



Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

Meeting Agenda Board of Aldermen



Tuesday, May 14, 2019

7:00 PM

Board Chambers - Room 110

7:00-7:15

A. POETRY READING, RESOLUTIONS, PROCLAMATIONS, AND ACKNOWLEDGEMENTS

1. [19-174](#) Charges Issued to Recently Appointed Advisory Board Members
2. [19-173](#) Proclamation - Public Works Week

7:15-7:20

B. ANNOUNCEMENT OF UPCOMING MEETINGS

7:20-7:30

C. REQUESTS FROM VISITORS AND SPEAKERS FROM THE FLOOR

7:30-7:40

D. CONSENT AGENDA

1. [19-175](#) Approval of April 16th and 23rd Meeting Minutes
2. [19-170](#) Approval of the Activities for 2019-20 HOME Investment Partnership Program

PURPOSE: The purpose of this item is for the Board to consider approving the HOME Investment Partnership Program's proposed activities for FY 2019-20.

Attachments: [Attachment A - Resolution](#)
[Attachment B - HOME Summary](#)

E. OTHER MATTERS

7:40-8:40

1. [19-168](#) Review of Board of Aldermen Discussion Guidelines

PURPOSE: The purpose of this item is to provide the Board of Aldermen time to review and discuss a draft update to the Board of Aldermen discussion guidelines.

Attachments: [Attachment A. Updated Discussion Guidelines](#)
[Attachment B. Updated Discussion Guidelines \(with references\)](#)
[Attachment C. Board Discussion Guidelines](#)
[Attachment D. Public Hearing Discussion Guidelines](#)
[Attachment E. 5 Tips for Civil Discourse](#)
[Attachment F. Carrboro Discussion Guidelines051319](#)
[Crucial Conversation Cheat Sheet](#)

8:40-10:00

2. [19-172](#) Budget Worksession - Capital Project Delivery, Climate Action Plans Implementation and Staff Capacity

PURPOSE: The purpose of this item is for the Board of Aldermen to discuss the current scope and scheduling of active capital projects and the implementation of town and community climate action plans and associated staff capacity and to advise regarding expectations that could affect prioritization and delivery.

F. MATTERS BY BOARD MEMBERS



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Agenda Item Abstract

File Number:19-174

Agenda Date: 5/14/2019

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Charges Issued to Recently Appointed Advisory Board Members



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Proclamation - Public Works Week



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Approval of April 16th and 23rd Meeting Minutes



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Agenda Item Abstract

File Number:19-170

Agenda Date: 5/14/2019

File Type:Agendas

In Control: Board of Aldermen

Version: 1

TITLE:

Approval of the Activities for 2019-20 HOME Investment Partnership Program

PURPOSE: The purpose of this item is for the Board to consider approving the HOME Investment Partnership Program's proposed activities for FY 2019-20.

DEPARTMENT: Manager's Office

CONTACT INFORMATION: Rebecca Buzzard, Project Manager, 919-918-7438, rbuzzard@townofcarrboro.org <<mailto:rbuzzard@townofcarrboro.org>>; Anne-Marie Vanaman, Management Assistant, 919-918-7321, amvanaman@townofcarrboro.org <<mailto:amvanaman@townofcarrboro.org>>

INFORMATION: The Orange County HOME Consortium asks the Board of Aldermen to review and approve a 2019-20 HOME Program Plan developed by the HOME Program Review Committee. The committee consists of elected officials and staff from each of the four participating jurisdictions (Chapel Hill, Carrboro, Hillsborough, and Orange County acting as the lead entity), and all participating jurisdictions must approve the plan and authorize submission of the plan to the U.S. Department of Housing and Urban Development.

HUD has reduced the HOME allocations for the 2019-20 program year by \$51,038 from the previous year.

Background

- Since 1992, the Orange County HOME Consortium has received federal HOME program funds to develop affordable housing throughout the County.
- In October 2000, the Consortium agreed to form a HOME Program Review Committee consisting of an elected official and staff member of each jurisdiction to allow elected officials to have more involvement in the development of the annual HOME Program Plan and to review the progress of HOME funded activities.
- Alderperson Chaney is the representative on the Committee this year.
- In FY 2019-2020, the Consortium will have \$442,426 of HOME Program funds available:
 - FY 2019-2020 funds \$350,302
 - 25% local match \$78,818

Agenda Date: 5/14/2019

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○ Program Income \$13,306

- Each jurisdiction's contribution of the local match is based on its population. The Town's contribution to the matching funds is 15% of the total match, or \$11,823.

