



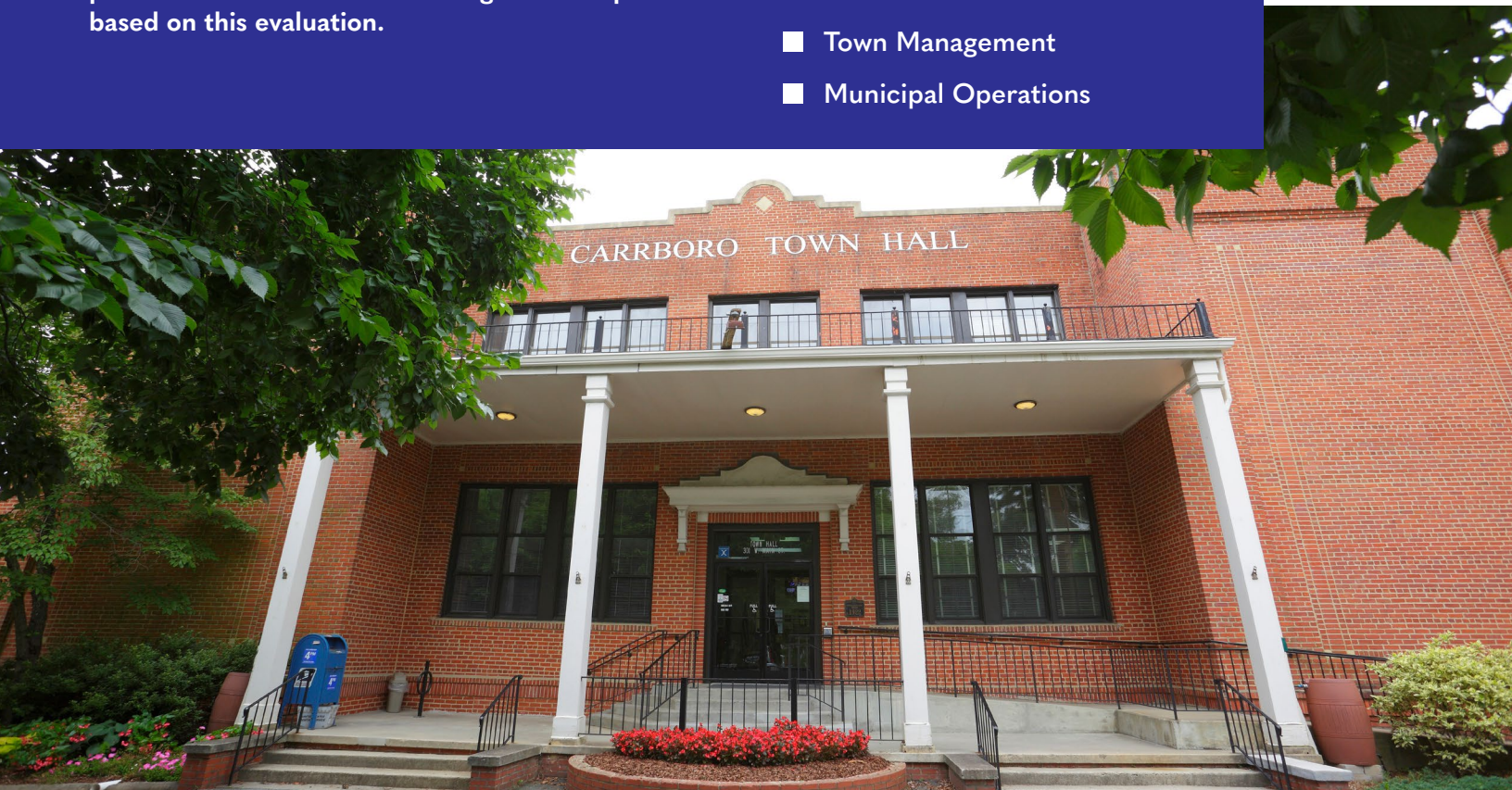
## CHAPTER TEN

# Public Services & Communications

The strategies and projects in this chapter are largely derived from annual budget narratives and performance measures submitted annually by each department. They reflect the current priorities of the Town and each department. These priorities are reevaluated annually as part of the budgeting process.

As part of the Town's participation in GARE and the urgent need to address disparities and to create an equity-focused organization and community, each town department has begun using the Racial Equity Assessment Lens to evaluate policies, practices, procedures and services. Changes are expected based on this evaluation.

