Chapel Hill 2020:
An Assessment of Public Participation

Analysis and Recommendations for
Near- and Longer-term Public Involvement

School of Government
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INTRODUCTION

In 2011-12, the Town of Chapel Hill tried something big: using the goal of updating the town's comprehensive plan to experiment with a wide range of public information and engagement methods. The goal was "to touch 10,000 people" in this community of about 55,000 permanent residents.

In order to learn from the Chapel Hill 2020 (CH2020) initiative, selected public participation and staff roles are evaluated. This formative evaluation provides:
   a) Summary feedback from key participants and stakeholders
   b) Recommendations for concerned residents, civic leaders, and town government elected officials and staff on near-term and longer-term public involvement strategy and tools.

EXECUTIVE SUMMARY

Feedback was received from CH2020 process co-chairs, most Theme Group Co-chairs, a survey of 125 participants in the process, and the town government's senior management team. This data, along with the School of Government advisors'[i] direct observation of CH2020 and our expertise on citizen participation, yielded recommendations for planning and implementing future citizen engagement efforts, guidance for clear follow-on steps from CH2020, and for supporting non-governmental civic action:

   A. Process planning: Early and clear articulation of the trade-offs among different citizen engagement values in order to reduce frustration and set realistic expectations;
   B. Process implementation: Establish a clearer link between citizen input and drafts of the plan to show where and how certain views are included, edited or set-aside;
   C. CH2020 next steps:
      i. Report to CH2020 participants and the general community about steps taken to implement 2020 action steps;
      ii. Build internal capacity and model the desired community outreach via "staff inreach";
   D. Supporting non-governmental civic action:
      i. Identify one or two projects where non-government resources and expertise can take the lead; and
      ii. Invest in sustained and innovative community outreach and participation efforts.

BACKGROUND

From Spring 2011 to June 2012, the CH2020 initiative was conceived, planned and implemented. Compared to the 2003 comprehensive plan update, a central goal was to do things differently in order to seek broader, more varied involvement, and concerted efforts to inform and get input from historically less responsive audiences. Secondly, the initiative would create the goals and actions steps of the town's comprehensive plan.

The final report summarizes the process and content of Chapel Hill 2020.[ii] Moreover, the multi-prong efforts for community participation are described through the town's application for an International Association for Public Participation award[iii] and on the CH2020 blog, which contains various documents, presentations, and citizen comments.[iv]

Since the primary audience of this evaluation—CH2020 leaders and participants; the town's employees and elected officials; and community leaders and interested persons—are familiar with many of the public participation methods and events, they will not be recounted here. For those less familiar with CH2020, see Appendix A for direction to the primary websites.

The School of Government (SOG) team[v] was involved from August 2011-June 2012. Thus, in addition to the data cited below, the SOG team's reflections and analysis contribute to this report.

EVALUATION PURPOSE

The focus for the evaluation is information and guidance to help with:
1. Near-term follow-on projects (i.e., Future Focus Discussion Areas in chapter 5 of the final report)[vi] and lessons or techniques for continuing broad involvement; and
2. Medium to long-term: How can town government and community organizations build on the breadth of involvement in CH2020 for continued meaningful, diverse and deliberative public engagement? What kinds of "civic infrastructure" are in place, could be improved, or need to be created?

EVALUATION PROCESS AND DATA

CH2020 evaluation goals and data sources were guided by top town administrators (town manager, deputy town manager, planning director, assistant planning director, CH2020 outreach coordinator and others) and staff experience with the Carolina North town-university planning project and subsequent evaluation.

The SOG team designed the evaluation plan in conjunction with town administrators: our primary contacts were Mary Jane Nirdlinger (Assistant Director, Planning Department), and Faith Thompson (CH2020 Community Outreach Coordinator).

The evaluation was conducted May-July 2012, and focused on CH2020 leadership, key town staff, and general participant feedback. The design did not include offering the results from one group for comment by another, with the exception of the CH2020 overall co-chairs, George Cianciolo and Rosemary Waldorf, having access to the Theme Group Co-chairs summary.

