (or as amended in the future).
- Continue to broaden outreach and recruitment of Advisory Board/Commissions outside of digital means.
- Place recruitment emphasis on sectors of community where there are more people of color and lower income.
- Explore stipend or pay for Advisory Board members for attending meetings, for childcare and/or transportation needs. **Also consider meeting schedule.** Town Council work session will be held to address various advisory board topics and more recommendations may transpire from the Council.
- Include questions on citizen survey on advisory board participation and seek what limitations may exist.

SIGNATURES OF ASSESSOR(S):

Wesley Barker, Town Clerk **Mary Bryant, Deputy Town Clerk**

DATE REVIEWED BY CORE TEAM:

4/10/23

RECOMMENDATIONS/FEEDBACK – CORE TEAM:

This analysis of Advisory Board Recruitment and Appointment is thoughtful and comprehensive. The description of the process is complete, and there is a detailed list of barriers to communities of color. The recommendation to work with local businesses for advertisement and recruitment is excellent.

The Advisory Board System is complex. We suggest looking at the system as a whole including “recruitment”, “appointment” and “service including board roles/missions and terms.” These processes are interrelated. For example, a barrier to recruitment may be that the lengths of service, about three years, which may be considered a longtime commitment to some residents.

We would like to see additional attachments – primarily data showing the demographic makeup of existing boards. The Town will not know about our progress to diversify boards and commissions without creating an excellent tracking system. This may require assistance from GIS or other data-professionals. It would be important to also show a geographic representation of membership residences across town. We should create a dashboard that is publicly available for review, at the forefront - perhaps on a central webpage. Can we set some goals and track progress for the next five years?

Can we consider an exit survey for board members?

Advisory boards and commissions need to consider meeting dates/times.

Do we have a definition of “diverse applicant pool” within the policy? We use the term frequently – but it’s not defined. Is it reflective of the town population or is there another measurement?
Reviewing the calendar for the appointment process, we’re wondering whether the February month for term expirations could be an issue. If the calendar was shifted so that recruitment took place at the beginning of the school year (August or September), would that be helpful to residents?

Regarding the note about funding for the initiative (stipends, child care, etc.), please also include funding for recruitment/advertising. Many clubs and marketing initiatives offer bonuses for existing members who bring in new members. Could we test something like that?

The Citizens Academy is often considered a recruitment method for advisory boards. How does this play into the analysis?

Thoughtful. I thought there were an abundance of ideas related to improving the process and getting real results. – Savannah Allred

DATE REVIEWED BY RACIAL EQUITY COMMISSION:

5/10/2023

RECOMMENDATIONS/Feedback from RACIAL EQUITY COMMISSION:

Remove obstacles from participating.

Advertise board and commission vacancies using multiple platforms – radio stations – WCOM, newspapers (?), kiosks/information centers, drop off locations that community members frequent, cybrary , churches and UNC.

Set goals to fill seats with diverse voices on every board and commission.

Spend time in the community and share information along with other important services, etc.

Information should be in different languages.

Is it possible to have a “hotline” where people can call in to find out about vacancies and other information items?

What is the Town of Chapel Hill doing to fill the seats with representatives that look like us?

Can meetings be held throughout Town and not in one place all the time? In community?

How about virtual opportunities for those that don’t have internet access?

Consider providing childcare for members and transportation to and from meetings (pickup stops).

Could be a great part-time job for someone. Rent or use a town van.

Offer opportunities for community members to experience serving on a board or commission.

Provide training for new members about protocol, etc.

Be creative and welcoming to all members of the community.

How can the Town build a sense of community and belonging for everyone?

**Town of Carrboro
Advisory Board
Recruitment and
Appointment
Policy**

11-21-2017,12-4-2018,12-1-20,3-16-21

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TOWN OF CARRBORO TOWN COUNCIL Recruitment and Appointment Policy

Adoption: 11/21/2017, Amended 12-4-2018, 4-13-21

Purpose

The purpose of this policy is to establish a policy and procedures whereby the Town Council will make appointments to public advisory boards, committees, commissions, councils, and taskforces (hereinafter “boards”). The Board shall also establish a policy and procedures whereby the Board makes appointments to public authorities that have Carrboro representatives or are Town of Carrboro Authorities.

Composition

The Town of Carrboro Town Council shall appoint all voting and non-voting members to boards. The Town Council shall endeavor to appoint members who represent the ethnic, cultural, demographic, and geographic diversity of the community. The Town Council has a goal of promoting racial and ethnic diversity on advisory boards. To the extent possible, the Town Clerk will bring forth applications that will expand the racial and ethnic composition of the existing advisory board. If no applications exist that will expand the racial or ethnic diversity of the advisory board, the Town Clerk shall notify the Town Council of the lack of racially or ethnically diverse applicants and at such time request that the Town Council work to recruit additional applicants. If the advisory board must have appointments due to membership numbers resulting in a lack of quorum, the Town Clerk shall bring forth applications regardless of the

racial and ethnic diversity of applicants and request that the Town Council make the appointments. The Town Council should consider the following when making appointments:

- Address
- Neighborhood/Geographic location
- Date of Birth
- Length of Residence in Carrboro
- Gender
- Race
- Ethnicity
- Occupation
- Advisory Board Service
- Experience/Skill Set/Expertise
- Community Activities/Involvement/Organizations

Authority

The North Carolina General Statutes, the Town of Carrboro Charter, the Town of Carrboro Town Code and the Town of Carrboro Land Use Ordinance provide the enabling legislation for the Town's Boards.

Periodic Review

This policy may be changed or adjusted as deemed necessary by the Board. The Town Clerk shall review the policy and make sure the policy is up-to-date.