Summary of Recommended Plan

The HOME Program Review Committee recommends the following 2019-20 HOME Program amounts:

Habitat for Humanity	Second Mortgage Assistance	\$181,392
EmPOWERment	Property Acquisition	\$85,000
Orange County	Rapid Rehousing/Vouchers	\$141,004
Administration		\$35,030
Total		\$442,426

More information on the plan is provided in Attachment B.

FISCAL & STAFF IMPACT: Carrboro's portion is estimated to be \$11,823, 15% of the total local match.

RECOMMENDATION: That the Board: (1) Approve the plan developed by the HOME Program Review Committee for use of \$442,426 of 2019-20 Orange County HOME Program funds; and (2) authorize this plan to be incorporated into the Annual Update to the 2015-2019 Consolidated Plan for Orange County.

**RESOLUTION AUTHORIZING THE FY 2019 - 2020 HOME PROGRAM
REVIEW COMMITTEE FUNDING RECOMMENDATION**

WHEREAS, the Town of Carrboro is a member of the Orange County Local Government Affordable Housing Collaborative (the Collaborative); and

WHEREAS, the Collaborative reviewed applications for HOME funding on February 28, 2019 and

WHEREAS, the Collaborative agreed by consensus on the following final funding recommendations:

Habitat for Humanity	\$181,392
EmPOWERment	\$ 85,000
Orange County Rapid Rehousing/Voucher Program	\$141,004
Orange County Administration	<u>\$ 35,030</u>
Total	\$442,426

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE TOWN OF CARRBORO:

Section 1. Approves the recommended funding activities for the FY 2019-2020 HOME Program.

Section 2. The County Manager is hereby designated as the authorized representative of the County to act in connection with the submission of this plan and to provide such additional information as may be required by the U.S. Department of Housing and Urban Development.

Section 3. This resolution shall become effective upon adoption.

FY 2019-2020 Home Program Plan Summary

The Orange County Local Government Affordable Housing Collaborative (the Collaborative) met on February 28, 2019 to review applications for HOME funding, and recommended a funding plan based on the anticipated HUD award. After receiving additional award information, the Collaborative reached consensus on the following FY 2019-2020 program plan:

Summary of Recommendation

Habitat for Humanity	\$181,392
EmPOWERment	\$85,000*
Orange County Rapid Rehousing and Rental Assistance	\$141,004
Orange County Administration	<u>\$35,030</u>
Total	\$442,426

1. Habitat for Humanity: \$181,392

Habitat proposed using \$181,392 in HOME funds as second mortgage assistance for six newly constructed homes in the Fairview community in Hillsborough and the Northside neighborhood in Chapel Hill, which will allow the homes to be affordable to buyers earning between 30% and 80% of the Area Median Income (AMI).

2. EmPOWERment: \$85,000

EmPOWERment requested HOME funds for acquisition of two apartment units in the Hillmont Complex in Carrboro. These units will be added to the affordable rental inventory.

*Includes Orange County HOME Consortium's FY19-20 Community Housing Development Organization (CHDO) Set-Aside amount of \$52,545. EmPOWERment will also receive \$60,201 of FY18-19 CHDO Set-Aside funds making their total proposed award amount \$145,201.

3. Orange County Rapid Rehousing and Rental Assistance: \$141,004

Orange County proposes to use HOME funds for Rapid Rehousing and general rental assistance activities, including utilities and security deposit payments for homeless and other low-income persons.

4. Program Administration: \$35,030

Funds for administration of the HOME Program would be allocated to the Orange County Housing and Community Development Department.



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Agenda Item Abstract

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In Control: Board of Aldermen

Version: 1

TITLE:

Review of Board of Aldermen Discussion Guidelines

PURPOSE: The purpose of this item is to provide the Board of Aldermen time to review and discuss a draft update to the Board of Aldermen discussion guidelines.

DEPARTMENT: Town Clerk

CONTACT INFORMATION: Chris Milner, Deputy Town Clerk, (919) 918-7310

INFORMATION: On January 8, 2019 the Board directed the staff to review the three lists of discussion guidelines currently in use by the Town. The board recommended condensing the three lists into a single, shorter list that would account for all of the guidance directives.