- Communications
- Finance
- Fire-Rescue
- Human Resources
- Information Technology (IT)
- Planning
- Police
- Public Works
- Town Clerk
- Town Management
- Municipal Operations



## COMMUNICATIONS & COMMUNITY ENGAGEMENT

*Mission: To provide public information, encourage participation, improve trust in local government, and enhance the Carrboro brand and reputation. Through implementation of the Inclusive Carrboro Communications and Community Engagement Plan, we strive to ensure accessible communications to serve our diverse community with new pathways for resident engagement.*

### Expand equitable community participation in the decision-making and implementation of Town goals and policies.

Equity requires that all individuals, especially marginalized populations, can meaningfully contribute to the creation and implementation of community goals and policies. Inclusion of marginalized voices reduces the potential for negative unintended consequences for these community members.

#### Strategy 1.1 Create meaningful partnerships to engage with community members.

**A** Actively recruit members from and develop public sessions with community organizations and resident leaders, prioritizing traditionally underrepresented populations.

**B** Identify a funding source to pay for resident expertise on boards to reduce the barrier of participation for low-income residents.

**C** Transparently communicate government decisions from vision to implementation in culturally responsive ways (e.g., language accessibility and neighborhood-based meetings.)

- To be culturally responsive to diverse populations, the Town should provide professionally translated materials (e.g., Spanish, Burmese, and other languages) using language that is readily understood by the general public. Community meetings should occur at times and locations that enable participation by various populations.
- D** Evaluate current community engagement opportunities for accessibility and cultural appropriateness.
- Engage community-based organizations and resident leaders that serve diverse populations to evaluate current community engagement activities.
- Develop and implement a plan to improve engagement practices in the areas identified by the evaluation findings.

#### Strategy 1.2 Value members as advisors in community engagement processes.

**A** When community members are considered advisors, government staff seek their input and take heed of the feedback shared. Government plans and processes are responsive to the information and integrate the provided feedback.

- Implement the Inclusive Carrboro Communications and Community Engagement Plan
- Increase public awareness of and participation in Town decisions, programs and services
- Expand Neighborhood Information Network.
- Hold community conversations with liaisons and partners.
- Complete Town Website redesign
- Create internal systems to standardize and enhance communications
- Develop organizational communications guidance.
- Establish organizational graphic design tool/platform.
- Coordinate and standardize emergency communications

## FINANCE DEPARTMENT

*Mission: The Finance Department provides financial management support for the delivery of town-wide services through the administration of financials, budgeting, accounts payable, purchasing and contracts, risk management and safety, billing and collections, payroll, and project development through best business practices.*

### 1. Strengthen financial accountability throughout the organization.

- A** Coordinate annual audit and prepare Comprehensive Annual Financial Report.
- B** Review and update policies and procedures.

### 2. Process and record all transactions accurately and timely.

- A** File all required financial reports with state and/or federal agencies.

### 3. Make financial information available to decision makers on a regular and timely basis.

### 4. Evaluate and implement strategies to utilize technology for increased operating efficiency, effectiveness, and cost savings.

- A** Continue to identify strategies for streamlining administrative processes.
- B** Continue to increase knowledge among departments on the use of MUNIS financial system.
- C** Increase use of EFTs with vendors.

### Additional Projects

- Financing for 203 South Greensboro Street Project.
- Secure favorable financing for vehicles and equipment replacement.
- Develop a Participatory Budgeting process for the Town at-large, and a Green Neighborhood participatory budgeting program that returns saved money to the specific neighborhood (CCAP), especially in traditionally underserved neighborhoods.



## FIRE AND RESCUE DEPARTMENT

*Mission: To continuously strive to focus on our Community's needs, wants, and safety and to provide them our best possible service.*

**1. Provide all hazards response in accordance with industry best practices to ensure Carrboro remains a safe place to live, work, and visit.**

**2. Provide community risk reduction services, including public education and fire prevention efforts, to foster an environment of awareness and collaboration in which risks are proactively reduced making our community safer.**

**A** Research and develop comprehensive third grade lesson plans to address the top three identified community risks applicable to youth by June 30, 2023, if children return to normal school schedules.

**B** Annually host an open house to deliver safety messages to the community based upon the top three identified community risks. The goal of the open house will be to reach a minimum of 300 individuals.