Recruitment and Appointment Process

- a. Prior to the annual February term expirations, and when midterm vacancies occur, the Town Clerk will advertise that the town is accepting applications for upcoming openings on advisory boards and commissions.
- b. Applications will be taken until all seats are filled. Applications received after the seat(s) have been filled will be placed on file by the Town Clerk and held for future vacancies for a period of 12 months. If vacancies exist on other boards, the Town Clerk will let the applicant know of those vacancies. If interested, applicants will be encouraged to apply. Midterm vacancies shall be filled from applications on file without special advertising efforts unless requested by the Town Council.
- c. All new candidates must complete an application to be considered for appointment.
- d. Currently serving advisory board members, whose first full terms are expiring in February, will be contacted by the Town Clerk and asked if they would like to be considered for reappointment. If so, no new application is needed from the member. The Town Clerk shall report to the Board Chair that the member wishes to be reappointed. The Chair shall provide the recommendation/review form for the current member to the Town Council , just as with new applicants.
- e. The Town Clerk will notify all applicants of receipt of his/her application.

- f. The Town Clerk shall forward copies of applications to the advisory board chairs as soon as possible after receiving an application.
- g. Each chair shall contact each applicant and invite them to at least one meeting of their board so they may understand the responsibilities of the board and the necessary time commitment. (Chairs should contact Town staff in the event of a language barrier.) The chairs shall also talk with the applicants about their interest in serving on the advisory board. Board chairs may meet personally with applicants if a meeting of their board is not anticipated within 30 days following receipt of the applicant's request for appointment. This would be in lieu of having the applicant attend a meeting of that board or commission. If applicants do not attend a meeting after two phone calls or emails, then the Chair shall notify the Town Clerk of that fact and said application will be removed from further consideration.
- h. The chair of each board shall submit a Review Form to the Town Clerk within one week of the applicant's attendance at a meeting. If a meeting is not planned, the chair shall provide a Review Form to the Town Clerk within one week of a conversation with the applicant.
- i. Copies of all applications and recommendation forms received shall be forwarded to the Mayor and Town Council pursuant to the goals expressed in the Composition section above.
- j. If there are no applicants for the Board in question, the Chair may contact applicants that have applied for other boards. Board chairs should contact the Town Clerk to obtain these applications.
- k. If a Chair Form has not been received from board chairs within three weeks after being forwarded from the Town Clerk, the Town Clerk shall contact the chair and request a status report.
- l. By March 1, the Mayor and Town Council shall endeavor to make appointments to boards and commissions to fill annual expired terms.
- m. The Mayor and Town Council shall endeavor to make appointments to unexpired terms with vacant seats within one month of the Town Clerk receiving application(s).
- n. Appointments to unexpired terms of 12 or fewer months will be simultaneously appointed to the following 3-year term.
- o. As a presumptive policy, the Town Council will not appoint a person to serve on multiple advisory boards or commissions at the same time. However, the Council retains the discretion to make exceptions to this policy. (Amended 4-10-18)

APPOINTMENTS TO AUTHORITIES

The OWASA Board of Directors and Tourism Development Authority are considered "Authorities" under

NC General Statutes. The Town Council will consider applications for those authorities and be responsible for making appointments as they are directed per law. The Council may at times choose to interview applicants for the representative seats by any method that they choose. All appointments will be made in open session by the ballot procedures established in the policy.

Advisory Board Appointment Method

The Town Clerk shall provide an information matrix, related to composition information as shown above, for the Town Council to consider when there are more applications than open seats available. The Town Council may also request further information from the Town Clerk as it desires.

Unless the Town Council agrees by majority vote or consensus to follow another procedure, the Council shall use the following procedure to appoint individuals to various subordinate boards and offices:

Voting Method

- a. The Town Clerk will provide a ballot listing the names of all applicants presented in the agenda packet to each Council Member.
- b. Prior to voting, the Council shall open the floor for discussion of the applications.
- c. Each Council Member shall sign their name to the ballot and indicate their choice in candidate(s) by marking next to the candidate(s) name.
- d. Each Council Member will vote only for the number of candidates that there are vacant seats to fill.
- e. The Clerk shall collect the ballots and announce the candidate(s) receiving the highest number of votes and indicate the position that each candidate has been appointed to fill.
- f. The Town Clerk shall then read into the record the names of the candidates receiving the highest number of votes. The Town Council shall then make appointments per motion and second. The minutes shall indicate fully the written and verbal voting record of each Council Member.

Terms (Amended 12-4-18)

- a. Members are appointed to staggering three-year terms on all advisory boards that expire annually in February. The Carrboro Tourism Development Authority members are appointed to one-year terms that expire annually in January.
- b. Members are limited to two full terms. After completing two full terms, a member must take off one year before applying for re-appointment to the advisory board. However, a board member may apply to serve on another advisory board if he/she desires. The Town Council may make exceptions to this rule under the following circumstances:
 1. To retain diversity on an advisory board;
 2. A lack of applicants.

Attendance

- a. The chair or staff liaison of each board or commission shall notify the Town Clerk on an as needed basis if there are members that are presenting attendance problems.
- b. Unless the chair waives the requirement, members shall be removed if they are absent from three consecutive meetings or if they miss more than 30% of the meetings during a 12-month period. The Town Clerk shall notify the chair in writing as soon as a member becomes subject to removal under this section. The chair will have 10 days after receipt of such notice to waive the removal. If the chair fails to notify the Town Clerk in writing within ten days after receipt of such notice that the automatic removal requirement should be waived, the Town Clerk will send a removal notice to the member. This removal shall be effective on the date of such notice.

Resignations

- a. Resignations must be submitted in writing via email to the chair, the staff liaison, or the Town Clerk. If the resignation is submitted to the chair or the staff liaison they should forward the resignation to the Town Clerk as soon as possible.