The staff has produced a draft of the updated and consolidated guidelines. This draft is attached along with another version that includes the references from the previous documents. The three original documents are also provided.

During the Board's annual retreat in March, this item was scheduled to be discussed. Due to a lack of time, this item was continued to the May work session to allow the retreat facilitator, Warren Miller, to attend the meeting and facilitate this discussion.

FISCAL & STAFF IMPACT: NA

RECOMMENDATION: Discuss and provide guidance to the staff.

TOWN OF CARRBORO

Guidelines for Discussing Issues and Solving Problems

- Share all relevant information - be open, honest and factual
- Don't take cheap shots – be respectful of others, avoid the temptation to see disputes as one "side" against the other; respect the ideals of good governance and civil discourse
- Actively solicit opinions and engagement – encourage a balanced and inclusive dialogue that incorporates all relevant positions
- Listen, learn, and respect the opinions and feelings of others; be humble and realize that it's OK for your opinion to change
- Discuss disagreements openly – be active, not passive; don't pretend to agree with something if you don't; your ideas matter
- Keep focused – avoid tangents, respect the time that others are committing
- Be prepared - be ready for (and open to) questions; be ready to clearly explain the reasons behind statements, actions and concerns
- Try to find common interests, don't get stuck in inflexible positions or personal conflicts
- Employ a logical and constructive problem-solving process
 1. Use facts and specific examples to clearly identify the issue
 2. Allow assumptions and potential solutions to be openly tested and respectfully questioned, solicit input and ask relevant questions
 3. Work toward a consensus
 4. Ensure the solution is clearly stated and the proper corrective action is set in motion
 5. Be honest and constructive when assessing the success or failure of solutions and the problem-solving process that led to them, strive for continual improvement

TOWN OF CARRBORO

Guidelines for Discussing Issues and Solving Problems

- Share all relevant information - be open, honest and factual
Share all relevant information (BD-1 and PH-1)
- Don't take cheap shots – be respectful of others, avoid the temptation to see disputes as one "side" against the other; respect the ideals of good governance and civil discourse
Don't take cheap shots (BD-4 and PH-6)
Treat other members and their positions with respect (BD-11)
Avoiding binary thinking which define one against "the other side" – limiting open engagement (CD-3)
- Actively solicit opinions and engagement – encourage a balanced and inclusive dialogue that incorporates all relevant positions
Ensure a balanced dialogue among all members (BD-6)
Use questions to solicit information, not to cross examine (BD-7)
Avoiding binary thinking which define one against "the other side" – limiting open engagement. (CD-3)
Avoiding fence-building and dismissive words and phrases. Use language that engages and draws the other into discussion (CD-4)
- Listen, learn, and respect the opinions and feelings of others; be humble and realize that it's OK for your opinion to change
Treat other members and their positions with respect (BD-11)
Listen attentively and thoughtfully to the perceptions and feelings of others (PH-8)
Humility – reserve the right to change your mind. (CD-1)
Solidarity with our conversational partner through active listening, presuming that one has something to learn. (CD-2)
- Discuss disagreements openly – be active, not passive; don't pretend to agree with something if you don't; your ideas matter
Discuss disagreements openly and not act like one agrees if one does not (BD-5)
Discuss disagreements openly, but not disagreeably (PH-7)
- Keep focused – avoid tangents, respect the time that others are committing
Keep comments focused on agenda items (BD-3)

- Be prepared - be ready for (and open to) questions; be ready to clearly explain the reasons behind statements, actions and concerns

Explain reasons behind statements and actions (PH-4)

- Try to find common interests, don't get stuck in inflexible positions or personal conflicts

Focus on interests, not positions (BD-2)

Focus on interests – not positions, problems – not people (PH-5)

Leading with what you are for. You may find that you want the same things ultimately – just through different means. (CD-5)

- Employ a logical and constructive problem-solving process

1. Use facts and specific examples to clearly identify the issue

Identify the issues that need to be resolved (PH-2)

Be concrete and factual, using examples and avoiding generalizing (PH-3)

2. Allow assumptions and potential solutions to be openly tested and respectfully questioned, solicit input and ask relevant questions

Use questions to solicit information, not to cross examine (BD-7)

