



**Town of Chapel Hill
2018 Mayor & Council Retreat
February 9-10, 2018
DAY ONE, AGENDA**

Goals for the 2018 Retreat:

- To build and strengthen relationships among elected officials and between elected officials and staff
- To clarify expectations for how you will communicate and work together
- To begin integrating your hopes and goals for Chapel Hill into the strategic planning framework
- To establish priorities for 2018

**5:00 to 8:00 pm
Friday, February 9, 2018
City Kitchen**

5:00 pm	Cash bar will be open with wine and beer	
5:15 pm	Opening Remarks and Introductions	Mayor Pam Hemminger Anne Davidson, Roger Schwarz and Associates
5:30 pm	Good Governance Practices	Anne Davidson
6:00 pm	DINNER	
6:30 pm	Expectations for Working Together	Council Members
7:30 pm	Wrap Up & Report Out	Anne Davidson
8:00 pm	Adjourn	Mayor Hemminger

Town of Chapel Hill
2018 Mayor & Council Retreat
February 9-10, 2018
DAY TWO, AGENDA
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8:00am to 4:00 pm
Saturday, February 9

8:00 am	Breakfast	
8:30 am	Opening Remarks	Mayor Hemminger Roger Stancil
	Review of Expectations for Working Together	Ann Davidson
9:00 am	Vision and Strategic Goals for Chapel Hill	Individual and Small Groups
10:30 am	Break	
10:45 am	Town Manager Introduction to Priorities for Strategic Plan	Roger Stancil
11:00 am	Priorities for Strategic Plan	Council Discussion
12:00 pm	Lunch	
12:30 pm	SMART Goals Exercise	Council Discussion
1:15 pm	Group Critique of Retreat	Council Discussion
1:30 pm	Adjourn	Manager & Mayor

Location for Council Retreat Day 2 (Saturday, February 10)

Center for School Leadership Development

140 Friday Center Drive, Chapel Hill, 27517



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Vision is
the art of
seeing things
invisible.

Jonathan Swift

Building A Vision

Vision describes the way things could be. It is about our most desirable future. It describes the far away lights and invites others to join us in a quest to reach them. Vision needs to be lofty in order to capture our imagination and engage our spirit.

Real vision is created. In other words, you just make it up. Many people make the mistake of thinking that the future will be an extension of the present. Yet we can all think of “breakthroughs” that were major surprises, such as the fall of the Berlin wall, the break-up of the Soviet Union or the first flight at Kitty Hawk. These changes happened because someone imagined a very different future and developed a shared sense with other people that it could come true.

Vision should not be based on the possibility of accomplishing it in the near future. Our mission says what our organization is here to do. Our goals are the milestones we expect to reach before too long. But our vision is about the world we want to create. It channels our deepest values into our work and paints a picture of how we would like our values to be lived out. It is tied to the basic purpose of our personal lives, the reason our organization exists and the basic purposes of our community. It is our invention.

Clarifying Your Vision for the Town of Chapel Hill

As a Town Council, you are going to clarify your vision for the Town of Chapel Hill. It may draw from the 2020 Community Vision in the Strategic Plan Overview. It may be totally different. It may affirm the current vision. Please spend some time thinking about what you would most like to create in Chapel Hill. Then complete the questions before coming to the retreat.

At the retreat, you will be asked to

- Share your vision;
- Carefully consider the visions of others, looking for commonalities and differences;
- Name challenges or issues that must be addressed to achieve your vision;
- Share the strategic goals you believe necessary to move toward your vision.

Reflection Questions

Please think through the questions below and make notes for yourself. Hold the questions lightly. They are only intended to help you develop your vision from multiple perspectives. Be prepared to share your vision and thoughts about strategic goals at the February 9-10, 2018 retreat. You should be able to tell your most important ideas to others in a few moments.

- I. What is your vision of Chapel Hill in 2023? What is the dream you want to bring to fruition?

- II. Add specifics to your vision. If you imagine yourself in 2023 and look back to 2018, what is different, for example, about the infrastructure, neighborhoods, connectivity, culture of the community from what you see in 2018? What is the same?

III. Look at the list of significant issues and challenges facing Chapel Hill created at the 2017 Council retreat. (It is included at the end of this document). What challenges would you add or change? Which issues are critical to address to achieve your vision?

IV. What are some concrete goals that, if achieved, would help move Chapel Hill toward your vision?

SUMMARY NOTES OF THE CHAPEL HILL TOWN COUNCIL RETREAT JANUARY 27 - 28, 2017

Saturday, January 28, 2017

Council Members Present: Mayor Pam Hemminger, Mayor pro tem Donna Bell, Council Member Jessica Anderson, Council Member George Cianciolo, Council Member Ed Harrison, Council Member Nancy Oates, Council Member Maria Palmer, and Council Member Michael Parker.

Council Members Absent: Council Member Sally Greene

Staff members present: Town Manager Roger Stancil, Deputy Town Manager Florentine Miller, Town Attorney Ralph Karpinos, Mayoral Aide Jeanne Brown, Assistant to the Town Manager Rae Buckley, Assistant to the Town Manager Ross Tompkins, Executive Director of Planning and Sustainability Mary Jane Nirdlinger, Communications Manager Catherine Lazorko, Deputy Town Clerk Amy Harvey, Facilitators Anne Davidson and Leamon Brice.

Defining Significant Issues and Challenges.

The Council used the remainder of the retreat to develop a process for creating a long-range strategic plan that will build on the current processes for identifying and acting on council goals and also address the community's most significant challenges. The Council vetted the following list of significant issues or challenges they believe will face the Chapel Hill Community in the next 5-10 Years:

Themes:

Affordability

- Can Chapel Hill, with its limited resources, have any significant effect on the lack of affordable housing?
- Increased cost of entry to Chapel Hill and what it does to our community.
- Preserve and create housing options for working and middle class, municipal workers and other modestly paid people who keep the town functioning
- Affordability and Affordable Housing
- Affordability. This community offers very little opportunity for and support for young people starting up without significant parental backing. Lots of low-wage jobs that don't pay enough to live in CH or even out in the County, especially since our transportation system doesn't serve all low-income housing. Of course, there isn't enough affordable housing to start with. We need lots of dense and basic multi-family housing.
- Context-sensitive development for major transportation nodes which is fully accessible for all income levels and for all types of mobility
- The challenge is to strengthen our support for the poor and marginalized.
- Strategy to address challenge of strengthening support for poor and marginalized: Get our arms around the size and scope of the housing issue. Recognize and articulate to the

community that the solutions can't be absorbed by the developers alone, or even mostly. Recognize that partnerships and subsidies and ambitious planning is required. We need to understand the Rosen report. We need to push for the county-level planning that, so far as I know, has not begun. Council needs to stay involved in staff discussions re public housing, whether/how to redevelop using RAD model, as well as other initiatives to support public housing residents.

Competitive Advantage

- Competitive Advantage of CH in relation to other municipalities
- Can Chapel Hill get back/retain its “mojo?” What needs to be done make sure that CH attracts young people – singles and families – in the face of increasing competition from Durham, Cary, and, most likely Chatham Park. Can we attract and retain innovative, entrepreneurial residents and businesses? What are realistic expectations in that regard? And can we do so in a way that promotes equality/equity?
- We lack training programs and career paths for our non-university young people and adults needing to earn a decent living. And we need to support Orange County Living Wage.
- Carry out the priorities of the arts master plan, which involve community outreach and engagement. The arts master plan correctly recognizes that the arts are not a luxury; rather, they are key to achieving the ideal of an inclusive community where everyone's voice is heard. Take advantage of the talents and energies of the Cultural Arts Commission

Managing Growth/Quality of life interests

- Planning for growth
- Crowding impacts on services and quality of life like traffic, public safety, etc.
- Clear vision for the physical future of Chapel Hill. I mean a picture. A drawing. Something people can see. Then we need to put the zoning in place that supports that vision. There is a limit to the amount of space we have that can be developed or redeveloped. The things we build tend to have lifespans of many decades.
- Is Chapel Hill willing to accept increased traffic as a cost of increased growth?
- Reduce traffic jams; address traffic impact before approving new development
- Prioritize green space, bikeways, trees, beauty of town
- Need to offer alternatives to traditional car-based transportation through investments in our transit system, bicycling, and others. We can no longer road-build our way out of traffic and congestion. We will need to find alternatives going forward.
- As Chapel Hill becomes almost fully built out, how will we reconcile the need/desire for growth, development, and evolution on the one hand and neighborhood preservation/conservation on the other?
- Completing infrastructure projects for mobility without single-occupant motor vehicles in a fully useable and timely manner (e.g projects of adopted bicycle facility plan and future adopted pedestrian facilities plan)
- Human-scale development in places appropriate for our community, considering both past and future
- Full coordination with the UNC-CH master planning process
- Continue to work for creative strategies to support public transit at all levels.

- Environmental issues
- Mitigate stormwater runoff and flooding

Economic Development/Tax Base

- Without significantly increasing its new housing stock, can Chapel Hill hope to lure developers to speculatively build large office buildings?
- Fiscal Sustainability (Diversify tax base, create jobs....)
- Increase the commercial tax base relative to residential; make room for businesses, not more apartments for people who work out of town
- Aging of our housing stock, particularly single family homes. Our housing stock is becoming increasingly non-competitive (from a cost/quality standpoint) with our surrounding communities. The advantage we've had for families in terms of our schools is diminishing. If the historical strength of our real estate market erodes, it could impact our tax base over time.
- Optimal use of Town real estate assets

Diversity/Social Justice

- Protecting the Rights and Safety of Residents
- Addressing racial equity in policy decisions.
- Keeping our diversity in all forms
- In the face of what appears to be increasingly conservative governments at both the national and state levels, will we be able to retain our commitment to social justice and at what financial and political cost?
- Racism and discrimination. Call it health disparities, achievement gap, unequal justice or whatever, we have it all in Chapel Hill. And we seem to think we don't, because we don't fly the Rebel flag.
- We need accessible, affordable health care. This is a HUGE issue for many families. It may reach a crisis point without Obamacare.

Communication/Decision Making

- Should Town Council base its decisions on the opinions of its most vocal citizens?
- Need to get feedback from all our constituents and not just the powerful/influential.

Eight Behaviors for **Smarter Teams**

Roger Schwarz



Roger Schwarz & Associates

Get to the heart of it.®

Eight Behaviors for Smarter Teams

Roger Schwarz

Why can some teams come together, tackle challenging issues, and produce excellent results, while others can't? Why is it that when smart leaders try to function as a team, the team so often gets stuck? Why does the team as a whole seem less smart than the sum of the talents of its individual members?

One reason is that many team interactions don't reflect a Mutual Learning approach, which includes the mindset and eight behaviors I describe in this article. This mindset and set of behaviors helps teams make better decisions and stick to them, decreases the time needed to implement those decisions effectively, improves working relationships, and increases team member well-being.

You and other leaders can use the Mutual Learning approach to work together more effectively, whether in one-on-one, executive team, board, network, project team, committee, task force, or union-management team interactions.¹



Roger Schwarz is a recognized thought leader in team leadership and improving team effectiveness. An organizational psychologist and President and CEO of Roger Schwarz & Associates, he is a sought-after advisor to global companies, federal government agencies and international non-profit organizations. He is author of *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results* (Jossey-Bass, 2013), the seminal work *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers and Coaches, New and Revised Edition* (Jossey-Bass, 2002), and co-author of *The Skilled Facilitator Fieldbook* (Jossey-Bass, 2005). Through his work and writing, Roger's mission is to help create teams and organizations that are innovative, successful, and that honor the best of who we are as human beings. He accomplishes this by enabling leaders to change the way they think and how they work so that they can raise and resolve the tough issues, work with their teams to get unstuck, and get better results. You can reach Roger at info@schwarzassociates.com or 919.932.3343. Follow Roger on Twitter [@LeadSmarter](https://twitter.com/LeadSmarter).

Start with Your Mindset: Core Values and Assumptions

The behaviors described in this article are simply skills. Your ability to use the skills effectively depends on the mindset you start with. By mindset, I mean the values and assumptions you use to put the behaviors into action. Practicing the behaviors successfully requires that you have a Mutual Learning mindset, reflecting particular core values and assumptions. The core values of this Mutual Learning mindset are:

- Transparency
- Curiosity
- Informed choice
- Accountability
- Compassion

When you're **transparent**, you share all relevant information, including your thoughts, feelings, and strategies. When you're **curious**, you are genuinely interested in others' views and seek them out so that you and others can learn. When you value **informed choice**, you act in ways that maximize your own and others' abilities to make decisions based on relevant information. When you're **accountable**, you take responsibility for your actions and their short- and long-term consequences. You expect to be asked to explain your beliefs, actions, and decisions to your team and others. When you're **compassionate**, you understand others' concerns and connect and respond to others. You suspend judgment temporarily so that you can appreciate other people's situations. When you act with compassion, you infuse the other core values with your intent to understand, empathize with, and help others.