I. Theme Group Co-chairs

CH2020 had six theme groups, with approximately 3 co-chair/facilitators for each group.[vii] Since a great deal of work occurred in these groups, the Theme Group Co-chairs contributed their ideas in one of two ways:
  a) Two focus groups (May 15 and May 16 – 5 people, total);
  b) An online survey (May 25 – June 6 yielded 9 responses). Most survey questions were drawn from the comments and observations of the focus groups. Appendix B contains the summary of the focus groups and the survey results.

From these focus group participants and survey respondents:
  1. Best parts of CH2020 - Strong agreement on:
     - The process encouraged a high level of sustained citizen participation;
     - The process created new opportunities to inform and involve citizens;
     - The process benefited by hiring the outreach coordinator who could focus on innovative and time-intensive ways to interact with residents. The town staff were instrumental in the success of the effort, while still sustaining their regular duties;

  2. Most co-chairs found the work more satisfying than their past experiences with town issues, or organized planning/consultation processes, and gave various reasons:
     - More open;
     - Conclusions "less guided" than in the past;
     - Wider range of participants;
     - New perspectives;
     - More interaction and exploration;
     - Worked with town staff they had not worked with previously;
     - Got to know community leaders and key town staff.

  3. Challenges encountered
     - Some participants came with a narrow agenda and tried to control the process;
     - High time demands of being a theme group co-chair;
     - Low attendance at some meetings;
     - Lack of clarity about the expectations for participants, particularly indistinguishing between offering ideas or making decisions;
     - Lack of clarity on what should be accomplished at each meeting;
     - The openness and flexibility of the process was initially inviting but became more frustrating as the deadlines approached. Did not come close to producing a comprehensive plan.

Almost all co-chairs praised the staff support they received, from both particular staff assigned to their theme group, and other town staff. The information flow from staff was timely and helpful, but was frequently too much to digest in the time provided.

A few co-chairs said the desired meeting outcomes were not clear and wished staff had helped them understand what to accomplish for each meeting.

Regarding the report-out sessions (when a representative of each theme group summarized their work to the full group), there was strong agreement that this component was helpful. It was good to hear from other groups. There were more mixed views about whether this served as a form of accountability. Opinion was divided on how well these sessions contributed to coordination among the groups.

The strongest areas of agreement on the accomplishments of CH2020 were:
- The value of personal, face-to-face interaction between citizens and town staff;
- Gaining a new level of knowledge, awareness, and motivation among the citizens who participated;
- Building understanding and trust of staff and the process over time; and
- Blending ideas together under the six topics worked very well.

On the next steps for CH2020, the strongest opinions offered were to:
- Develop a shorter-term action plan
- Change the process going forward so that won't exhaust town staff and resources; and
- Remember (as a town) that participation will never be 100%, that these efforts cannot be a perfect reflection of "the whole community."

Co-chairs largely believed:
- CH2020 is extraordinary and time-intensive. Residents and others can't keep up this level of participation;
- The Town should align its committee structure with CH2020 themes; and
- The Town should train citizens on civil discourse and effective participation.

Three final points are:
- There was a split view (3 con, 5 pro) on the value of Wiki technology in the future to keep people informed and enhance participation;
- Town Council needs to track its planning and accountability efforts based on CH2020; and
- The big next step will be to get specific on land use and transportation proposals, beyond the general goals of CH2020.

II. Strategic Management Team

Two focus groups were held with the town's senior management on June 7th. The eighteen people of this group include department heads, selected division or section heads, and the town manager and deputy town manager. They were very involved with CH2020, with some department heads having specific support roles for the theme groups.