**C** The Fire Department will canvas a minimum of four neighborhoods that house marginalized individuals. The canvas will ensure the installation and operation of smoke detectors. Special attention will be paid to neighborhoods/areas where smoke detector installation has been in question or non-existent.

**3. Identify the most common causes of personal injury and property damage, locally and regionally, to implement public education strategies to reduce risks due to identified causes.**

**A** Conduct public education and outreach to independent and assisted living occupancies to educate the geriatric community on the top three issues directly affecting this demographic. The public education will be conducted quarterly to meet the goal of reaching 75% of independent and assisted living occupancies by June 30, 2022.

**4. Provide comprehensive training to all personnel to maximize operational capabilities.**

**A** Ensure 90% of training objectives assigned to personnel will ensure they meet training requirements outlined by the North Carolina Rating and Response System and North Carolina Office of Emergency Medical Services (EMS). Training objectives will include fire training, EMS, technical rescue, and Community Risk Reduction (CRR).

**B** A holistic program focused on mental health and wellbeing of all fire personnel. It will include compiling internal and external resources, an action plan for personnel experiencing a mental health crisis, and formalized grief counseling measures. 100% of employees will be trained on available internal and external resources dealing with mental health as well as recognizing potential concerns in co-workers.

**5. Creation of a succession plan to prepare personnel for advancement as opportunities arise, and to assist with personnel retention.**

### Additional Projects and Performance Measures:

- The administration will utilize the Racial Equity Assessment Lens as a guideline to review 90% of all Standard Operating Guidelines to ensure guidelines are not written or implemented in a manner that creates a bias or racial inequity.
- By June 30, of each FY, the Administration will review the inspection schedule to confirm 100% of occupancies have scheduled inspections per the NC DOI code and enforcement schedule.
- Ensure that 100% of submitted plan reviews will be reviewed and returned to Inspections Department within 10 business days of receipt.

## HUMAN RESOURCES

*Mission: To partner with the management team to recruit, hire, develop, and retain a highly qualified diverse staff dedicated to delivering exemplary customer service and to creating an atmosphere of positive employee relations that focuses on the health and wellness of all employees.*

### **1. Work with Town Manager and Management Team to maintain a fair, respectful, and effective work environment through Organizational Development work and initiatives, training, and communication.**

**A** Provide Organizational Development assistance to Town Manager and Management Team.

**B** Provide staff development training to management and employees.

### **2. Research, review, and recommend competitive and cost-effective benefits to attract and retain highly qualified staff.**

**A** Administer town-provided and voluntary benefits, including counseling all employees on benefit plans and options.

### **3. Research and review pay and position classification policies and programs that support Council's goals for competitive, living wages and that also provide employees with an affordable housing wage.**

**A** Ensure that every position, whether full-time or part-time, is paid at least a living wage equivalent to the rates established by the Orange County Living Wage non-profit.

**B** Conduct and respond to salary surveys on a regular basis to ensure staff are competitively compensated.

### **4. Implement well-being program for employees in keeping with Councils' goal of enhancing quality of life for everyone.**

**A** Research and develop programs to support all aspects of employee wellness, including physical, mental, emotional, and financial well-being.

**B** Coordinate employee assistance program (EAP) services.

### **5. Provide a fair and equitable process for attracting applicants and retaining employees who have the education and experience commensurate with position requirements.**

**A** Regularly review the implementation of the personnel policy and relevant practices to assure adherence to the Town's Equal Employment Opportunity policy.

**B** Periodically conduct employee and management surveys to learn about any potential recruitment and retention issues.

**C** Participate in the Town's GARE initiative to ensure equitable hiring practices.

## INFORMATION TECHNOLOGY (IT) DEPARTMENT

*Mission: Assist departments in delivering technology-based solutions that are cost-effective and increase the effectiveness and efficiency of various Town services. This is accomplished in a spirit of partnership and consultation with our stakeholders, which fosters a customer-focused environment that integrates people, processes, and technology. To work with various external and community organizations, as directed by the Town Manager, to discover mutually beneficial relationships sharing technology resources and strengths.*

### **1. Provide the technology to enhance the delivery of Town services and to increase the access to and the quality of vital government data.**

**A** Install conduit along South Greensboro Road during NCDOT sidewalk project for fiber optic cabling to connect the Town's Century Center and 203 Project (potentially) to Public Works.