Your core values and your assumptions generate your behaviors. The assumptions of the Mutual Learning mindset are:

- I have some information; so do other people.
- Each of us may see things that others don't.

- I may be contributing to the problem.
- Differences are opportunities for learning.
- People may disagree with me and have pure motives.

With these assumptions, you're curious about what others know that you don't, you're open to exploring and learning from conflicts instead of trying to control and win them, and you're more generous in thinking about what may motivate others to act differently from you.

Many of us operate from the Mutual Learning core values and assumptions, and we practice the eight behaviors with relative ease when we work with people who share our views and with whom we have strong working relationships. Unfortunately, we often don't practice the behaviors when they are most needed—with people who hold views different from our own and with whom we want to improve our relationship. That's because when the stakes are high we often aren't transparent, curious or compassionate, and we are not making the Mutual Learning assumptions. Even if you practice the eight behaviors for smarter teams without fail, if you are doing so without the underlying Mutual Learning core values and assumptions, you are just enacting another superficial technique or method, another fad-of-the-month that won't help your team become more effective. However, when you practice the eight behaviors *with* the core values and assumptions, you apply a powerful, values-based approach for significantly increasing team effectiveness. You generate higher performance, build better relationships and create greater well-being for you and your team.

The Eight Behaviors for Smarter Teams

These are specific behaviors that improve how team members work together. They provide more guidance than relatively abstract notions such as "Treat everyone with respect" and "Be constructive." They are also less procedural than "Put your cell phones on vibrate" and "Start meetings on time, end on time." Below, I describe what each behavior means, how to apply it, and what results the behavior will help you achieve. By making the eight behaviors explicit, you and your team members are able to apply them consistently. To learn more about the eight behaviors and the mindset that makes them work, see *Smart Leaders, Smarter Teams: How You and Your Team Get Unstuck to Get Results* by

The **Eight Behaviors** for **Smarter Teams** are:

- 1 State views and ask genuine questions
- 2 Share all relevant information
- 3 Use specific examples and agree on what important words mean
- 4 Explain reasoning and intent
- 5 Focus on interests, not positions
- 6 Test assumptions and inferences
- 7 Jointly design next steps
- 8 Discuss undiscussable issues

Roger Schwarz (Jossey-Bass, 2013).²

ONE: State Views and Ask Genuine Questions

Stating your views and asking genuine questions means sharing your thinking, including your reasoning and intent, **and** inviting others to comment. For example, you might say, "I think it would be helpful if we initially limit the program to about 20 key customers so that we can see how it works and eliminate any problems before scaling up. What are your thoughts about starting with a small group?"

For this behavior to be effective, your questions need to be genuine. A genuine question is one that stems from curiosity; you ask so that you may learn something you don't already know. In contrast, a rhetorical or leading question is one you ask to make your point of view known without explicitly stating it. For example, the question, "Do you really think that will work?" is not a genuine question because embedded in your question is your own view that you doubt it will work. However, you can easily convert it to a genuine question by first stating your views. You might say, "I'm not seeing how this will work because . . . What are you seeing that leads you to think it will work?"

Stating your views and asking genuine questions leads to better performance. It changes a meeting from a series of unconnected monologues in which people try to persuade one another, to a focused conversation

that generates increased understanding. When you follow your statements with genuine questions, you increase the chance that the next speaker will address your questions. If each person in the team asks genuine questions, the conversation will flow more easily and people will be responding to each other. As a result, relevant information is presented, issues are addressed more thoroughly, and better decisions are made.

Stating views and asking genuine questions also leads to better working relationships. When you express your views, including explaining how you arrived at your conclusions, your information and your thinking process are transparent. This helps others understand what you think and enables them to make more informed choices. By asking genuine questions, you reveal your curiosity and learn what others are thinking. As you learn others' reasoning, you may reach agreement on an issue that you had previously disagreed about. When you don't agree, you quickly identify where your information or reasoning differ from others'. This awareness allows the team to resolve differences and generate better solutions.

Behavior 1 is especially helpful when you're concerned that expressing your views or asking questions may shut down conversation or be seen as confrontational. Suppose you are talking with your team and you are concerned that the team's plans don't respond to stakeholder needs. Rather than ease into the conversation by saying, "How do you think this new plan responds to other stakeholders' needs?" you could start by stating your view: "I'd like to talk about my concerns that the plan doesn't address some of our stakeholders' needs. Let me give you a couple of examples of what I mean and get your reactions." After sharing your view, ask a genuine question, such as, "What, if anything, do you see differently or think I've missed?" By posing this question, you increase the chance that others on the team will share different views, if they have them.

However, if you only share your view without inviting differing opinions, others will likely push only their own views as well. This creates a discussion in which participants spend their time trying to persuade each other, ultimately resulting in a stalemate or a decision with winners and losers—with losers who are not committed to following through with the decision. If you only ask questions, you don't help others

understand your reasoning and they may become suspicious. Privately, they may wonder, *Why is he asking me these questions? Where is he going in this conversation?* As a result, they may be unwilling to give you complete or accurate answers.

Stating views and asking genuine questions is the foundation on which the other seven behaviors are based, because all the other behaviors require that you state your views and ask genuine questions. What information do you share when you are expressing your views? The next four behaviors address that question.

Two: Share All Relevant Information

This is the practice of presenting all information that might affect how your team solves a problem or makes a decision. It ensures that all team members have a common pool of knowledge from which to make informed choices.

When your team members are responsible for making decisions yet learn after a decision is made that you withheld relevant information from them, they will feel deprived of having made an informed choice. As a result, they may fail to follow through on the decision, may implement the decision half-heartedly, or may even withdraw their support.

Sharing relevant information includes presenting details that don't support your preferred solution. Suppose that you're a member of a leadership team deciding how to restructure your organization and move into a new facility. You are the leader of one particular manufacturing process and want to continue in your role. Yet you also see that in the new facility, several manufacturing processes could easily be merged for greater efficiency, which could mean losing your role. In this situation, sharing all relevant information requires that you tell the team about the increased efficiency opportunities you see, even though doing so may hurt your chances of retaining your role.

In challenging situations, there is usually a significant gap between what you say and what you think and feel. The example on the following page shows how people withhold relevant information. The right column shows a conversation between Paula and Ted; the left column shows Paula's thoughts and feelings as she talks with Ted. Paula doesn't share

with Ted all the relevant thoughts and feelings she has. For example, she doesn't say that others had concerns or that she believes the directors did not get answers to some basic questions. At the end of the conversation, Paula thinks to herself, *I've got to get you to understand what you've done!* Yet by withholding her concerns, Paula contributed to Ted's lack of understanding and increased her own frustration.

The point of this example is not that Paula should share her thoughts and feelings exactly as they appear in the left column. To be effective, Paula would

Withholding Relevant Information

Paula's Thoughts and Feelings

I thought the presentation was a disaster and so did three others I spoke with.

Do you really believe it went OK, or are you just trying to put a good face on it? Nit-picky! You couldn't answer some basic cost questions.

I don't understand why you didn't emphasize why we wanted to do the project. The directors won't approve a project like this if they can't get answers to some basic questions.

I don't want to wait while this project dies on the vine. Besides, my reputation is at stake here too.

I hope the directors don't think I'm responsible for your not having the answers to those questions. Why didn't you use the information I gave you? I've got to get you to understand what you've done!

The Conversation

Paula: How do you think your presentation to the directors went yesterday?

Ted: I think it went OK, although there were some rough spots. Some of the directors can really get nit-picky.

Paula: We've got some really important reasons for doing it. Do you think they will OK the project now, or do we need to give them more answers?

Ted: I think we're in OK shape. A couple of them came up to me after the meeting and said they appreciated the presentation. I think we should just wait and see.

Paula: Maybe, but I think we might want to give the members some more information.

need to shift her core values so that she is more transparent, more curious, and more accountable. Then she could share the relevant information she has (and also apply the other behaviors). She might begin by saying, "Ted, I am really concerned about the presentation you did yesterday. I'd like to give you some specific examples about what concerned me and get your reactions. How does that sound?"

THREE: Use Specific Examples and Agree on What Important Words Mean

When you state your views, it's essential to use specific examples and agree on what important words mean. When you give specific examples, you name people, places, things, events, and report what people said and did. This enables others to independently determine whether they agree with your information and reasoning.

For example, if you make the general statement, "I think some of us aren't following through on our project commitments," other team members don't have enough information to determine whether they agree with you. You haven't stated who "some of us" are or described what behaviors you have seen that led you to believe that others aren't "following through." As a result, the people you are referring to may incorrectly infer that you are not talking about them, and the people you *are not* talking about may incorrectly infer that you are talking about them and as a result feel resentful or unfairly judged.

In contrast, if you say, "Jay and Lily, I didn't receive your sections of the project report. Did you complete and email them to everyone on the team?" Jay and Lily can report whether they completed their assignment. If Jay and Lily agree that they did not complete the project report, then they and the team can talk about what led this to happen, its impact on the team, and what people will do differently in the future.

You may be concerned that by identifying specific people on the team, they or others may feel that you're putting them on the spot. This is another example of how the eight behaviors involve changing how you think. Instead of thinking that when you identify people you are putting them on the spot, you could view this step as being transparent,

accountable, curious, and compassionate—that is, reflecting Mutual Learning core values. With this new mindset you give people an opportunity to address your concerns, including whether they view the situation the same way as you do.

Using specific examples also helps you agree on what important words mean. Often, team members can use the same word in different ways and still assume that they agree when they really don't, or vice versa. For example, suppose your team agrees to treat each member with respect, which initially seems pretty straightforward and helpful. Now consider the following situation: You are in a meeting with several team members and people from other parts of your organization. During the meeting, Alan doesn't say much. Afterwards, he comes to you and says, "Out of respect, I didn't want to say anything to you in front of the other divisions, but I don't think your proposal will work." You respond, "I think it would have been more respectful to tell me in the meeting that my proposal had problems. Now, if you're right, I may have to call another meeting and take more of my own time and the team's time. To me, one sign of respect is that you're willing to tell me when you see a problem and assume I am more interested in serving the organization well than in trying to look good. How are you thinking about respect in this situation?"

One way to determine whether all team members are using a word or phrase to mean the same thing is to state your view and ask a genuine question (Behavior 1). You can say, "You used the word respect. If we are in situation X, and I'm acting with *respect* toward you, I would do Y. Does your definition of respect differ from mine, and if it does, how so?"

FOUR: Explain Reasoning and Intent

Think about the last time your formal leader's boss asked you to come to his or her office and didn't explain why. You probably wondered what the meeting was about and then thought up some possible explanations for why he or she wanted to talk with you. As human beings, we are hardwired to seek meaning in events. If people don't tell us what they are thinking, we make up our own stories, and

often those stories are wrong.

Explaining your reasoning and intent is another part of effectively stating your view. When you share your reasoning and intent, you reduce the chance that others will make up stories about why you are doing what you're doing. Let's assume that your team works relatively well together, but you think they can do even better. If you say to your team, "I'd like to introduce a set of behaviors that I think will make us more effective," team members may quickly start to think that you are dissatisfied with the team's performance or that they are dysfunctional. You reduce the chance of misinterpretation if you also say, "I want to be clear about why I'm suggesting this. I don't think we're dysfunctional. I think we perform well and that we can be more efficient and generate even better ideas with more support. I'm happy to give you examples of what I mean."

Reasoning and intent are similar but different. Your intent is your purpose for doing something. Your reasoning is the logical process you use to reach conclusions based on information, values, and assumptions. For example, your intent may be to get commitment to a decision. Your reasoning may be that you value different views and you know people have different opinions on this topic; you assume that if everyone participates, the decision will be better and people will be more committed to it.

When you share your reasoning and intent, you make your private thoughts public. This helps people understand what led you to make the comments you made, ask the questions you asked, or take the actions you took. When you share your reasoning and intent, others can ask you questions and explain how their views differ from yours. And you can do the same with them. This is exactly the conversation that teams must have in order to understand members' differing views and to move forward as one.

If you are trying to control the conversation so that your point of view will triumph, then fully explaining your reasoning will be risky: others might identify flaws in your reasoning, thus reducing the chance that you will prevail. But if you genuinely want to learn, explaining your reasoning and intent provides opportunities to learn where others have different views and where you may have missed something that others see.

FIVE: Focus on Interests, Not Positions

Chances are you have been in a team meeting where people try unsuccessfully to get buy-in to their solutions. The first person shares his solution and people tell him why it won't work. Then the second person speaks and her idea is shot down. When it's your turn, the same thing happens. The team either reaches an impasse, agrees on a compromise that pleases no one, or the formal leader takes the decision away from the team.