Appendix C has the summary of the groups' discussion.[viii] Common reflections from these two groups are:

1. CH2020 was worthwhile, but very demanding and exhausting;
2. The mutual education of staff and citizenry is a good start, but clear opportunities to sustain the educational efforts are still needed;
3. Both symbolic and tangible outreach strategies were valuable. Staff should continue to go "where they are" (at the mall, at taverns, etc.). These venues for conducting outreach were successful and should be replicated in the future.
4. Many employees were not clear on their roles and felt their expertise and ideas were not utilized effectively. One illustration is Communications & Public Affairs staff seeing information and outreach work that bypassed or minimally involved their expertise and networks for reaching media and community groups. A second illustration is that some staff working with the theme groups could have provided relevant information at points in the discussion, but had been trained not to do so (because it could come across as defensive or give staff too great a voice in the work of the theme groups). Despite CH2020 being presented as a "whole town" effort, it was a Planning Department project which left out other important staff contributors;
5. The staff work that went into supporting CH2020 was effective. Key materials were coordinated among staff of several departments, and communication from the manager's office was very good.

Recommendations for future outreach work included correcting some of the physical challenges of certain venues (i.e., controlling noise, better ease of movement from large to smaller meetings spaces, more appropriate furniture).

III. Reflections by CH2020 overall Co-Chairs George Cianciolo and Rosemary Waldorf

Separate interviews were conducted with Rosemary Waldorf (July 2) and George Cianciolo (July 3). Their reflections focused on outreach accomplishments and continuing challenges, and important aspects of implementing the CH2020 goals.

They thought one of the biggest differences for CH2020 was the active invitation and outreach to community groups to present and seek input. They hope that can continue in a more regularized form. For particular techniques, they each mentioned several they thought could be continued, and are especially interested in "amplifying" the strategies used to reach youth, young professionals, seniors, and minorities.

For implementation steps, they offered (singly or together) these ideas:
- Town government may need to do some staff restructuring to be sure people are clearly tasked with certain goals;
- Town Council should reform its advisory boards. The current 26 boards are probably too many, and they may not easily align their work with 2020 implementation steps. One idea is to combine many boards that share common themes (e.g., transportation, bike & pedestrian; parks & recreation; planning & sustainability; community design and arts commissions), and to "re-deploy" some citizen volunteers to work on implementation of CH2020 goals.

- Town Council should examine the theme group goals and agree on 3 to 5 top priorities for the next 6-9 months. This focus is important to show specific progress and build the legitimacy of the work devoted to CH2020. In short, expectations have been raised that "something will be accomplished." It is up to the Council to prove to various audiences that they "heard the community" and that the Council is ready to move forward on some of the priorities."
- One potential near-term project that seems appropriate is to implement a "formed-based zoning" approach for the Rams Plaza-Eastgate-Ephesus Church road area.
- Consistent, persistent and clear communication of how the Mayor and Council frame their work in terms of CH2020 goals is very important. Town leadership (elected officials and top administrators) should find a way to crisply articulate the most important goals of the CH2020 plan and have those goals be a part of all communications. One specific form could be chart or other visual aid to reference at all public meetings and specific projects which are part of the CH2020 follow-up work. One co-chair emphasized that it is the leaders' responsibility to pursue those big picture objectives and explain to the followers as often as necessary for why and how an action is important in terms of the CH2020 goals.
- In the medium-term, Town Council should appoint an advisory board on economic development, but use it more like a task force. It should identify or prioritize only a couple of the economic development goals from the 2020 plan, appoint knowledgeable citizens with expertise and energy, and give them a "get it done" target for a particular project.

For outreach efforts, it was very important to involve the "under 40 crowd" through strategies such as:
- Social media
- Tavern Talks
- "Tap Brian Russell" (a Theme Group Co-chair) and other young professionals involved in CH2020 for their ideas

For the larger civic infrastructure and ongoing contact, there were less specific ideas. They felt that a focus on "the under 40 crowd" is important, and seeking continued involvement from theme group members and co-chairs in that age group would be a good step. They urged continued use of social media, tavern talks, and other venues which are appealing to younger adult members of the community.

Second, build on the work of identifying groups who have their own system for meetings (churches, neighborhood, and social groups) and have town leaders "go to them."

Third, it seemed the "Special Topic Presentations" were very popular, well received and staff plans to continue this kind of information session. One co-chair believes this is an excellent plan for building a strong information base for community discussion of needs and issues.