**B** Continue working with architects on IT/technology related aspects of the 203 Project.

### **2. Partner with our customers to understand their business processes and needs and then identify activities that can be effectively streamlined through the application of technology in a manner that is cost-effective, convenient and satisfactory.**

### **3. Align technology to business processes throughout Town government.**

### **4. Increase business continuity and limit service interruption through the application of technology and infrastructure redundancy.**

### **5. Work with county, municipal, educational and other agencies to share, cooperatively build and leverage existing infrastructure.**

**A** Continue to work with Orange County, OWASA, UNC-Chapel Hill, Town of Chapel Hill and Chapel Hill-Carrboro City Schools to interconnect and expand fiber optic networks and share knowledge.

**B** Continue to work with various North Carolina Next Generation Network (NCNGN) initiatives. NCNGN is a regional effort by four leading universities and six municipalities seeking to accelerate the deployment of ultra-high-speed networks to their surrounding communities.

**C** Continue to work with Google to bring Google Fiber to the Carrboro Community

### **6. Apply various technologies that enable staff, citizens and others to decrease their carbon footprint while working for the Town or interacting with the Town**



## PLANNING DEPARTMENT

*Mission: The Planning Department's mission is to help the Town define and carry out its vision for sustaining existing and future populations. The department monitors the availability and use of resources needed to maintain a balance of the built and natural environments. The department fulfills this mission by offering professional planning, zoning, building code, and engineering and geographic information services to residents, property owners, and businesses.*

**1. Provide thorough, timely and responsive service, ensuring accuracy, effective and efficient use of financial, human and physical resources, innovative and engaging support for community initiatives, and clear and successful communication strategies.**

**A** Complete transition of zoning applications to Energov, including development of new Active Projects Report.

**B** Coordinate and manage completion of comprehensive planning process.

**2. Emphasize the protection of existing neighborhoods, development that is compact, energy-considerate and ecologically appropriate, therefore promoting trust, mutual respect, acceptance, happiness, and well-being.**

**3. Coordinate development of a well-balanced public infrastructure, including green infrastructure which improves walkability and access to transit.**

**A** Complete design process for pedestrian and bicycle improvements (e.g. South Greensboro Street and Jones Creek).

**B** Begin construction of Morgan Creek Greenway after successful selection of contractor.

**C** Identify funding opportunities and service expansion through public engagement and local/regional transit planning partnerships.

**4. Evaluate and support commercial/office/business/residential mixed use developments in new or redeveloping areas in support of strategic priorities to diversify revenue streams and maintain ethnic and economic diversity.**

**A** Coordinate development process, including permitting and construction authorization, for uses at 203 S. Greensboro property.

**5. Excel in GIS technology and other means of access to Town information and services, including downloadable data sets, location-based functions.**

**6. Cooperate with federal, state, county and municipal governments and multi-national companies to provide new and leverage existing GIS technology and data in the service of the Town government, staff, and citizens.**

## POLICE DEPARTMENT

*Mission: The Carrboro Police Department protects the citizens, businesses and properties within the municipal limits of the Town of Carrboro by providing committed law enforcement officers and community services that foster a safe living environment in our community.*

### 1. Ensure Carrboro will continue to be a safe community for all residents, business owners/operators, and guests.

**A** Maintain Carrboro's Safety for residents, business owners/operators and visitors.

**B** Reduce the number of known drug houses and street-level drug sales locations.

**C** Continue partnership with Public Works and Recreation and Parks staff to provide a safe setting for all special events.

### 2. Monitor and address traffic and pedestrian and bicyclist safety issues.

**A** Maintain the number of pedestrian safety operations involving Community Services Division personnel.

**B** Increase the number of directed patrols and speed enforcement campaigns involving Uniform Patrol Division personnel.

**C** Reduce the number of traffic accidents, enhancing bicycle and pedestrian safety.

### 3. Meet mandated training requirements.

### 4. Recruit and hire diverse officers.

**A** Maintain current staffing levels.

### 5. Develop and retain personnel who effectively deal with emergency, crisis, and/or complex situations and handle routine duties carefully and professionally.

### 6. Train and develop employees for advancement and/or for expanding job responsibilities.

**A** Continue management/leadership training for supervisors.

### 7. Increase Community Policing efforts.

**A** Re-start community outreach programs.

### 8. Continue to use social media to inform and involve the community.

#### Additional Projects:

- Maintain current fuel consumption.
- Obtain new or enhanced revenue sources.