Why does this happen?

First, people are natural problem-solvers. Give team members a problem, and they will quickly generate solutions for it. Often they come to a meeting with solutions already in hand, or they quickly propose them.

Second, when people have strong feelings about the topic, they often think of the meeting as a contest where their view—which they see as the correct one—should prevail. That leads them to try to convince others that their solution is the right one. But that doesn't explain why one person's solution is often unacceptable to others on the team.

To understand this, we need to understand how we arrive at our preferred solutions. Basically, we generate a solution that meets *our* needs, because those are the needs we know about. When our solutions don't take into account other stakeholders' needs, the other stakeholders reject the solutions.

Positions are like solutions that people identify to address an issue. Interests are the underlying needs that people use to generate their solutions or positions.³ To illustrate with a very simple example, if you and I are sitting in a conference room, and I want the window open and you want it closed, those are our positions.⁴ If I asked you, "What leads you to want the window closed?" you might say that the wind is blowing your papers around and you want the papers together. If you asked what leads me to want the window open, I might say that I'm warm and I want to be cooler. These are our interests. My solution to open the window and your solution to shut it are simply ways for each of us to meet our interests. The problem here is that the window can't be open and closed at the same time. But if we focus on our interests, we can find a solution that meets both of our interests.

The difficulty with solving problems by focusing first on positions is that people's positions are often in conflict, even when their underlying interests are compatible. This happens because people tend to offer positions that meet their own interests but do not take into account other people's interests. In the conference room example, you would probably reject my solution, and I would probably reject yours, because neither solution meets the other's interests. Often leaders unknowingly encourage team members to focus on positions when they say to their team members, "Don't come to the team with a problem unless you have a solution." It's presumptuous to expect that a solution will work for others until their interests are known.

If instead we focus on interests, we could identify them and then ask the question, "How can we solve this problem in a way that meets these interests?" With a little thought and creativity, we might decide to open the top part of the window so that your papers were not being blown by the wind and I still got the benefit of cool air. Or we could switch places so that I was closer to the open window and you were away from it. When we focus on interests, we are being transparent by explaining the reasoning and intent underlying our preferences, and we are being curious by learning about others' interests.

These are the key steps for focusing on interests:

1. **Identify interests.** Ask team members to complete this or a similar sentence as many times as possible: "No matter what the specifics of the solution are, we need to do this in a way that . . ." If people keep identifying positions, ask them, "What is it about your solution that's important to you?" This helps identify their underlying interests.
2. **Clarify and agree on interests.** Make sure each team member understands what an expressed interest means (apply Behavior 3, "Agree on what important words mean") and that they consider it an interest that should be taken into account in the solution. This doesn't mean that the interest is one that each team member shares; it means only that they consider it relevant.
3. **Generate potential solutions that meet the interests.** If you can't find a solution that meets all the interests the team members have decided

should be taken into account, consider whether the proposed solutions have a common unnecessary assumption embedded in them. For example, if the proposed solutions assume that the work has to be performed in-house, try relaxing that assumption and see if the team can generate other solutions that will meet all the interests. If this does not help, then the team can prioritize or weight the different interests to find a solution that addresses the most important interests.

4. **Select a solution and implement it.** Using this approach does not guarantee that the team will reach a decision that meets all of everyone's interests. It does, however, increase the chance that you will find a solution that everyone can support.

SIX: Test Assumptions and Inferences

Remember I said that we are all hardwired to seek meaning in events? That includes you. For example, if your boss says, "You're doing a great job, but the project has been slowing your team down. I'm going to give the new project to Brenda's team," your mind immediately jumps into action. You may wonder, *What does he really mean when he says that? Why is he saying that?* Then you attempt to answer your own questions by telling yourself a story. You might tell yourself your boss is concerned about your team's performance and isn't telling you the truth. Or you may think he is afraid to confront Brenda with the fact that she keeps generating inaccurate cost projections that slow down the project. You're probably not even aware you're asking and answering these questions in your mind. However, your response to the situation will be based on the story you tell yourself. If this story is a negative one, you will likely respond in a negative way. For example, you might react defensively the next time your boss asks you about your team's performance.

When you draw a conclusion about things you don't know based on things you do know, you are making an inference. When you simply take something for granted, without any information, you are making an assumption. We naturally make inferences and assumptions all the time. You have to make inferences to get through the day. Also, you

can't test out every inference you make; if you did, you would drive people crazy and you wouldn't get anything accomplished. Still, the problem is that when you make inferences, you don't know whether your inferences are correct. And if you act on your inferences as if they were true when they are false, then you create problems for yourself and others. The only way you can determine if your inference is accurate is to test it with the person about whom you have made the inference. That's what this behavior encourages you to do.

To test your inference, you first need to be aware that you're making one. Then identify what the other person(s) said or did that led you to make your inference. Now you're ready to test it. "I think you said that you were going to give the project to Brenda's team instead of my team. Did I understand you correctly?" If your boss says yes, you continue, "I'm thinking that you're concerned about my team's ability to succeed with the project. Am I mistaken?"

When you apply this "test assumptions and interests" behavior, you practice transparency and accountability with your thinking and reveal a curiosity about what others think. Demonstrating the Mutual Learning core values of transparency, accountability, and curiosity can encourage others to do the same.

SEVEN: Jointly Design Next Steps

When you jointly design next steps, you make decisions about what to do next by involving others rather than deciding unilaterally. Joint design is yet another way to be transparent, curious, and enable others to make informed choices. Applying this behavior increases the likelihood that people will be committed to the next steps of your project. In practice, it involves applying the first behavior, "State views and ask genuine questions," to specific situations. Decide with others what topics to discuss, when and how to discuss them, and when to switch topics, as well as how to resolve certain kinds of disagreements.

Want to know what it feels like when you're not involved in jointly designing next steps? Think about a meeting you attended where the outcome was really important to you, yet the person calling the meeting

set the agenda, decided who talked and for how long, and determined what information attendees could share and what information was not relevant. If your views differed from that person's views, you probably quickly realized that you wouldn't influence the outcome because you couldn't influence the process. You probably felt that decisions weren't as good as they could have been because everyone didn't get to share their relevant information. As a result, you and others felt little commitment to follow through with the decisions. Now that you remember your own experience, imagine how others react when you unilaterally control a meeting or conversation.

Jointly designing a series of next steps can create much more effective meetings. For example, when developing the agenda for a meeting, write a draft of the agenda, explain your reasoning for the topics you included, and then ask others if they want to add items relevant to the purpose of the meeting. Then at the beginning of the meeting ask, "What changes, if any, do you think we need to make to the agenda?" This ensures that participants believe that the meeting will cover all the relevant topics.

In the meeting, when deciding how to discuss a particular agenda item, you might say, "For this next item, I suggest we first agree on the problem, then identify criteria for solving it, and then generate possible solutions before evaluating them. Does anyone have any questions or concerns about doing it this way?"

Before moving to the next agenda item, you might check in with your team members to make sure that everyone else is ready to go forward. Instead of simply announcing the next topic, you might say, "I think we're ready to move to the next item. Is there anything else on this item before we move on?"

If, during the meeting, you think that Roy is off track in the conversation, rather than unilaterally controlling the conversation by stating, "Let's get back on track" or "That's not what we're talking about today," try being more curious with Roy. Consider saying something like, "I don't see how your point about outsourcing is related to the topic of accomplishing this initiative. Am I missing something? Can you help me understand how you see them related?"

When Roy responds, you and other team members might learn about a connection between the two topics that you had not previously seen. For example, Roy might say that outsourcing will free up internal resources so that the team can accomplish the initiative in less time. If there is a connection, the team can decide whether it makes more sense to explore Roy's idea now or later. If it turns out that Roy's comment is not related, you can ask him to place it on a future agenda.

When the interaction is jointly designed, people have a larger common pool of information that can help them make better decisions, and they are more likely to commit to any decision made. The same holds true when you disagree with others.

Usually, when team members find themselves disagreeing, each member tries to convince the others that his or her own position is correct. The disagreement escalates as each person offers evidence to support his or her position and no one offers information that might weaken his or her own position. In the end, the "losers" still believe they are right.

Consider a situation in which you and your team members disagree about whether proposed changes to your customer service will lead to increased or decreased costs. Together, you and the team could develop a test to figure out how the proposed changes could potentially increase or decrease costs and by how much. Jointly designing the test includes agreeing on what data to collect and what process to use in collecting the data. Team members would decide together who to speak with, what questions to ask, what sources to use, and what statistical data to consider relevant. Whatever test method you use, it is critical that the team members involved agree to it and agree about how to use the information gathered.

As with all the other behaviors for smarter teams, to practice this seventh behavior effectively, you need to change your mindset. You need to shift from thinking that you are right and those who disagree are wrong, and instead assume that each of you may be missing something that the other sees. By jointly designing how you resolve disagreements, your team members make more informed choices, and they are more likely to commit to the outcome because they helped design the test and agreed to abide by its results.

This seventh behavior doesn't mean that teams must make decisions by consensus, or use any other particular decision-making rule. Leaders and teams can practice jointly designing next steps—and all the other behaviors—using a range of decision-making rules.

EIGHT: Discuss Undiscussable Issues

Think about the last time you were walking to a meeting while complaining to a fellow team member about how the meeting was going to be a waste of time. You might have complained that one team member is never prepared, or that one member dominates the conversation, or that everyone in the meeting acts as if they will meet the project deadline, when privately everyone knows they won't. In the meeting, the situation unfolded just as you predicted, but no one said anything about the problem, including you. Walking back to your office with your teammate, you may have again expressed frustration that the meeting wasn't a good use of time.

Is this a recent memory for you? If so, you're facing an undiscussable issue. Undiscussable issues are topics relevant to the team's work that team members don't address *in the team*, the one place where they can be resolved. Instead, undiscussable issues are usually discussed in other places, such as one-on-one with people you trust and who agree with you.

People usually don't raise undiscussable issues in the team because they're concerned that doing so will make some team members feel embarrassed or defensive. They try to save face for these team members as well as for themselves. In short, they see raising undiscussable issues as not being very compassionate. Another reason people don't like to raise undiscussable issues in the team is that they think it will generate conflict, and they don't like conflict.

Unfortunately, many people overestimate the risk of raising an undiscussable issue and underestimate the risk of not raising it. Specifically, they overlook the negative systemic—and often cruel—consequences they create by not raising undiscussable issues in the team.

Consider three team members—Heather, Carlos, and Stan—who are concerned about how the poor

performance of two other team members—Lynn and Jim—affects the ability of the rest of the team to excel. If Heather, Carlos, and Stan don't raise this issue directly with Lynn and Jim, they will likely continue to talk about Lynn and Jim behind their backs. Lynn and Jim won't know what the others' concerns are, and so will be unable to make an informed choice about whether to change their behavior. Because Lynn's and Jim's behavior remains unchanged, Heather, Carlos, and Stan will continue to privately complain about them while simultaneously withholding the very information that could change the situation. Heather, Carlos, and Stan will probably be unaware that they, too, may be contributing to the problem by not telling Jim and Lynn their concerns. They will also miss the opportunity to learn whether there are valid reasons Jim and Lynn behave as they do. Over time, the team's working relationships and its performance are likely to suffer. Avoiding the issue is clearly not compassionate behavior.

Why is it important for Heather, Carlos and Stan to raise the issue in the team? Why isn't it enough just to talk with Lynn alone? Or Jim alone? Because if you only raise the issue one-on-one with Lynn (or Jim), you unilaterally assume that your view about her behavior is accurate and that all the team members want Lynn's behavior to change, too. If you and Lynn arrive at a solution, and Lynn changes her behavior, other members will wonder what has happened, and you will have created another undiscussable issue on top of the original one. However, if you raise the issue in the team, you may find that your assumptions were in error; other team members may not see fault with Lynn. Instead they may believe her behavior results, in part, from other team members not following through on their tasks.

While undiscussable issues that involve the team need to be addressed in the team, you can start one-on-one. You might approach Lynn, saying that you have concerns about how her work is affecting you and the team in general. You can do the same with Jim. You can state with each of them that you didn't want to raise this issue initially in the team because you didn't want them to feel defensive. Instead, you want to jointly develop with them a way to raise the issue in the team that meets their needs and yours.

Although discussing undiscussable issues is emotionally more difficult to practice than the other eight behaviors, mechanically speaking there is nothing new in this behavior. To discuss undiscussable issues, you use all the previous behaviors. You state your views and ask genuine questions, share relevant information and give specific examples, test assumptions and inferences, jointly design next steps, and so on. Perhaps the most important element of discussing undiscussable issues is to approach them with the Mutual Learning core value of compassion and avoid making premature negative judgments about how others acted or why they acted that way.