Fourth, working proactively with neighborhood groups was recommended. Find ways to convey and consider ideas, challenges, and possible changes that involve a wide range of people "beyond the concerns of a particular neighborhood." One co-chair said there needs to be a candid

way to address and involve parts of town where there are not effective homeowners associations or neighborhood associations. Getting a reliable system for short-term alerts and regular communication is important. Similarly, the co-chairs believe involvement on many items beyond the planning board is important; there needs to be "drivers" more reflective of overall 2020 theme groups.

Finally, a revision to the online town council agenda was suggested. One interviewee thinks more than a one sentence description for each agenda topic is needed to better inform and involve residents. For example, noting whether the item is the result of an advisory board recommendation or at what stage in the deliberation-decision making process the Council is operating would be helpful. The co-chairs acknowledged the potential for perceived or actual bias in writing a longer description exists but thought the potential for better informing the public would be worth the effort.

For the purpose of sharing information and encouraging broad community learning and participation, the co-chairs would like to see a local website that includes university events of community interest, neighborhood and civic events, and town-sponsored activities.

IV.   General Survey of Residents, Workers, etc.

An online survey was offered to the general population of Chapel Hill. It sought CH2020 participants' views on how well the initiative reached diverse segments of the community, reflections on the best part/s of their involvement, comments on information flow and the resulting plan, and CH2020 effects on their future involvement in civic affairs.

People were notified by email using addresses provided at CH2020 events, and those signed up for other kinds of town government news and notifications, for a total of about 1630 unique email addresses.[ix] The survey was active from June 26 to July 20. There were 127 respondents.[x]

An almost equal number of women and men replied. Most respondents were 46 years old or older (37% were between 46 and 60 years old; 27% were older than 60). Respondents were asked about their connections to Chapel Hill: 79% are residents, 59% work in Chapel Hill, and 14% visit Chapel Hill. Complete results are in Appendix D.

Most respondents thought the outreach to diverse segments of the community was good to excellent (72%) and about one out of five found it less effective (22% replied "fair" or "poor"). A majority (79%) felt the discussions were respectful.

On information sources, 71% used the town website, 57% viewed the CH2020 blog, and 54% used the newspaper to learn about CH2020. About a third received information from a co-worker, friend or neighbor, and of the 23% who noted other sources, common avenues were emails, OrangePolitics.org, and Chapelboro.com. For seeking and receiving information, 63% found it easy or very easy, 14% found it not easy or very hard. Thirty-seven additional comments noted many points, a prominent one was along the lines of "The web site was not that well laid out and it could be difficult to find what I was looking for." A contrasting view included comments such as "There was a lot of noisy complaint about 2020 so it was good to have info

readily available online from the town and 2020 organization" and "This was well publicized. Especially the email notifications."

A large majority (83%) had reviewed the content of the CH2020 Comprehensive Plan report, with between 47% and 58% reviewing at least one draft, and 71% reviewing the final version.

Open-ended questions were designed to elicit rich responses. People could write as much or as little to elaborate on multiple choice questions, or express more complex ideas. Numerous and wide ranging views, and significant praise and criticism were received: each open-ended item collected comments from between one-third and two-thirds of all respondents.

For "the best part of your involvement in Chapel Hill 2020" 63 comments covered many topics, ranging from the value of meeting and working with people interested in making Chapel Hill better, to "There was no best part. I had no feeling that my ideas were wanted." Some commonalities focused on speaking and being heard, presenting and listening to different viewpoints, and positive interactions with familiar and new people. Approximately four respondents thought there was no highlight and their input was ignored or the "town's approach was disingenuous at best."