## PUBLIC WORKS DEPARTMENT

*Mission: Promote a safe, healthy, and pleasing environment and community for residents and the general public through ever progressing projects, programs, and services*

### **1. Provide timely, cost-effective maintenance of public street system including signage, storm drainage system, multi-use paths, and rights-of-way.**

**A** Administer contracts for bi-annual street resurfacing, sidewalk improvements, and pavement markings based on maintenance needs identified in the Pavement Condition Survey and Sidewalk and Curb Ramp Condition Survey.

**B** Work with NCDOT to improve the ADA compliance of pedestrian infrastructure.

**C** Update all roadway regulatory signs to MUTCD standards with high reflectivity for better visibility.

**D** Implement wayfinding signage for the Town municipal parking lots.

**E** Improve and maintain existing infrastructure in order to protect the Town's investments; including interior appearance of various facilities (wall repair, painting, and routine cleaning). Improve public infrastructure so that public perception increases from a B- to an A for the biennial community survey.

### **2. Provide cost effective, reliable solid waste collection, and disposal services.**

**A** Implement bulk item collection route to improve customer service and efficiency.

**B** Continue to evaluate, design, and implement recommendations from the Solid Waste Study including Every-Other-Week collection, and education and outreach.

**C** Continue to investigate food waste disposal options. Work with Orange County and the Solid Waste Advisory Group to identify other programs.

### **3. Maintain public buildings and grounds in an environmentally friendly manner so they are pleasant and safe gathering spaces.**

**A** Implement a Master Plan for Town Facilities including strategies to improve energy efficiency and sustainability.

**B** Continue to provide residents with aesthetically pleasing and safe facilities.

**C** Incorporate energy and climate protection strategies and upgrades; and work with the Environmental Sustainability Coordinator to identify other energy reducing projects.

### **4. Provide cost effective maintenance of the Town's motor vehicle fleet and equipment.**

**A** Continue to evaluate and revise existing policies to improve operational efficiencies including vehicle replacement, employee overtime, safety policies, and emergency operations.

## 5. Administer construction projects within budget and on schedule.

- A** Assist the Capital Improvements Projects with various engineering and construction needs.
- B** Support the continued design and building of the 203 South Greensboro Street Project.
- C** Continue to coordinate and provide support on Capital Improvement Projects for greenways, roadways, sidewalks, biking improvements, bus shelter replacement, and projects outlined in the Facilities Rehabilitation Project Fund.

## 6. Assist the Town to meet their overarching goals and objectives by providing various engineering services.

- A** Assist the Streets and Grounds Division with various engineering services for public benefit and public safety.
- B** Continue to coordinate all Planning Department application reviews.
- C** Continue to prepare design documents for "Pedestrian and Bicycle Safety projects".

## 7. Achieve, and exceed where possible, stormwater performance standards established in the Town Code, Land Use Ordinance, and by the State.

- A** Continue to assist the Stormwater Division with engineering services for various stormwater management needs.

## Additional Projects:

- Continue to provide Town services in the most efficient, safe, and quality manner including support for special events within the Town.
- Continue to enhance service levels and efficiencies of existing operations by improving knowledge in, and usage of, the Town's GIS capabilities. (Ex. solid waste collection, loose leaf collection, mowing, street sweeping, street and ROW maintenance, street sign maintenance, park assets, and building maintenance).
- Continue to explore funding and grant options for capital projects.
- Further enhance on the job training and certifications of employees to better serve the Town's needs and ensure all Public Works staff complete the Government Alliance on Race and Equity (G.A.R.E.) training.
- Continue to seek out minority firms for contract procurement.
- Continue to prepare Public Works for increasingly severe weather due to climate change.
- Continue to work with FEMA to obtain funding, and/or other grant opportunities, for relocation of the Public Works facility due to high risk location hazards.



## TOWN CLERK

*Mission: Prepares Town Council meeting agendas and minutes and make them available to citizens and town staff; maintain official town documents; prepare and make available updates to the Town Code and provide support for the Mayor and Town Council*

### **1. Serve the Council and the public by facilitating the production of meeting agendas and minutes in a clear, timely fashion.**

**A** To continue educational requirements for Master Municipal Clerk Designation from the International Institute of Municipal Clerks.