Putting the Eight Behaviors into Use

Putting these eight behaviors into regular practice is often harder than it sounds. Because most people consider these behaviors just common sense, they mistakenly assume they should be easy. They are common sense, but they are not common practice—particularly when a challenge occurs, when you and your team are facing an important issue and have different views on the matter. That's why making the eight behaviors for smarter teams common practice requires a Mutual Learning mindset.

You can practice these eight behaviors, even if other people do not, in team and one-on-one interactions. Yet the impact on your team's results is most powerful when everyone understands the Mutual Learning mindset and the eight behaviors, agrees on their meanings, and commits to them.

When you introduce the eight behaviors for smarter teams to others, it is important that you do so in a manner consistent with the Mutual Learning core values. Explain how you believe the eight behaviors can help the team be more effective. Give specific examples of times when you and others might have applied one of the behaviors to reach a better decision. Invite others to share their views, including questions and concerns they have about the behaviors. Above all, people need to make an informed choice about adopting the eight behaviors.

People often ask me whether they can use a subset of the eight behaviors for smarter teams and still get the same results. Each of the eight behaviors helps the team in a different way, and together they support each other; omitting one of the behaviors reduces your ability to use the power of the set. Still, it is more effective to use some of the behaviors than none.

If you decide to use these behaviors for smarter teams, don't assume your team members will continue to respond to you in the same way that they always have. Behavior is interactive and systemic; if you have acted in ways that are inconsistent with these eight behaviors, you may have contributed to others reacting ineffectively and attributed their ineffective behavior solely to them, without recognizing that you also played a part. If this has happened, your information about the team is flawed. For example, if you think that team members are defensive, you may have unwittingly acted in ways that contributed to their defensiveness—perhaps by making assumptions about them without testing the assumptions, or by stating your views without asking genuine questions.

If you and your team use these eight behaviors together, you'll make better decisions, you'll increase team members' commitment to implementing those decisions, you'll get better performance faster, working relationships will improve and team member well-being will increase.

Examples of the **Eight Behaviors** for **Smarter Teams**

Eight Behaviors	Example
1 <i>State views and ask genuine questions</i>	“I think we should start the project with a small number of key customers so that we can identify the problems and fix them before we scale up the program. What concerns, if any, do you have with starting small?”
2 <i>Share all relevant information</i>	“Although I think we should delay the project until January because it will balance our workload, Maureen says that our costs will increase by 4 percent if we wait.”
3 <i>Use specific examples and agree on what important words mean</i>	<p>“Let me give you an example of what I mean by taking initiative. Yesterday in the team meeting, when I asked if the project figures had been updated since last week, you said no. I think if you had taken initiative, you would be updating them regularly without my asking.”</p> <p>“When I say consensus, I mean that everyone on this team can say they will support and implement the decision, given their roles and responsibilities.”</p>
4 <i>Explain reasoning and intent</i>	<p>“The reason I am asking is . . .”</p> <p>“Here’s how I reached my decision: . . .”</p> <p>“Here’s what led me to do this: . . .”</p>
5 <i>Focus on interests, not positions</i>	<p>To identify interests: “No matter what the specifics of the solution are, the solution needs to be one that . . .”</p> <p>To craft a solution: “Given the interests we’ve agreed on, what are some potential solutions that meet these interests?”</p> <p>When someone is focused on a position: “What is it about that solution that’s important to you? I’m asking because if we can identify this, we can help meet your needs.”</p>
6 <i>Test assumptions and inferences</i>	“I think you said that you were taking away the project from my team. Did I understand you correctly?” [If the answer is yes, continue] “I’m thinking that you’re concerned about my team’s performance on this. Am I mistaken?”
7 <i>Jointly design next steps</i>	<p>To jointly design the purpose of a meeting: “My understanding is that the purpose of this meeting is to agree on criteria for selection, but not to select candidates. Does anyone have a different understanding of the purpose?”</p> <p>To jointly design the process: “For this next item, I suggest we first agree on the problem, then identify criteria for solving it, and then generate possible solutions before evaluating them. Does anyone have any questions or concerns about doing it this way?”</p> <p>To move to the next agenda item: “I think we’re ready to move to the next item. Is anyone not ready to move on?”</p> <p>When you think someone is off the topic: “I don’t see how your point about outsourcing is related to the topic of our planning process. Can you help me understand how you think they are related? Or if it isn’t related, can we decide whether and when to address outsourcing?”</p>
8 <i>Discuss undiscussable issues</i>	“I want to raise what might be a difficult issue and get your reactions. I’m not trying to put anyone on the spot, but instead trying for us to work better as a team. Here is what I’ve seen and what I think the issue is. [State your relevant information]. How do others see this?”

Endnotes

1. The Mutual Learning approach draws from Chris Argyris and Don Schön's Model II work, as well as the work of Bob Putnam, Diana Smith and Phil McArthur at Action Design, who originally used the term Mutual Learning in this context.
2. I have also discussed these behaviors in my book *The Skilled Facilitator: A Comprehensive Resource for Consultants, Facilitators, Managers, Trainers and Coaches* (Jossey-Bass, 2002). In general these behaviors, which I previously referred to as Ground Rules for Effective Teams, build on the work of Chris Argyris and Don Schön
3. This behavior is from Roger Fisher, William Ury, and Bruce Patton's book *Getting to Yes* (Penguin, 1991). The idea was developed originally by Mary Parker Follett in the early 1900s.
4. I have adapted this story from one that originally appeared in Mary Parker Follett's 1925 paper "Constructive Conflict" and was published in *Dynamic Administration: The Collected Papers of Mary Parker Follett*, edited by Henry C. Metcalf and L. Urwick (HarperCollins, 1941). The story also appears in Fisher, Ury, and Patton's book *Getting To Yes*.

Four Good Governance Practices

1. **Focus on Ends.** The Board defines the strategic direction of the organization as well as the intended effects it is trying to produce and for whom. Beyond setting executive expectations, it is not involved in the means (activity) decisions of the operation. It focuses on governance, not management; on what gets done, not how it gets done. The Manager is accountable to the Board for how its strategic initiatives are carried out. The Board focus is on needs and interests, not specific solutions. It focuses on the big picture and a long-term perspective.
2. **Speak with One Voice.** This is the principle of Board holism. The authority of the Board is held as a body. The Board has the authority to govern; individual members do not. Instructions are expressed by the Board as a whole. Individual Board members have no authority to guide or instruct staff. The Board as a whole is obligated to protect staff from the Board as individuals. It is important that individual Board members express differing views as issues are discussed, but once a decision is made, each member is bound to fully support the decision of the whole Board. The Board is able to welcome a diversity of opinions but abide by group decisions.
3. **Delegate Clearly & Coherently.** Board and staff need clear roles and boundaries, with unambiguous authority and responsibility. No Board members or subparts of the Board (like committees) can be given jobs that interfere with, duplicate or obscure the job given to the Manager. Matters delegated to the Manager or through him to staff should not be decided by the Board or by committees.
4. **Monitor Results.** Evaluation of organizational performance is integral to the Board's job. It is the Board's job to monitor organizational performance against its stated ends (strategic goals). In other words, the Board defines what success looks like and attends to whether the organization is meeting that definition. The Board should not evaluate based on incidental information, but on overall results and trends.

These practices are adapted from the Policy Governance model developed by John and Miriam Carver. For more information on Policy Governance, see <http://www.carvergovernance.com> or the website of the International Policy Governance Association, <http://www.policygovernanceassociation.org>

Chapel Hill Retreat

Friday, January 27, 2017

Council Members Present: Mayor Pam Hemminger, Mayor pro tem Donna Bell, Council Member Jessica Anderson, Council Member George Cianciolo, Council Member Sally Greene, Council Member Ed Harrison, Council Member Nancy Oates, Council Member Maria Palmer, and Council Member Michael Parker.

Staff members present: Town Manager Roger Stancil, Deputy Town Manager Florentine Miller, Town Attorney Ralph Karpinos, Mayoral Aide Jeanne Brown, Assistant to the Town Manager Rae Buckley, Assistant to the Town Manager Ross Tompkins, [Executive Director of Planning and Sustainability Mary Jane Nirdlinger](#), Communications Manager Catherine Lazorko, Deputy Town Clerk Amy Harvey, Facilitators Anne Davidson and Leamon Brice.

Expectations for How We Work Together Effectively.

The Council agreed to the following list of expectations for working together, which built upon the list of expectations created in the 2016 Mayor and Council Retreat.

Town Council 2017 Expectations

1. How we want to communicate

Requests for myself: to work with me well

- Identify the topic or issue
- Look for facts, seek data
- Use transparency, compassion, curiosity, explanation of rationale with facts
- Recognize individual communication preferences -
 - PH-email, also phone;
 - GC-phone, email, 1 to 1;
 - MPk-email, and all;
 - NO-phone, secondarily email;
 - MPI-email-use subject line to alert is a plus, phone if urgent;
 - SG-text/phone if urgent, secondarily email;
 - EH-email;
 - JA-text, email, no voicemail;
 - DB-text
 - Mayor can send group text to look at email; continue Friday emails; Council members to provide relevant information to be shared.
- Include relevant information in request, so response can be in a mutually convenient manner.

2. Expectations for Council members

- Focus on topic

- Be prepared
- Act with integrity, compassion, respect
- Communicate clearly & concisely
- No “gotcha” moments-No Surprises
- Communications irrespective of medium may have public records implication
- Be prepared to discuss changes and objections, and then allow process to proceed
- General public is allowed to speak for 3 minutes without interruption
- Continue to send questions in advance to the Mayor/Manager, so that responses can be provided prior to the meeting
- Will not deliberate privately about the issues being discussed with each other during meetings
- During quasi-judicial proceedings, do not communicate with people outside the Council Chamber
- For SUPs, questions are provided in advance where possible and responses are included in the meeting materials and presented at the hearing, including ex parte conversation.
- No unfunded mandates-agree with Town Manager regarding priorities and the support for them.

3. Expectations for Mayor

- Work with Manager and other partners
- Chief Political Officer (Chairman of the Board)
- Consensus builder (understand and can fully support the decision giving my role), and seeker of common ground, as possible
- No Surprises
- Represent in local, state, national venues
- Two way communication, share needs and expectations, along with providing information to all.
- Mayor to articulate the process to set expectations during the Council meetings.
- Mayor will summarize at the conclusion of her self-comment, and check for any missing aspects.

4. Expectations for Manager

- Provide information, options, discuss resources, legal relevance in association with Town Attorney
- Help Council members to see full picture
- Open for individual consultation and provide information equally
- Clarify questions
- Manage Town staff workload and clarify resources needed to meet council initiatives
- Post purpose of intended action (decision, receive information) on the screen during the council meeting.
- Keep Council members updated on major initiatives

5. How to address situations where we are not meeting an expectation

- One-on-one conversation
- Compliment in public, criticize in private
- Include Mayor as resource
- Ok to disagree (with Council decision) publicly but not ok to assign motivation to specific Council member(s)
- Ok to criticize the position, not the person.

TOWN OF CHAPEL HILL

STRATEGIC GOALS

CONNECTED COMMUNITY

To create a highly connected community where bicycling, walking, and transit are convenient, everyday choices for our neighborhoods, businesses, and public spaces.

ECONOMIC & FINANCIAL SUSTAINABILITY

To steward public assets and support a vibrant economy where there is opportunity for jobs and entrepreneurship that positions Chapel Hill for the future.

SAFE COMMUNITY

To preserve and protect life and property through the fair and effective delivery of Town services.

AFFORDABLE HOUSING

To increase the availability of and access to housing for households and individuals with a range of incomes, from those who are homeless to those in middle-income households.

VIBRANT AND INCLUSIVE COMMUNITY

To enrich the lives of those who live, work, and visit Chapel Hill by building community and creating a place for everyone.

ENVIRONMENTAL STEWARDSHIP

To strategically manage the Town's infrastructure and natural environment by promoting resiliency and sustainability.