The "most important thing" learned from 69 respondents ranged widely. Some of the more common points:
- Community involvement – was *not heard* or was not *genuine* (9 comments) or was *hard to do, but was worthwhile*, or *has had a good impact* (5 comments)
- Diversity of viewpoints: yes, there was a good effort and fairly good outcome (3 comments); or was not done well, "only loud voices prevail" or was disappointing (5 comments)
- Developers had a large influence or greater influence than citizens (5 comments)
- The plan outcomes was too general, lacked coordination or was negatively biased (5 comments)
- Demographic and economic changes are generating needs that are important for guiding Chapel Hill's vision for a positive future." (4 comments)
- People care about Chapel Hill (3 comments)

As for future involvement, the multiple choice responses had a fairly even distribution. While 57% thought they would be more likely or much more likely to be involved, 27% were neutral and 17% (one out of six) are less likely or much less likely to be involved. Comments from 38 respondents had one general theme: certain input, goals or action steps were not included in the draft or final plan. This result left these respondents discouraged or upset. A respondent noted, "I tried hard to provide useful input, but none of my suggestions made it into any plans or recommendations."

One comment focused on elected officials: "Town Council needs to take the reins and demonstrate some REAL leadership from here on out. My personal inclination for future involvement will depend on how seriously -- and consistently -- Council pursues the key 2020 objectives."

Finally, one respondent was eager to be involved: "If the town reaches out to the community for future involvement as it did on this project I will volunteer because I love where this town is heading and I am willing to be part in some capacity or other."

RECOMMENDATIONS

Drawing from the above feedback and recommendations, we offer six recommendations:
  A. <u>Process planning:</u> Early and clear articulation of the trade-offs among different citizen engagement values in order to reduce frustration and set realistic expectations;
  B. <u>Process implementation:</u> Establish a clearer link between citizen input and drafts of the plan to show where and how certain views are included, edited or set-aside;
  C. <u>CH2020 next steps:</u>
     i. Report to CH2020 participants and the general community about steps taken to implement 2020 action steps;
     ii. Build internal capacity and model the desired community outreach via "staff inreach";
  D. <u>Supporting non-governmental civic action</u>:
     i. Identify one or two projects where non-government resources and expertise can take the lead; and
     ii. Invest in sustained and innovative community outreach and participation efforts.

A. <u>Identify the trade-offs between different citizen engagement values</u>

Any citizen engagement effort is confronted with choices between goals, scope, resources and conclusiveness. CH2020 emphasized (1) inclusion and multi-faceted outreach; (2) an open and fairly flexible process; and (3) a top value of actively seeking as diverse a set of viewpoints as possible. These values are laudable, but CH2020 could have done more to identify and point out what other values or principles were de-emphasized or absent.

We offer this shorthand summary of the trade-offs exhibited by CH2020.

Value	Contrasting Value	Trade-off
Inclusion, continuing outreach	Efficiency	The CH2020 focus on seeking new participants throughout the process reduced the efficiency of input-deliberation-action
Open, flexible process	Scheduled, orderly process	CH2020 added information seminars and outreach events. There was confusion and frustration by some people about the uncertainty of what was happening when and how it all fit together.
Continuous openness to new input	Clear decision-making process	CH2020 did not have a clear decision-making process for how input was translated into drafts, or was altered or omitted. Frustration was experienced by people who contributed early or often in the process, when their ideas were altered by later, less detailed, input.

Our recommendation is that future engagement initiatives are clearer about which values are rated most highly for a particular process. The leaders of the initiative should also regularly explain the trade-offs, using consistent language, to community members. The objective is to have expectations understood about how to participate and when certain kinds of comments or actions will not fit into a particular phase or activity.

We recommend three resources to elaborate on setting clear expectations from the start of a civic engagement project. In Appendix E, the *Level of Involvement* is a guide to assess the degree to which a proposal or pending decision is open to input. A similar spectrum of participation is available from the International Association for Public Participation (IAP2).[xi] In terms of forming a group for mutual learning and deliberation, Appendix E has *Defining (or Re-Defining) Mutual Expectations in a Collaborative Relationship* which offers important start-up questions for the kinds of committees and civic initiatives common in Chapel Hill.

B. Clearer link between input and draft documents; tracking and organizing citizen comments

Some confusion and frustration expressed by participants could be addressed by a clearer way to show how certain views and ideas are included in a working draft and other input is modified or set aside. As noted above, this was a predictable challenge given the focus on reaching many people, and trying to include new participants later in the process.