Jointly design ways of testing solutions (BD-8)

Identify the issues that need to be resolved (PH-2)

Be concrete and factual, using examples and avoiding generalizing (PH-3)

Test assumptions and inferences publicly (PH-9)

3. Work toward a consensus

Work toward consensus positions, after a careful joint problem-solving process, even when a vote must finally be taken (BD-9)

4. Ensure the solution is clearly stated and the proper corrective action is set in motion

*This item is new

5. Be honest and constructive when assessing the success or failure of solutions and the problem-solving process that led to them, strive for continual improvement

Conduct self-critiques and solicit and offer constructive feedback with one another on our skills of collaborative problem-solving (BD-10)

BOARD DISCUSSION GUIDELINES

We will strive to do the following:

1. Share all relevant information
2. Focus on interests, not positions
3. Keep comments focused on agenda items
4. Don't take cheap shots
5. Discuss disagreements openly and not act like one agrees if one does not
6. Ensure a balanced dialogue among all members
7. Use questions to solicit information, not to cross examine
8. Jointly design ways of testing solutions
9. Work toward consensus positions, after a careful joint problem-solving process, even when a vote must finally be taken
10. Conduct self-critiques and solicit and offer constructive feedback with one another on our skills of collaborative problem-solving
11. Treat other members and their positions with respect

PUBLIC HEARING DISCUSSION GUIDELINES

1. Share all relevant information
2. Identify the issues that need to be resolved
3. Be concrete and factual, using examples and avoiding generalizing
4. Explain reasons behind statements and actions
5. Focus on interests – not positions, problems – not people
6. Don't take cheap shots
7. Discuss disagreements openly, but not disagreeably
8. Listen attentively and thoughtfully to the perceptions and feelings of others
9. Test assumptions and inferences publicly

5 TIPS FOR CIVIL DISCOURSE

1. Humility – reserve the right to change your mind.
2. Solidarity with our conversational partner through active listening, presuming that one has something to learn.
3. Avoiding binary thinking which define one against “the other side” – limiting open engagement.
4. Avoiding fence-building and dismissive words and phrases. Use language that engages and draws the other into discussion.
5. Leading with what you are for. You may find that you want the same things ultimately – just through different means.

Town of Carrboro

Board of Aldermen Discussion Guidelines

Time	Topic	Process	Materials
15 min	Retreat Recap	<ul style="list-style-type: none">• [2 min] Remind people of purpose of retreat and highlights of what was done.• [5 min] Warren to review Crucial Conversations Handout• [8 min] Ask Aldermen (a) for any examples of where they have been able to use Crucial Conversations techniques; and (b) any clarifications of how to use Crucial Conversations (e.g. what the steps mean)	Crucial Conversations Handout
15 min	Guidelines for Discussing Issues and Resolving Problems	<ul style="list-style-type: none">• [2 min] Staff review the charge (combining different existing guidelines into a single document)• [3 min] ask Aldermen to re-read the new draft (silently) and<ul style="list-style-type: none">○ make notes of any words or phrases they have a concern with○ pay particular attention to the “new” items	Guidelines Handout (from staff agenda) Can create a simple template to record the Aldermen feedback. Or can record directly on a word document

		<ul style="list-style-type: none"> ○ ask them to look at the prior guidelines to see if there is anything missing in the new draft ○ ask if any of the guidelines are unclear and need clarification • [10 min] ask Aldermen to share their concerns or changes; attempt to come to consensus on final version • 	
10 min	Implementation and Enforcement	<p>[10 min] ask Aldermen how they want to enforce the guidelines.</p> <ul style="list-style-type: none"> • How will we enforce them with each other and the public? • How much is the Mayor's responsibility (or other chair at other meetings) vs. a collective responsibility? • How will we make the guidelines known and available to ourselves and the public? 	
5 min	Next Steps	Do we need to vote on guidelines to adopt them?	

Guide for Navigating Crucial Conversations



BEFORE

Work on Me First

- Focus on healthy goals and avoid the sucker's choice



DURING

Goal: Get to good dialogue

- Keep it safe
- Watch for SILENCE and VIOLENCE (in yourself and others)
- Build mutual purpose and respect



AFTER

Decide

- Meet conditions needed to get decisions

Remember: Listen...Spotlight on the other person...Keep public values in mind...
Decide up front how the community should be involved.