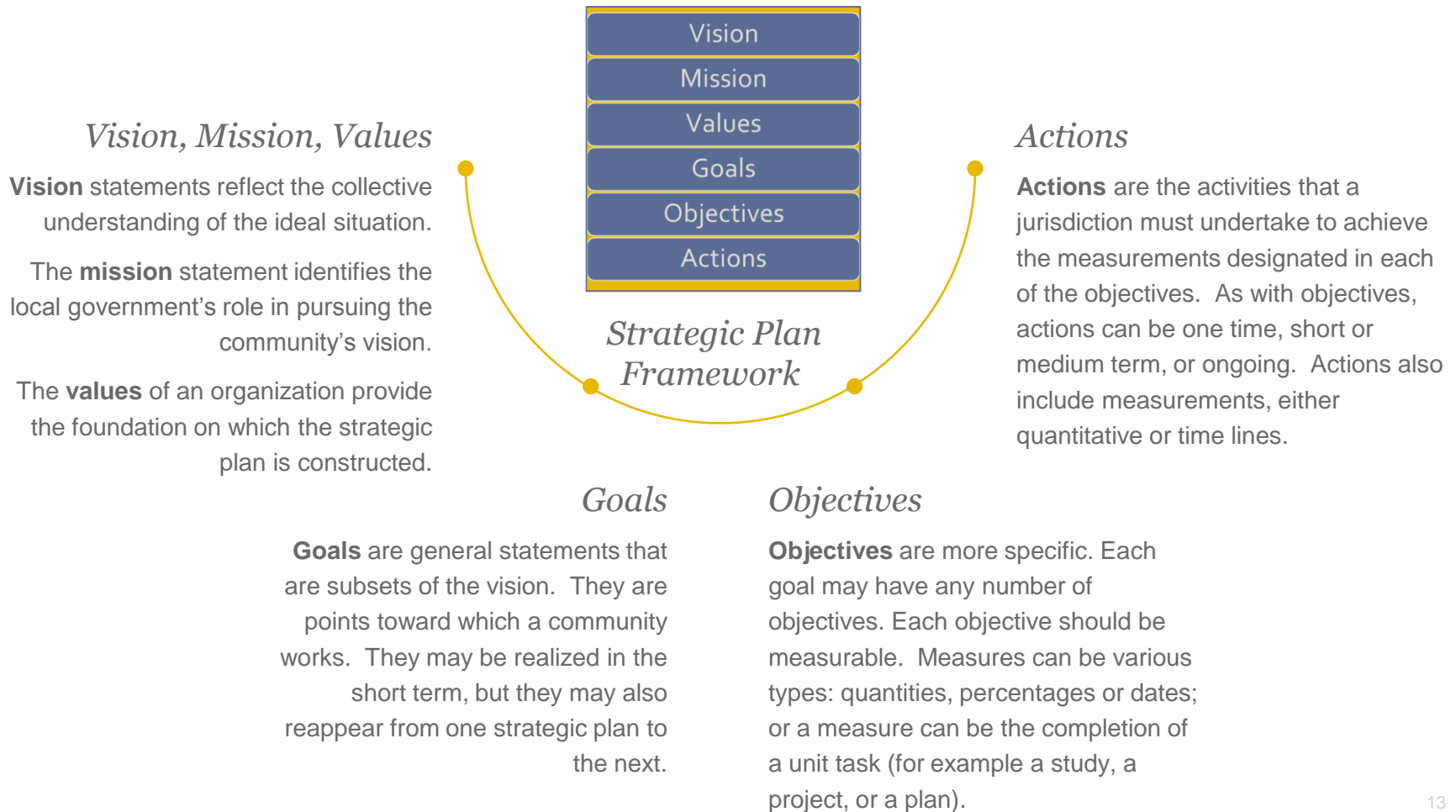
COLLABORATIVE & INNOVATIVE ORGANIZATION

To create an organization that works collaboratively from a mutual learning mindset, leads innovation, and produces effective outcomes for the betterment of the organization and community.

****Note:** This draft has been updated to reflect feedback received from Council at the 1/10/18 Council Work Session*

STRATEGIC PLAN FRAMEWORK COMPONENTS...

While content may vary from municipality to municipality, the structure of strategic plans remains essentially the same. Included in this slide is a visual representation of the strategic plan hierarchy with a definition for each section taken from ICMA Strategic Planning for Local Government 2nd Edition.



SMART Objectives

Developing SMART Objectives

One way to develop well-written objectives is to use the SMART approach. Developing specific, measurable objectives requires time, orderly thinking, and a clear picture of the results expected from program activities. The more specific your objectives are, the easier it will be to demonstrate success.

SMART stands for
Specific
Measurable
Attainable/Achievable
Relevant
Time bound

Specific—*What exactly are we going to do for whom?*

The “specific” part of an objective tells us what will change for whom in concrete terms. It identifies the population or setting, and specific actions that will result. In some cases it is appropriate to indicate *how* the change will be implemented (e.g., through training). Coordinate, partner, support, facilitate, and enhance are not good verbs to use in objectives because they are vague and difficult to measure. On the other hand, verbs such as provide, train, publish, increase, decrease, schedule, or purchase indicate clearly what will be done.

Measurable—*Is it quantifiable and can WE measure it?*

Measurable implies the ability to count or otherwise quantify an activity or its results. It also means that the source of and mechanism for collecting measurement data are identified, and that collection of these data is feasible for your program or partners.

A baseline measurement is required to document change (e.g., to measure percentage increase or decrease). If the baseline is unknown or will be measured as a first activity step, that should be indicated in the objective as “**baseline to be determined using XXX database, 20XX.**” The data source you are using and the year the baseline was obtained should always be specified in your objective statement. If a specific measurement instrument is used, you might want to incorporate its use into the objective.

Another important consideration is whether change can be measured in a meaningful and interpretable way given the accuracy of the measurement tool and method.

Attainable/Achievable—*Can we get it done in the proposed time frame with the resources and support we have available?*

The objective must be feasible with the available resources, appropriately limited in scope, and within the program's control and influence.

Sometimes, specifying an expected level of change can be tricky. To help identify a target, talk with an epidemiologist, look at historical trends, read reports or articles published in the scientific or other literature, look at national expectations for change, and look at programs with similar objectives. Consult with partners or stakeholders about their experiences. Often, talking to others who have implemented similar programs or interventions can provide you with information about expected change.

In some situations, it is more important to consider the percentage of change as a number of people when discussing impact. Will the effort required to create the amount of change be a good use of your limited resources?

Relevant—*Will this objective have an effect on the desired goal or strategy?*

Relevant relates to the relationship between the objective and the overall goals of the program or purpose of the intervention. Evidence of relevancy can come from a literature review, best practices, or your theory of change.

Time bound—*When will this objective be accomplished?*

A specified and reasonable time frame should be incorporated into the objective statement. This should take into consideration the environment in which the change must be achieved, the scope of the change expected, and how it fits into the overall work plan. It could be indicated as “By December 2010, the program will” or “Within 6 months of receiving the grant,…”

Using SMART Objectives

Writing SMART objectives also helps you to think about and identify elements of the evaluation plan and measurement, namely indicators and performance measures.

An indicator is what you will measure to obtain observable evidence of accomplishments, changes made, or progress achieved. Indicators describe the type of data you will need to answer your evaluation questions. A SMART objective often tells you what you will measure.

A performance measure is the amount of change or progress achieved toward a specific goal or objective. SMART objectives can serve as your performance measures because they provide the specific information needed to identify expected results.

Getting Started

To develop SMART objectives, use the template below and fill in the blanks:

By ____/____/____, _____
[WHEN—Time bound] [WHO/WHAT—Specific]

from _____ to _____
[MEASURE (number, rate, percentage of change and baseline)—Measurable]

Adapted from http://www.cdc.gov/dhdsp/state_program/evaluation_guides/pdfs/smart_objectives.pdf

AFFORDABLE HOUSING DEVELOPMENT

FY18 Q1 PROGRESS REPORT

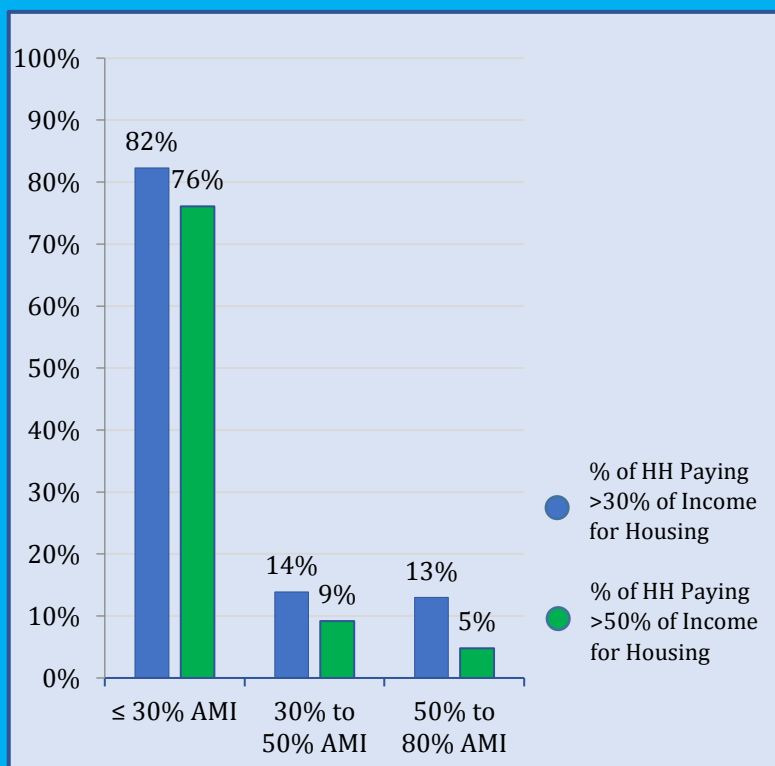
OUR GOAL

To increase access to housing for individuals across a range of incomes, and to constantly strive for more equitable outcomes and opportunities for historically underserved populations.

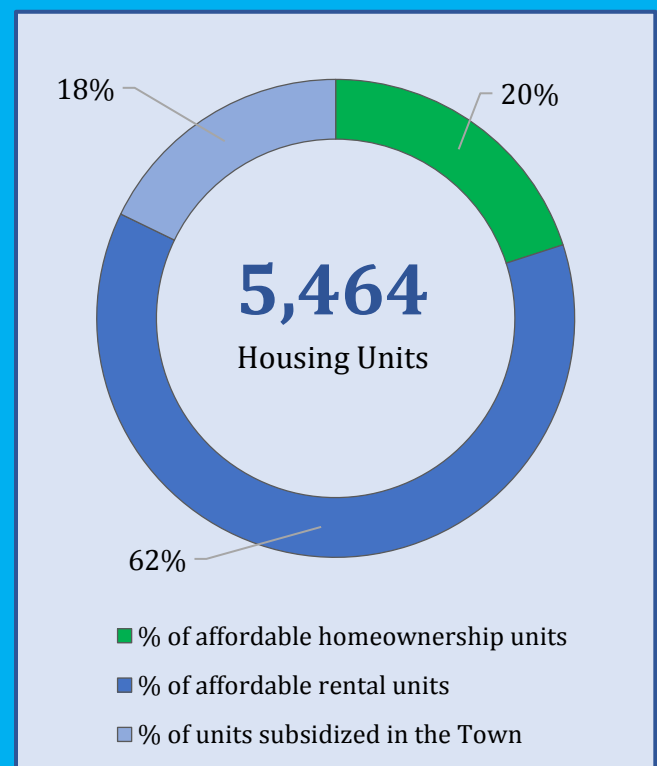
COMMUNITY INDICATORS

\$362,700 Median Home Value	\$73,300 Area Median Income (AMI)	52% of Renters spend more than 30% of income on Housing	25% of Housing Units are affordable to households with income under 80% AMI
	\$6,235,681 Town Budget for Affordable Housing Strategies	22% of Homeowners spend more than 30% of income on Housing	84% of Subsidized Housing Units within ¼ mile of a bus stop

Percent of Households that are Cost-burdened by Income Level



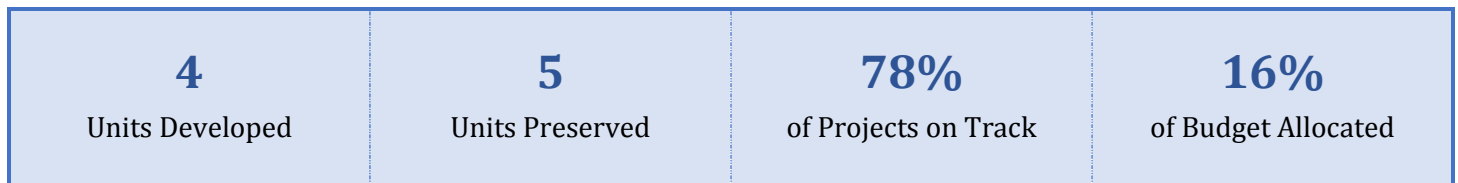
Number of Housing Units that are affordable to Households with income under 80% AMI