This recommendation builds on the principles of transparency, honesty and choice-making. Not every view can be incorporated in a vision or action plan, but citizens need to understand how their ideas, comments and proposals are a part of the outcome, or why some or all of their thinking is not incorporated in a particular draft.

Beyond written summaries, how to show meaningful acknowledgement can be accomplished through short conversations or individual emails when input does not "make it" to the next part of the process. We recommend upgrading the blog platform to make it easily searchable so people can track the origin, linking, and consideration of similar ideas.

C. (1) Report to CH2020 participants and general community about steps taken to implement action steps

Implementation steps that are clear and well communicated will address the concern of many CH2020 participants of whether their input was valued and will have an observable effect. We recommend four avenues for communicating what has and has not been accomplished:
1. Regular updates to CH2020 participants who provided their email addresses (e.g., every other month or quarterly);
2. Regular posts on the CH2020 blog;
3. Summary reports to Town Council (e.g., once or twice a year); and
4. Hold a one-year anniversary meeting to re-inforce appreciation for the 2011-12 participants, and to rejuvenate involvement in CH2020 goals. As appropriate, recognize

community partners or other volunteers who have helped implement CH2020 goals. Also, report clearly (and provide the rationale) if some goals have not been attained, need to be changed, or should be abandoned.

C. (2) Build internal capacity via "staff inreach"

Given that many staff believed their roles were unclear, that their relevant expertise and information was not used, and that they desired more substantive participation in CH2020, we recommend three ways to help "cross-pollinate" among departments to better tap the diverse skills and knowledge bases of employees:
1. Map existing coordination of cross-department communication and actions. Highlighting existing cross-department collaboration provides a benchmark and may provide examples and inspiration for other departments. A mapping exercise starts with the current condition and allows everyone to consider new opportunities.
2. For scoping a particular project that apparently involves only two or three departments, share a summary of the scope with other departments.
3. Support informal, interpersonal exchanges across departments. We suggest leaving the specifics to line staff and mid-level supervisors to design, encourage, and report on the new connections. A near-term goal is to have some level of familiarity and connection on a voluntary basis, and only later focus on more business-oriented actions and relationships.

D. (1) One or two projects where non-government actors take the lead

Finding a project where other community expertise, resources, and ideas predominate would be very beneficial in building civic infrastructure that does not revolve around town government.

Given the concerns about town government costs and use of resources, it seems imperative for community activists and concerned citizens to see how non-government action (with Town Hall in a secondary role) can help realize one or more of CH2020's goals.

Selecting the goal or goals to pursue with minimal or no town government guidance is best left to Chapel Hill's nongovernmental leaders and organizations. Such a focus is consistent with comments from stakeholders such as school leaders and chamber of commerce members, who expressed a desire to be part of CH2020 implementation in order to have CH2020 be a *community* plan and not just a *government* plan. We see opportunities in:
- Create an entrepreneurial enterprise hub in the Rosemary Street corridor (Big Idea #2, page 2, CH2020 report). Seek finance, business, entrepreneur and nearby neighborhood attention with town zoning and development officials in a background role.
- At-home and small start-up businesses by younger residents (i.e., high school, college and under 30s; *Theme 2: Community Prosperity and Engagement* – Goal: Foster success of local businesses). Encourage leadership from the arts, online business and business consultancy communities to highlight this segment of the local economy. The objectives are to inspire and support residents and university students/recent alums to build their own enterprises.

D. (2) Invest in sustained and innovative community outreach and participation efforts

The town's objective is to have diverse views and representation on near-term projects (i.e., chapter 5 of the final report). The central challenge to address is how to have people make a commitment when the project area is far from their home, workplace or other parts of town most dear to them. Also, the near-term projects are likely result in plans that will take months or years to yield observable results.

We recommend:
1. Frame invitations to participate in terms of citizens' interests (i.e., what do they get out of their participation?).
2. Define a specific, time-limited goal for their participation.
3. Use visual and hands-on work to stimulate interaction and integrate ideas. We note that well-executed audio-visual material and technology (such as keypad polling) was well received by many CH2020 participants.
4. Create scenarios that pose choices for citizens. Thus, their aggregated responses will more directly affect binding decisions by others (such as the Planning Board or Town Council).
5. Define the timeline of outreach, participation, decision-making, and implementation.
6. Town leaders should recognize and thank participants.