BEFORE

As much as we'd love to fix everyone else, we need to work on ourselves first.

Techniques

(Before, work on me.)

Use two tools:

1. **Ask what do I really want?**
(Is that healthy or unhealthy?)
Focus on healthy goals.

Healthy Goals:

- Learn
- Find the truth
- Produce results
- Strengthen relationships

Unhealthy Goals (AVOID):

- Be right
- Look good/save face
- Keep the peace
- Win
- Punish, Blame
- Avoid Contact

2. **Avoid the sucker's choice!**
"Either/or" thinking when in fact we face several choices, and some of them good

DURING

A dialogue can not begin until mutual purpose and mutual respect exist.

Techniques to make people feel safe in conversations

1. **Step out of the content.**
2. **Rebuild safety** – You care about their best interests and goals (mutual purpose), You care about them (mutual respect).
3. **Then step back in.**

Remember:

- If you observe silence or violence step in... make it safe
- With good intentions you can talk candidly
- Ask for permission to raise 'unsafe' issues
- Contrast to fix misunderstandings, Use Do/Don't statements
- Invent a larger mutual purpose if needed
- Clarify what you want to achieve/ avoid using AND. How can we achieve...and avoid...
- Remember the difference between purpose and strategy

AFTER

Decide how to decide.

A. "Vote – all have a voice, but the majority rules."

B. "Consensus – everyone must agree."

Conditions needed for making decisions:

1. How it relates to our vision and values
2. Clear understanding of ordinances – staff informs us what we're bound to
3. Community input – Advisory board input
4. Consideration of unintended consequences – including impact on other decisions, budget, and impact on all parties
5. Alternatives
6. Taking time to check in with each other, proactive, don't wait
7. Understand the problem we are trying to solve
8. Information that is accurate, relevant, and data driven



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Agenda Item Abstract

File Number:19-172

Agenda Date: 5/14/2019

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TITLE:

Budget Worksession - Capital Project Delivery, Climate Action Plans Implementation and Staff Capacity

PURPOSE: The purpose of this item is for the Board of Aldermen to discuss the current scope and scheduling of active capital projects and the implementation of town and community climate action plans and associated staff capacity and to advise regarding expectations that could affect prioritization and delivery.

DEPARTMENT: Planning and Public Works

CONTACT INFORMATION: Patricia McGuire, pmcguire@townofcarrboro.org

[<mailto:pmcguire@townofcarrboro.org>](mailto:pmcguire@townofcarrboro.org) - 919-918-7327; Joe Guckavan, jguckavan@townofcarrboro.org

[<mailto:jguckavan@townofcarrboro.org>](mailto:jguckavan@townofcarrboro.org) - 919-918-7427

INFORMATION: In response to community interests, Board of Aldermen prioritization, and Town Manager direction, Town staff work to complete a variety of types of capital projects, such as sidewalks, multi-use paths, enhancements to parks and other town properties, ongoing maintenance of town streets, and, with the recent start-up of a Town stormwater utility, stormwater enhancements. Efforts to advance the Town's Strategic Energy and Community Climate Action plans are also actively underway. The bulk of these activities are typically carried out by staff in Public Works and Planning; Recreation and Parks Facility Management staff have also been involved, most recently with the management of projects to upgrade the Town Commons and to develop the Dr. Martin Luther King, Jr. Park. Implementation of the climate action plans is different from a specific project that has an identifiable beginning and end point as it is ongoing and involves a much wider group of staff and departments. This interdepartmental, town-wide effort, is anticipated to be a permanent addition to staff workload. The Environmental Planner is coordinating these activities and is the lead staff person on all sustainability initiatives and implementation of the climate action plans.

With this agenda item and the worksession presentation Tuesday evening, staff are seeking to provide an outline of the current active capital projects, the associated resources and scheduling, including interrelationships and timing with outside agencies, and public involvement. Information on the implementation of climate action and strategic energy plans, with specific emphasis on scheduling of green neighborhood initiatives, backyard composting, and the EOW solid waste collection pilot project will also be presented. Staff has been evaluating the types of activities that affect scheduling - that are within and outside of Town control and what factors could be changed and how this would or would not affect project delivery. In the case of transportation projects, the project delivery schedule is often dedicated by NCDOT as part of an

Version: 1