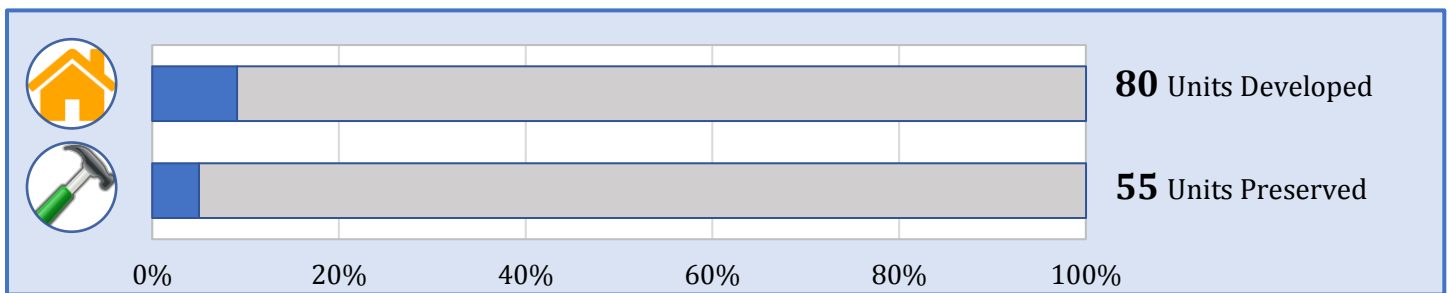
Key Takeaways from FY18 Q1

- On track to exceed our development target for this fiscal year, with 98 units scheduled to be developed later this fiscal year
- Currently only 16% of budget allocated, as the majority of funding allocations are scheduled to be made in quarters 2 and 3

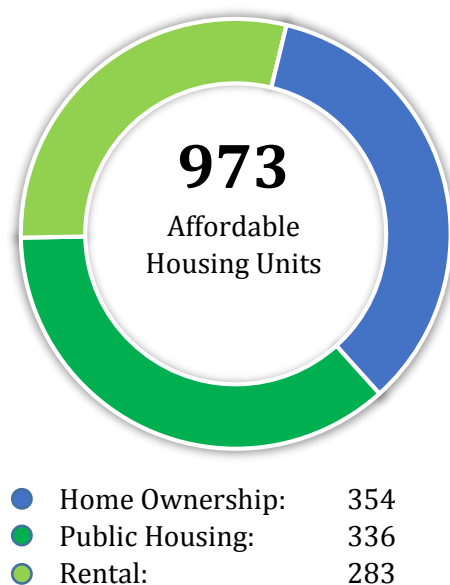
FY18 Town Performance-to-Date



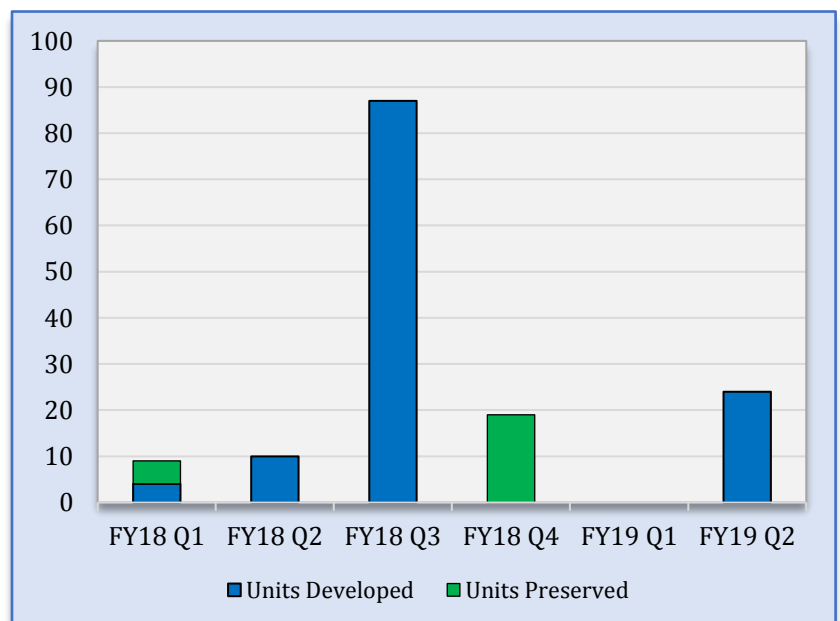
Year-to-Date Progress Towards FY18 Targets





























Number of Subsidized Units in Town










Projections By Quarter – Number of Units





FY18 Q1 Update | Affordable Housing Projects Supported by Town Funds

Project Type	Provider	Project or Development Name	Number of Units	Projected Completion	Status
	Habitat for Humanity	Northside Land Acquisition and Second Mortgage Assistance Project	7	Q2 FY18	
	Habitat for Humanity	Sykes Street Homes	2	Q2 FY18	
	Self Help	Craig Street Tiny Home	1	Q2 FY18	
	Habitat for Humanity	Lindsay St & McMasters St Homes	2	Q3 FY18	
	DHIC	Greenfield Commons	80	Q3 FY18	
	Church of the Advocate	Pee Wee Homes Tiny House Development on Homestead Road	3	Q3 FY18	
	Community Home Trust	Graham Street Acquisition	1	Q3 FY18	
	Community Home Trust	Brooks Street Acquisition	1	Q3 FY18	
	Community Home Trust	Graham Street Acquisition	1	Q4 FY18	
	Community Home Trust	Homebuyer subsidy	2	Q4 FY18	
	Rebuilding Together	Homebuyer rehabilitation	7	Q4 FY18	
	Habitat for Humanity	Homebuyer rehabilitation	10	Q4 FY18	
	CASA	Merritt Mill Road Multi-Family Development	24	Q2 FY19	

FY18 Q1 Update | Housing & Community Work Plan

Major Projects in Affordable Housing	Notes	Status
Affordable housing activity report	<ul style="list-style-type: none"> Draft report and proposed targets shared with Council for feedback at 10/4/17 work session First quarterly report to be shared with Council at 11/1/17 Business Meeting 	
Annual Housing & Community Report	<ul style="list-style-type: none"> Report completed and shared with Council in work plan update at 9/6/17 Business Meeting 	
Expand Scope of HOME Consortium	<ul style="list-style-type: none"> Expanded scope approved by Council at 9/27/17 Business Meeting Planning for Consortium meeting underway for Q2 of FY18 	
Engage UNC and UNC Healthcare	<ul style="list-style-type: none"> Managers discussions ongoing Northside Neighborhood Initiative recommendations for next steps being developed 	
2200 Homestead Road Development Project	<ul style="list-style-type: none"> Council designated site for mixed income affordable housing development at 9/6/17 Business Meeting Appraisals, phase 1 environmental survey, stream determination, and facility assessment complete Negotiation underway for architectural firm for initial design Exploring partnership opportunities, including UNC Healthcare 	
Public Housing Master Plan	<ul style="list-style-type: none"> Firm selection underway for structural assessment of all units Outreach and communication plan developed; first community meeting held with residents 9/25/17 Rosen & Associates consultants to make presentation to Council 11/1/17, including financial analysis of one site for redevelopment 	
Create Investment Plan for Affordable Housing	<ul style="list-style-type: none"> Framework for Investment Plan shared with Council at 10/4 Work Session Refining framework and associated timelines based on Council feedback 	

Administer affordable housing funding programs - CDBG, HOME, AHDR, AHF	<ul style="list-style-type: none"> • Council approved the Housing Advisory Board's recommendation for the first funding cycle of the Affordable Housing Development Reserve for FY18 at the 10/11/17 Business Meeting • Submitted Annual Action Plan for CDBG for FY17-18 and Consolidated Annual Performance and Evaluation Report • Templates for grant reporting under development to assist staff in better tracking outcomes and performance of agencies the Town funds 	
Develop communications and marketing strategy	<ul style="list-style-type: none"> • Engaged Liaison firm to assist with communications and marketing strategy implementation 	

Notes & Citations

- The Median Home Value data source is Zillow.com.
- The Area Median Income data source is the 2015 American Community Survey and is representative of a family of four.
- The total budget for affordable housing strategies captures all Town expenditures for affordable housing. This includes the Affordable Housing Fund, CDBG Funds, and operating funds, among others.
- The metrics displaying percentage of Renters and Homeowners that pay more than 30% of their income on Housing was provided by the 2017 David Rosen & Associates Comprehensive Affordable Housing Analysis. The data source is HUD Comprehensive Housing Affordability Strategy (CHAS) data for 2008-2012; DRA. (p. 17, Table 5)
- The percentage of housing units that are affordable to households with income under 80% AMI includes market-created affordable units and units subsidized by the Town. The data source for this metric and corresponding chart is the County-wide data inventory created through the Orange County Affordable Housing Coalition.
- The data source for the percentage of subsidized housing units within ¼ mile of a bus stop is the Town of Chapel Hill GIS & Analytics Division. This metric measures the walkable distance between an affordable housing unit and a public bus stop.
- The graph displaying data on 'Percent of Households that are Cost-burdened by Income Level' was provided by the 2017 David Rosen & Associates Comprehensive Affordable Housing Analysis. The data source is the HUD Comprehensive Housing Affordability Strategy (CHAS) data for 2008-2012; DRA. (p. 16, Chart 3)
- The percent of budget allocated metric displays the percentage of the Town budget for affordable housing strategies allocated as of the date of the quarterly report.
- The data source for the number of units subsidized by the Town is the County-wide data inventory created through the Orange County Affordable Housing Coalition.
- The data source for subsidized housing unit development projections is the County-wide data inventory created through the Orange County Affordable Housing Coalition.
- The legend for the green/yellow/red light project tracker is the following:
 - Green: The project is on track to meet its original project scope and schedule
 - Yellow: The project has been delayed in meeting its original project scope and schedule
 - Red: The project has stalled and will not meet its original project scope and schedule

Town of Chapel Hill
2017-18 Manager Evaluation Process:
Status Report of Goals for the Town Manager

Goal 1: Implement a process for rewriting the Town's LUMO, meeting timeline goals presented to Council.	
Scheduled Action	Status
June 2017: Initiate Project with stakeholder input	Per the LUMO Rewrite Project Initiation Final Report , stakeholder interviews were conducted from June 14 to August 25, 2017. The online survey was open from August 6 to September 6, 2017.
October 2017: Report stakeholder input and propose plan of work to Council	LUMO Rewrite Project Initiation Final Report presented to Council at the September 18th work session .
January 2018: Initiate work on new Land Use Map	Council adopted Land Use Management Ordinance Rewrite Charter on November 29, 2017 .
October 2018: Present proposed new Land Use Map to Council for adoption	On schedule.

Goal 2: Develop and execute a strategic planning process for the Town and continue to demonstrate how that process affects all that the Town does.	
Scheduled Action	Status
October 2017: Present to Town Council strategic planning best practices, the Town's strategic planning framework, and an affordable housing strategic plan prototype with goals, objectives, and performance measures	Presented to Council at the October 4th work session .
January 2018: Present to Town Council a draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback and demonstrate how the draft strategic plan will be used during the FY19 budget process.	Draft presented to the Council at the January 10th work session .

Goal 2: Develop and execute a strategic planning process for the Town and continue to demonstrate how that process affects all that the Town does.

Scheduled Action	Status
April 2018: Present to Town Council a second draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback and demonstrate how the draft strategic plan will be used during the FY19 budget process.	On schedule.

Goal 3: Launch the parking initiatives shared with Council at the April 12 Council work session.

Scheduled Action	Status
July 2017: Identify new pay station design and funding for Council action with 2017-18 budget	Council appropriated \$400,000 to purchase replacement parking pay stations, as part of the miscellaneous budget ordinance amendment enacted at the May 22nd business meeting . Council adopted a resolution of support for the purchase of Parkeon multi-space parking meters at the September 27th business meeting . Installation will begin in January 2018
September 2017: Negotiate new leases for properties behind Courtyard	The Town extended its contract for parking management services with Franklin West, LLC, in September 2017. No new leases are expected at this time.
October 2017: Engage designer and construct parking behind Courtyard	Preliminary design completed. Construction will not move forward since no new leases were executed.
November 2017: Council consider engineering report for design of one level of parking at Wallace Deck, with option for expansion	Entered into contract with a design engineer. Staff expects to bring conceptual plans forward for Council consideration by the end of March 2018.
January 2018: Report back on land use development strategies for new development parking requirements in downtown	Delivered initial parking update presentation to Council on 1/31/18. Follow-up presentations planned on consultant parking demand research and on shared parking in the Blue Hill District.

Goal 4: Initiate actions to implement reports and recommendations of the American Legion, Town Properties and historic Town Hall Council committees.