Appendices

Appendix A

- Blog about CH2002, including list of Theme Groups, drafts of the comprehensive plan, and comments from participants - http://2020buzz.wordpress.com/
- Town Government website: http://www.townofchapelhill.org/index.aspx?page=1656

Appendix B

CH2020 Evaluation
Theme Group Co-Chairs Focus Groups
Compiled Notes

Tuesday, May 15, 2012
Nathan Huening (A Place for Everyone)
Elinore Murray (A Place for Everyone)
Facilitators/scribes: Lydian Altman and John Stephens

Wednesday May 16, 2012
Fred Black (A Place for Everyone)
Rick Igou – (Good places and New Spaces)
Maria Palmer – (Getting Around)
Facilitators/scribes: Rick Morse and John Stephens

Best things about CH2020:

That we did it. The last time we did a comp plan it was a totally different process. Not as many people know about it. It was planning department driven with consultants. They put together the plan, floated it before some citizens, then council approved it and that was that. The fact that we did it in a different way (a more participatory way) was very meaningful. People learned. Example of woman coming to meeting upset that there were no swimming pools and learning from her neighbors that indeed there were pools, indoor and outdoor, managed by town.

Citizen participation; the quality and outreach were the biggest pluses. Even though there were some frustrations, like not always having enough time, a lot of time was given to participate. The process was fairly transparent. Good information online. Certainly not perfect, but having this not be a closed off process was really appreciated. Going beyond surface participation, or just participation of organized single-interest groups, was really key.

Kudos to Town Council - Council's initiative to do this kind of outreach. Did not have to do it – could have had a consultant/small team draft a comp plan. They wanted broad feedback –

increased my respect for Town Council. Even if just one of my ideas get through it is valuable – same for any participation – shows a net gain. Helps to reframe Citizen vs. government frustration and challenges.

We had good, focused discussion.

Opportunity for staff and citizens to truly exchange information versus more typical, nominal opportunities to "be heard."

Also agree that citizen participation was huge. Impressed with the amount of knowledge and effort that was contributed. May not have been so user-friendly (i.e., the amount and range of information sought and provided), but the main positive was the opportunity to listen to experts and have them listen to us.

The citizen participation involved brainstorms, listening, people learned. There was a great deal of information exchange. Participation shaped the process.
Content from "the bottom-up", from within the community. People could really feel they were being heard. A lot of value in that.

Very honored to be invited. I don't have a lot of facilitation experiences – I learned a lot and enjoyed it. Good to learn from fellow co-chairs. Ability to help citizen participation; Citizen feel they have a say [although depends on final Council action – is it an actuality?]

Good to be around people who have something to say, care about the town, want to contribute

Not sure who, probably for longer-term citizens/residents: process raised key questions and helped people think and understand. It was a good accomplishment to increase the education of people about town challenges. Helped me see public officials (elected and staff) as people instead of bureaucrats. They are considerate, thoughtful, and handling many variables. Helps move beyond "me complaining" to "us working on it."

My particular issues, such as Saturday morning downtown parking problems were not active in my theme group. Good work, but did not push some existing buttons.

I learned a lot. Lots of people got to give very thoughtful perspectives on some thorny issues.

It personalized government for me. It put a face on the Town. I got to know about the incredible staff this town has.

Other points
Venues were terrible, but format of small group work, then reporting out, was powerful.

How was CH2020 different than other efforts at citizen outreach/involvement?

Commitment to process even when it is uncomfortable. Some "circling of wagons" (by Town staff/leaders) at times, but overall a commitment was made and staff honored that.

Real sense of accomplishment this time. I never felt that someone was turned away or not listened to.

Did not feel like I was being used or manipulated at all.

Other processes were steered by staff with specific goals in mind. CH2020 was different. I can appreciate the messiness of democratic process. Have served on boards and committees before and witnessed big, messy processes (such as the airport issue and other town/gown conflict). CH2020: not nearly as intense or conflict-laden as those other experiences.