### **2. Provide complete and accurate minutes to the Town Council so they can be approved in a timely fashion.**

### **3. Maintain and organize official town documents, including the Town Code and all Town Contracts, for the use of the Council, staff, and the public.**

### **4. Provide multiple public access points for all minutes and agendas.**

**A** To continue using Granicus agenda, meeting, and minute management software for efficient meetings.

### **5. Increase the use of available technology in storage and retrieval of all town documents.**

**A** To increase the number of electronically indexed contracts.

**B** To continue scanning of contracts.

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## TOWN MANAGER

*Mission: Implement the policies of the Mayor and Town Council and communicate them to the citizenry. To be responsive to the community and to be responsive to the citizens' needs to consistently meet their requirements.*

### **1. To lead an organization that functions well internally and implements Council policies in a timely, effective, efficient, and friendly manner.**

**A** Continued emphasis on equity initiative.

**B** Active participation in long-term recovery and resiliency post-pandemic.

**C** Implementation of Capital Improvements Plan.

**D** Completion of the 203 Project.

### **2. To give well-informed, helpful advice to the Council Members on policy options and other matters.**

### **3. To facilitate effective Board action through the presentation of clear, concise agendas.**

### **4. To adhere to the professional code of ethics and always work towards the long-term best interests of the Town.**

**A** Continued town financial sustainability.

### **5. To ensure staff satisfaction and retention.**

**A** Organizational and employee development.

### **6. To communicate Town policy, decisions, and activities clearly and efficiently to residents and staff.**

## MUNICIPAL OPERATIONS

### Goal: Achieve 80% reduction in municipal emissions by 2030

*This goal refers to greenhouse gas emissions due to municipal operations.*

#### 1. Increase the energy efficiency of municipal buildings.

Energy efficiency reduces the amount of fuel needed to power buildings, which reduces both the emissions and energy costs.

Refer to other department-specific strategies in this chapter to view relevant projects already underway.

**A Conduct building energy audits of all municipally owned buildings.** Engage qualified energy professionals to conduct a building energy audit, establish a baseline energy performance and compare to similar buildings, and identify energy efficiency opportunities for each municipal building.

**B Continue to upgrade building equipment with more energy efficient technology.** Continue ongoing energy efficiency efforts to upgrade building equipment and operations, while evaluating life-cycle costs.

**C Improve resilience against climate concerns with energy backup generators for new critical facilities.** Supply backup energy generators for new critical facilities such as fire houses, hospital and care facilities, and shelters.

**D Consolidate municipal uses of buildings and improve building operations and maintenance best practices.** Study opportunities to consolidate buildings to move departments in closer proximity with each other, in order to reduce building and transportation energy usage. Improve building operations, maintenance, and occupant behavior to reduce energy use. Support with policy as needed, e.g., a Town policy requiring purchase of EnergyStar-rated products.

#### 2. Reduce greenhouse gas emissions due to municipal fleet operations.

Several approaches can be taken to reduce energy use and emissions related to vehicle travel.

**A Right size the vehicle fleet.** “Right-sizing” eliminated unneeded vehicles from the municipal fleet. This can reduce maintenance costs and encourage more efficient use of municipal vehicles.

**B Replace internal combustion vehicles with electric vehicles and/or alternative fuel vehicles, as the market continues to improve.** Identify bulk purchasing and other opportunities to replace conventional vehicles with electric vehicles, and replace certain Public Works vehicles with biogas vehicles. Install solar-powered EV charging stations at municipal buildings.

**C Reduce vehicle idling.** Adopt an anti-idling policy for all municipal vehicles to require engine shut-off while vehicles are not moving. Provide supplementary battery systems for vehicles where idling is required.

**D Reduce staff travel to meetings.** Identify opportunities to reduce staff vehicle travel to meetings, e.g., consolidation of departmental office space, virtual meetings, or meeting in a centralized location. Identify resources provided by the Triangle Transportation Demand Management program.

**E Accurately track fuel use, mileage, and lifecycle cost data, to prioritize fleet transition.** Accurate accounting will enable decision-making for right-sizing the fleet and procuring electric and/or alternative-fueled vehicles.

**F Develop a clean vehicle procurement process that aligns to Business Enterprise goals.** Use a data-driven approach to develop a clean vehicle procurement process that reduces transportation emissions and supports Disadvantaged Business Enterprises. Identify research that must be completed in developing the process and consider phasing of the procurement process to meet various departmental needs.