Scheduled Action	Status
<p>American Legion Within 90 days of Council receipt of the final American Legion Task Force Report: Provide Council with staff evaluation of the following:</p> <ul style="list-style-type: none"> • American Legion Task Force recommendations • Options for future land use of the property based on Task Force recommendations. • Identify how recommendations may affect the Town Properties and Historic Town Hall efforts 	<p>At the June 26th business meeting, Council authorized an additional scope of work for the American Legion Task Force. At the November 29th business meeting, the Council received the Second American Legion Task Force Report and resolved for the Town Manager to report on a proposed implementation process in Spring 2018. On schedule to recommend a course of action to Council by the end of May.</p>
<p>American Legion Within one month of receiving Council guidance: Recommend milestones to implement the Council's land use vision for the property.</p>	<p>At the November 29th business meeting, the Council received the Second American Legion Task Force Report and resolved for the Town Manager to report on a proposed implementation process in Spring 2018. On schedule to recommend a course of action to Council by the end of May.</p>
<p>Town Properties and Historic Town Hall October 2017: Report on how recommendations may affect each other</p>	<p>Council received this information at the October 11th business meeting.</p>
<p>Town Properties and Historic Town Hall November 2017: Recommend Plans of Action for both reports</p>	<p>Council adopted resolutions supporting plans of action for both reports at the October 11th business meeting, including: updating the Town's real property processes and procedures, consider re-using some properties to benefit the community, planning for a future use of Historic Town Hall as a history/culture center, and exploring the feasibility of a coordinated redevelopment strategy for the Columbia/Rosemary parking lot and intersection.</p>

Goal 5: Develop and begin implementation of a plan with timelines and strategies to leverage Town assets with other governmental partners, affordable housing partners and the private sector to increase the affordable housing stock in Chapel Hill.

Scheduled Action	Status
August 2017: Initiate monthly coordination meetings with Town and County Managers and their lead affordable housing staff	First meeting held in August 2017 and multiple meetings held thus far, with representatives from all three towns and Orange County in attendance. Standing monthly meeting time now established and continues to meet monthly.
August 2017: Initiate monthly coordination meetings with affordable housing providers	First meeting held in August 2017 and multiple monthly meetings held thus far, with representatives from the Town, CASA, Habitat for Humanity, Community Home Trust, CEF, Jackson Center, and EmPOWERment in attendance. Standing meeting time now established and the group continues to meet monthly.
August 2017: Initiate quarterly HOME Consortium meetings to discuss modified role in affordable housing	Staff met during the summer to draft revised scope of HOME Consortium. Amended scope approved by all jurisdictions in the fall (Council approved at the September 27th business meeting). First meeting of Local Government Affordable Housing Collaborative held in November 2017. Staff from each jurisdiction has continued to meet monthly.
August 2017: Initiate meeting with UNC staff about continuing relationship in Northside Neighborhood Initiative (NNI)	First meeting held in November 2017 to discuss the future of the Northside Neighborhood Initiative. Next steps for the NNI is a topic of discussion for the February 7 Work Session.
August 2017: Staff development of draft affordable housing activity report, NNI next steps and bond referendum plan	Council received a NNI report at the September 6th business meeting and a draft timetable for a May 2018 bond referendum at the October 4th work session . The FY18 Q1 Affordable Housing Development Activity Report was presented to Council at the November 1st business meeting . The FY 18 Q2 report along with a prototype of a dashboard will be presented to the Council on February 14. The February 7 work session will include discussion of the Northside Neighborhood Initiative partnership with UNC and a review of a framework for an Affordable Housing Investment Plan, including a proposed schedule for an affordable housing bond referendum.
September 2017: Present updates on staff work plans to Council	Council received this information at the September 6th business meeting .

Goal 5: Develop and begin implementation of a plan with timelines and strategies to leverage Town assets with other governmental partners, affordable housing partners and the private sector to increase the affordable housing stock in Chapel Hill.

Scheduled Action	Status
September 2017: Recommend next steps to Council on Homestead property and other Town owned properties for affordable housing	At the September 6th business meeting , Council designated 2200 Homestead Road as a mixed-income affordable housing site and authorized the Town Manager to engage potential partners and continue to pursue development. At the November 1st business meeting , Rosen and Associates presented the financial analysis for Homestead Road and Craig Gomains Public Housing redevelopment. We have contracted with a consultant to develop preliminary designs for this site. A concept plan is scheduled to be presented to the Council this spring.
September 2017: Begin discussion with Council of affordable housing bond priorities and an affordable housing investment plan	Potential uses of affordable housing bond funds and a framework for an affordable housing investment plan were presented to Council at the October 4th work session . A follow-up discussion on the development of an Affordable Housing Investment Plan is scheduled for the February 7 Work Session.
October 2017: Recommend Affordable Housing Development Reserve (AHDR) funding, affordable rental housing Payment In Lieu (PIL) formula	Council approved the recommended funding plan for the AHDR at the October 11th business meeting . The deadline for the second request for proposals was December 1st. The Housing Advisory Board made a funding recommendation at its December 12 th meeting. On January 24, 2018, the Council approved a recommended funding plan: \$700,000 was allocated to DHIC and \$100,000 was allocated to the Community Home Trust. and information will come to Council in January 2018. Information on the affordable housing PIL formula will also come to Council in early 2018. The Council is scheduled to begin a discussion of options for a payment-in-lieu formula at the February 7 Work Session.
January 2018: Report on employee housing survey results and recommendations	On schedule, per the staff work plan update presented at the September 6th business meeting . We are scheduled to present the survey results and recommendations to the Council on February 14.
February 2018: Present public housing master redevelopment plan	Plan development underway and on schedule. We are scheduled to present our initial recommendations to the Council in March.

Goal 6: Continue development of future leaders within the Town organization to continue to attract and retain the best and brightest for the Town.

Scheduled Action	Status
October 2017: Present to council a roadmap of the organizational structure to emphasize policy area focus and nimble assignments for staff.	Included in Operations Overview as information for new Council orientation. Provided to all council Members
Conduct third cohort of Leading for Collaboration and Innovation (LCI) during FY 2018	Scheduled to begin in February 2018.
February 2018: Cohorts present to Council what they have learned from this initiative and how they have applied that learning to strategic projects for the Town	On schedule.
February 2018: Make recommendations from employee task forces on the following: <ul style="list-style-type: none"> • Pay for value added system • Healthcare review and recommendations for the future 	On schedule. Employee task force for healthcare formed in September 2017. Employee task force for pay-for-value-added formed in October 2017.
Include task force recommendations in development of FY 2019 Budget	On schedule.

Goal 7: Build a project management system that reports on the infrastructure funded by the bond referendum and other sources. Manage our capital program consistent with Council economic development goals.

Scheduled Action	Status
September 2017: Begin providing the Town Council with quarterly reports for the following initiatives: <ul style="list-style-type: none"> • Greenways and park facilities • Roads, sidewalks and bike ways • Stormwater facilities • Municipal Services Center 	The FY16-17 Capital Program Annual Report was shared with Council via email from the Town Manager on October 3 rd , with quarterly reports for the current fiscal year scheduled to follow. The Capital Program Report website is updated quarterly. The Council also receives a monthly "Update on Capital Program Management and Active Projects" via email from the Town Manager.
September 2017: Engage Freese and Nichols to evaluate the Town's current project management strengths and weaknesses and to recommend improvements.	Freese and Nichols worked with Town project managers and support staff to develop a list of recommendations and an implementation plan to improve the Town's capital program management system. These recommendations were included in the September 2017 "Update on Capital Program

Goal 7: Build a project management system that reports on the infrastructure funded by the bond referendum and other sources. Manage our capital program consistent with Council economic development goals.

Scheduled Action	Status
	Management and Active Projects,” shared with Council via email on September 22 nd . Implementation steps began with revisions to the capital improvements project selection system, and selection of an electronic project management system.
September 2017: Engage Freese and Nichols to evaluate the Town’s project management training, build internal project management capacity and initiate a measurable plan for project management improvements focused on communications, reporting, training.	As part of the recommendations described above (and in the September 22 nd email to Council), Freese and Nichols identified opportunities to develop a training program, implement program management software, standardize resources, and improve reporting. Staff has begun designing a project manager training program that will later be expanded to non-capital project managers. The training will incorporate use of the electronic project management system for reporting and evaluation. Implementation of an electronic project management system is scheduled for Spring 2018.

Goal 8: Enhance economic development climate for developing and retaining new business through support of entrepreneurship initiatives.

Scheduled Action	Status
October 2017: Operationalize a new nonprofit organization with UNC to support entrepreneurship initiatives	Established the framework for operationalizing a new nonprofit in October; Negotiations with UNC underway.
October 2017: Present findings of research by Liaison Design and draft marketing plan targeted at adding 10% to our office market within 2 years to the Council Economic Sustainability Committee	Liaison Design Group presented research findings, as well as key insights and messages that informed the marketing plan, at the Council Committee’s October 6th meeting . Marketing plan implementation is scheduled to begin in early 2018.
February 2018: Draft paragraph shared with Council Committee on Economic Sustainability. Hired new Public Relations firm in November to broadcast events and stories related to Chapel Hill.	Next step includes creative framing and development in preparation for marketing office and workforce opportunities in Chapel Hill.

Town of Chapel Hill

Manager and Council Priorities: Mid-November 2017 Through Remainder of Roger Stancil's Tenure Team Leader and Primary Deliverables in Bold Print Status Update: (2) February 9, 2018

1. CORE				
Priority	Deliverables	Timeline	Staff Assigned	Status
1A. Maintain the management of the Town's excellent core services.	Ongoing excellence ; maintain community satisfaction as expressed in the community survey	January to September 2018	RLS and Department Heads	Ongoing management focus

2. TRANSITION				
Priority	Deliverables	Timeline	Staff Assigned	Status
2A. Develop information and provide opportunities to orient and inform new Council Members about issues that will come before them.	Two to four general orientation sessions + UNC orientation	January 2018	RLS	Mock Meeting completed. December 18 (LUMO), January 3 (Finances), and February 5 (Operations) sessions completed Planning for UNC session
2B. Facilitate smooth staff transition.	Defined process for senior leaders to prepare for transition to new Manager	January to July 2018	RLS , Managers Office, Executive Directors working with Anne Davidson	Ongoing work with Anne Davidson to design a process for communicating information and culture

2. TRANSITION

Priority	Deliverables	Timeline	Staff Assigned	Status
2C. Determine Roger's level of involvement and focus in hiring and onboarding the new Town Manager. Roger is willing to help in whatever way needed, including identifying and suggesting ways that he might help for Council.	Provide information and support to Council and search firm as requested by Council	New Manager identified by July 2018	RLS Mayor and Town Council	Council authorized the Mayor to execute a service contract for the search of a Town Manager on <u>January 24, 2018</u> .

3. STRATEGIC

Priority	Deliverables	Timeline	Staff Assigned	Status
3A. Maintain staff energy and schedule for work with our partners on developing an affordable housing strategic framework and investment plan.	<ul style="list-style-type: none"> - Affordable Housing Quarterly Report and the Dashboard Tool (under development) - Employee Housing Incentive Options - Public Housing Master Plan - Investment plan - Development plan for 2200 Homestead Road. 	<ul style="list-style-type: none"> -Quarterly - <u>March</u> 2018 - <u>March</u> 2018 - Winter 2018 - Fall 2018 	Loryn Clark	All projects are on schedule. Affordable Housing will be a topic of discussion at the February 7, 2018 Work Session

3. STRATEGIC				
Priority	Deliverables	Timeline	Staff Assigned	Status
3B. Maintain the current schedule for efforts to create a new framework for strategic thinking by the Council, beginning with current priorities for future refinement and development by the new Council.	<p>- Draft Strategic Plan: Present to Town Council a draft strategic plan containing goals, objectives, strategic initiatives, and performance measures for Council feedback</p> <p>-Draft Strategic Plan: Present to Town Council a second draft strategic plan and demonstrate how the draft strategic plan will be used during the FY19 budget process.</p>	<p>-January 10 2018 Work Session</p> <p>-April 2018</p>	Rae Buckley David Finley	On schedule with further discussion planned at Council Retreat in February.
3C. Maintain the proposed schedule for development of the Future Land Use Map as initiation of LUMO rewrite project.	<p>-The Land Use Management Ordinance (LUMO) Rewrite Project will begin with the Future Land Use Map Refinement process. Council will receive a first draft for review in May, 2018 and a final draft for consideration in October, 2018. During the course of the refinement process, staff will continue to discuss goals and options for improving the LUMO with the community, boards and commissions and the Council.</p>	-October, 2018: Future Land Use Map Final Draft	<p>Loryn Clark Ben Hitchings Rae Buckley</p> <p>Project Manager: Alisa Duffey-Rogers</p>	<p>On schedule. LUMO Rewrite Project initiation and planning complete. Project execution begins with Future Land Use Map Refinement in January 2018.</p> <p>Future Land Use Map Refinement: Consultant selection and planning for public outreach is underway.</p>

3. STRATEGIC				
Priority	Deliverables	Timeline	Staff Assigned	Status
3D. Keep on track with form-based code modifications. Council to clarify which things are most important to deal with first, based on staff input of current understanding.	<ul style="list-style-type: none"> -Research and evaluate shared parking and centralized parking strategies -Complete Blue Hill District Transportation Impact Analysis Project -In Blue Hill Design Guidelines, help ensure building entranceways have prominent articulation, reduce bulk and massing of buildings, only allow drive-thru windows with CDC approval, and clarify block requirements -Design and construct Booker Creek Green Space Project 	<ul style="list-style-type: none"> - June 2018: First three items completed - Design: Spring 2018 -Construction: Fall 2019 	Ben Hitchings Kumar Neppalli Corey Liles Curtis Brooks	<ul style="list-style-type: none"> - Delivered initial parking update presentation to Council on 1/31/18. Follow-up presentations planned on consultant parking demand research and on shared parking in the Blue Hill District. -Final draft of Blue Hill District TIA is ready for presentation. -Delivered update presentation to Council on draft of Blue Hill Design Guidelines; still receiving public comments -The design of the Booker Creek Green Space Project continues to move forward

3. STRATEGIC				
Priority	Deliverables	Timeline	Staff Assigned	Status
3E. Recommend and support a decision-making process surrounding American Legion property.	<p>-Land appraisal for 5-acre and 8-acre tracts facing Legion Road.</p> <p>-Develop recreation concepts for 36-acre, 31-acre, and 26-acre tracts that reconcile AL Task Force use list with identified needs from Parks Master Plan and other sources. Estimate costs of each concept.</p> <p>-Analyze affordable housing development opportunities and estimate costs.</p> <p>-Apply for NC Parks and Recreation Trust Fund (PARTF) grant for reimbursement of land acquisition costs.</p> <p>-Use recreation concepts, affordable housing opportunities, and financial information to develop a recommended course of action.</p> <p>-Recommend a course of action to Council.</p>	<p>-February 2018</p> <p>-March 2018</p> <p>-April 2018; grants awarded August 2018</p> <p>-May 2018</p>	<p>Ross Tompkins Jim Orr Dwight Bassett Corey Liles Loryn Clark</p>	<p>The Town has engaged an appraiser for the land and a designer to help staff formulate recreation concepts and estimate costs.</p>

4. FACILITIES				
Priority	Deliverables	Timeline	Staff Assigned	Status
4A. Complete the Hamilton Road fire station.	Operational Fire Station	Targeted Opening March 1, 2018 (Current cold/winter weather causing delays)	Matt Sullivan	<p>-Barnhill is making good progress and the station will be under roof in the near future. Once this occurs, the interiors will begin to take shape and the masons will begin brickwork on the exterior.</p> <p>-The remaining hurdles to completion are weather, which impacts exterior work, final site work, and inspections. Recent cold weather has stalled work considerably. The current string of sub-freezing days will result in at least a 7-10 day extension to the timeline.</p> <p>We have engaged former Deputy Fire Chief Matt Lawrence to remain on the project through its completion. His new employer (City of Burlington) has agreed to afford him the flexibility see this project through completion.</p> <p>-Working on the furniture, fixtures and equipment (FFE) schedule to coordinate when items need to be onsite.</p>

4. FACILITIES				
Priority	Deliverables	Timeline	Staff Assigned	Status
4B. Continue the current schedule for planning and design of the Municipal Services Center and the resolution of the coal ash on the current police department site.	<ul style="list-style-type: none"> -Work with Community groups on site design -Bring Development Agreement with UNC and rezoning for Council Consideration -Move to full design and construction process -Begin construction -Develop a plan for remediation and/or reuse of current police department site 	<ul style="list-style-type: none"> -November 2017 – April 2018 -June 2018 -June 2018 -2019 -2018 	Mary Jane Nirdlinger	<ul style="list-style-type: none"> -Community discussions underway - Discussions with UNC underway -Discussions underway to transfer site to state's brownfields program for redevelopment - Council received an update and referred guiding principles to Town Manager and Town Attorney on January 31, 2018
4C. Implement the infrastructure improvement plans that were funded through the Bond issue.	<ul style="list-style-type: none"> -The Town closed on the first General Obligation (GO) referendum bond issuance on February 22, 2017 for \$9 million: Trails & Greenways (\$5 million), Streets & Sidewalks (\$3 million), and Recreational Facilities (\$1 million). -The next bond sale is planned for Winter/Spring 2018. 	<ul style="list-style-type: none"> April 2018 	Ken Pennoyer Lance Norris Mary Jane Nirdlinger	<ul style="list-style-type: none"> -Project updates (bond-funded and other) are online: Capital Program Report. -Town will continue current projects and begin new projects related to stormwater flood storage, green spaces and trails, downtown streetscape improvements, street resurfacing and reconstruction, bike and pedestrian safety, and new sidewalk construction. -Working with LGC, Bond Counsel and Financial Advisor to update Official Statement and credit presentation in anticipation of April Issuance. Issuance resolution will be considered by Council at March 21 business meeting

4. FACILITIES				
Priority	Deliverables	Timeline	Staff Assigned	Status
4D. Complete decision on Wallace Deck.	-Present the following options to the Town Council: 1. Perform the deferred maintenance on the plaza level, provide improvements to enhance Parks and Recreation's ability to use plaza level. 2. Add one parking level . 3. Add three levels of parking to the existing deck.	-March 30, 2018 April, 2018	Lance Norris Rae Buckley Dwight Bassett Chris Blue Chris Roberts	The Town's Wallace Deck Focus Group met with the Town Consultant On February 1 st to begin planning for a update presentation to Council. This presentation has been moved an April Council meeting to align with the Downtown Parking Update Presentation.
4E. Implement the recommendations of the Historic Town Hall committee.	-Summary of current trends and best practices for history centers -Focus groups with community to understand interests, opportunities challenges -Create clear vision statement for history center that will allow for further space planning and needs assessment	-Spring 2018 -2018 -2018	Susan Brown	- Meeting with public history experts from around the state/country to gain insight into best practices and current trends. - Submitted proposal for IMLS Planning Grant to facilitate community engagement and co-creation of Community History Center at Historic Town Hall - Developing proposal for major NEH Challenge Grant that would potentially support infrastructure upgrades and public/private fundraising opportunities.

5. FINANCIAL & ORGANIZATIONAL				
Priority	Deliverables	Timeline	Staff Assigned	Status
5A. Develop and recommend the 2018-19 Budget.	Balanced 2018-19 Budget with demonstrated connections to Strategic Plan and Departmental Business Plans with clear tradeoffs and choices	June 30, 2018	RLS Ken Pennoyer Matt Brinkley Budget Team	Strategic Plan goal areas have been identified for Council consideration. Next steps include organizing the budget message and work sessions around strategic goal plan areas.
5B. Complete the work of the employee healthcare task force designed to recommend a sustainable health insurance program and support ongoing programs for a healthy and safe workplace and employees.	Task Force will make a recommendation to the Manager on suggestions of how to reduce increasing costs of Health Insurance. Recommendations will encompass short term changes to the current Employee Healthcare Plan and a long term (3 years) plan to expand Clinic services to address the increasing needs of employees and retirees.	Recommendation on Late January March , 2018.	Steve Stewart Cliff Turner Chase Barnard	Currently conducting employee feedback survey on short term and long term options. Survey ends January 5, 2018. Data will be reviewed and analyzed to help form the recommendation by last week of January
5C. Complete the work of the Employee Compensation task force on pay for value added as a way to recognize work and skills that help achieve the Towns goals.	The initial deliverable for the Pay for Value Added Task Force will be the development of a pilot project . It is anticipated that the task force will consider piloting its prototype in the Public Works Department, giving the team the ability to test the system and propose potential modifications.	Pilot Project in FY19	Wendy Simmons	Since the Pay for Value Added Task Force kicked off in November 2017, four focus group meetings with employees have been held to better understand their interests related to pay for value added. Additionally, a representative with the CHCCS met with the task force to discuss their uniquely customized differential compensation program – Project ADVANCE. Additional information gathering meetings are being planned.

5. FINANCIAL & ORGANIZATIONAL				
Priority	Deliverables	Timeline	Staff Assigned	Status
5D. Develop an action plan to address permitting and inspections process problems.	<ul style="list-style-type: none"> -User survey summary -Selection of new operating software for code and inspections functions -Analysis of 3rd party inspection procedures for large-scale projects -Continued development of NAVIGATOR philosophy 	<ul style="list-style-type: none"> -Early 2018 -Spring 2018 -Early 2018 -Ongoing 	Chris Blue Loryn Clark	<ul style="list-style-type: none"> -Staff is collecting feedback via survey that has been distributed to recent permit applicants via text -Staff is conducting research on software packages -Staff is developing standard protocols to allow for such agreements as needed
5E. Make the changes needed to move Cultural Arts to a priority for our Town and Economic Development opportunities.	<ul style="list-style-type: none"> -Annual Percent for Art plan created as part of budget process, presented to Commission and Council for review -Updated policies, procedures, and processes related to arts & culture that support goals -New collaborations with UNC and Orange County 	<ul style="list-style-type: none"> -May 2018 -2018 -2018 	Susan Brown	<ul style="list-style-type: none"> -Working with Public Arts staff to review and realign projects and processes - Interdepartmental team planning a Spring Cultural Celebration at 10 West/Carolina Square -Reviewing all arts & culture related policies, procedures, and processes to support innovation and success -Establishing new relationships with UNC and Orange County, identifying early opportunities for collaboration
5F. Restore the sustainability function to champion environmental issues.	Re-establish Sustainability Officer position	January 2018	RLS	Community Resilience Officer appointed as of February 1, 2018.

6. POLICY & DEVELOPMENT				
Priority	Deliverables	Timeline	Staff Assigned	Status
6A. Find funding for a consultant to help with rewriting the Historic District Guidelines.	Grant proposal to State Historic Preservation Office (SHPO)	Proposal due to SHPO in Feb. 2018	Loryn Clark Ben Hitchings Mary Jane Nirdlinger	Staff is coordinating with the HDC, and has a draft proposal for internal review.
6B. Clean up the process for infrastructure installation, to prevent further occurrences such as the still-incomplete E-F construction.	<p>-Review schedule, documents and designs with NCDOT, Town's Construction Management Firm, and Town's Engineering Firm for "lessons learned" and suggestions for improvements in project management processes within Town control</p> <p>-Incorporate improvements as part of capital program management evaluation and project manager training</p>	<p>-End of January 2018</p> <p>-February to July 2018</p>	Lance Norris Chris Roberts Kumar Neppalli Chris Jensen	- On January 12 th , Town Staff and NCDOT met to evaluate the project and develop a list of lessons learned. The Capital Program Management Team is reviewing and incorporating these lessons learned into their recommendations for improvements.
6C. Complete Downtown Parking and Mobility study and develop an action plan based upon that. We re-branded this study as the Downtown Streets and Sidewalks Study to reflect the focus of the study on the entire network of Downtown (cars, bikes, pedestrians, parkers, buses, and business needs like loading). There is a parking component.	<p>-Phase 1: Visualization tools illustrating challenges and opportunities in the Downtown streets and sidewalks system</p> <p>-Part 2: Scenarios tested with Downtown stakeholders for future implementation</p>	- January 2018	Sarah Poulton Ben Hitchings, Rae Buckley, Dwight Bassett, Chris Blue	Phase 1 draft visualization has been delivered and is under staff review.

6. POLICY & DEVELOPMENT				
Priority	Deliverables	Timeline	Staff Assigned	Status
6D. Conclude the Amity Station Development Agreement process – either with an agreement or a decision that an agreement cannot be reached.	-Council Committee negotiation process begins -Potential draft Development Agreement - Council decision on whether to sign Development Agreement	-January 2018 -April 2018 -June 2018	Ben Hitchings Project Manager: Judy Johnson	Facilitator and staff held first meeting with Council Committee and developer on Jan. 19th, and are holding the second meeting on Feb. 8th.

7. INTERGOVERNMENTAL				
Priority	Deliverables	Timeline	Staff Assigned	Status
7A. Complete revision of intergovernmental transit agreement.	Memorandum of Understanding between Town of Chapel Hill, Town of Carrboro and University of North Carolina at Chapel Hill	June 2018	Brian Litchfield Ken Pennoyer Flo Miller Ralph Karpinos	Initial meeting held with key University staff in January. Will develop draft list of priorities and interests for our next meeting in February.
7B. Finalize the new Launch Partnership.	New Nonprofit charter and agreement between Town, UNC and other partners	January 2018	RLS Ralph Karpinos	Agreements in drafting
7C. Get an agreement for joint use of Public Facilities with the School System and the County.	New agreement for how costs are identified, shared and communicated	February 2018	RLS Ken Pennoyer Jim Orr with Bonnie Hammersley and Pam Baldwin	Inventory sent to County Manager and school superintendent for review.