CH2020 gave the town manager the opportunity to showcase tremendous staff we have here in Chapel Hill. One night a lady came up (to staff member) after a meeting and thanked him so much for all he does, that all she knew about them before was from a newspaper and mostly negative.

Great value of personal, face-to-face interaction between citizens and town staff. More people are aware now. Having staff assigned as scribes to groups outside of their area of technical expertise also helped.

One who is a trained facilitator was careful to structure the process and this made a huge difference. We decided on how to decide. Another group never voted (kind of consensus by default) and another took a vote once to narrow goals down.

Benefits/outcomes of CH2020
Strong civic engagement – people's voices can be and were heard.

Very good job getting the word out and inviting people; strong outreach efforts. Some complained – "only 75 people really participated" - I think, "well that's 75 more than zero!"

Personalizing government – not seeing government as "them." Council members as there, accessible.

Rancor lowered – "I know these people, they are trying their best."

Co-chair- selection and preparation

What worked well?
Participants had different experiences being recruited for their role as co-chair. In one case, one had left and the individual was called in to be a replacement. Other was contacted early about possibly being overall co-chair. Couldn't commit to that so was quickly put on the theme group co-chair list.

George and Rosemary made themselves available to us for help and guidance. I used them to get background about how things have worked over the years in Chapel Hill. (I have been a resident since 2002.) Gave me a feel for the culture of how things work here in town.

I trusted the co-chairs (George and Rosemary) and could talk to them whenever. That was key.

Not sure if more training or prep would have helped. Cannot train to be a facilitator in a meeting or two.

Most experienced little explicit preparation for their role, but another pointed out two sessions—one with original consultant and another (more informational) with staff.

What was challenging?
I was ill equipped with no technical knowledge. I purposely chose a topic/group where I knew little, felt less passionate about, and had little technical knowledge to contribute. To prepare, I read books, queried staff about processes, and tried to become more knowledgeable on the topics relevant to my group's work. I found that very few have all the answers. Maybe we could offer a "Maymester" course on topics to prepare people.

Every theme group had its own different culture and norms. I had to be a principal, enforcer-type for mine. People seemed to like this and let me do it. I reverted to this role that was familiar to me. It helped the group move forward and helped people feel safe.

I did not do that much preparation. I wish I had more facilitation training, with examples of the kinds of challenges we might face, discussion of how to handle, role playing what we might encounter.

To the extent that each session had a majority there from previous sessions, a lot of forward progress was made. When the majority was new people, it was frustrating. Had to backtrack, plow old ground. On the other hand, other group often would have small subgroup show up wanting to drive agenda.

Co-chairs had a huge responsibility. One participant noted that her theme group would have fallen apart had she not lost her job (and thus had more time to spend on this). Most meetings in this group only had one co-chair there to facilitate, so it was a lot of work. Was very challenging to carry the load of co-chair.

How did you and your co-chairs work together?
Our group co-chairs worked fairly harmoniously together. Our main co-chair (Fred) has excellent skills for this work. He was a former teacher, had basic facilitation skills and leadership skills, and was a very effective presenter. He was great. Occasionally, we 3 met beforehand to prepare and strategize for how we would conduct our groups.

Co-chair meetings in between the group meetings were very helpful to keep us organized, understand the terminology being used and clarifying what was expected from each session.

Conducting the Theme Groups
To be fair, I believe that our topic was the least controversial so it didn't bring out the passion other groups experienced. The conversations were easier to manage.

Staff sent out meeting summaries quickly. Our note taker and resource person were essential to helping us focus on the conversations. Having a resource person meant we could deflect criticism and ask for them to gather information.

Other groups experienced 2-3 co-chairs at each meeting. Hard to facilitate when you do have a stake. Had one person trying to hijack the theme group every time with narrow issue. Hard to overcome that but eventually did.

Mary Jane Nirdlinger would come with a complete set of materials to every meeting. This was VERY helpful in keeping us organized and focused. Staff always met any deadline that they set.

Report out sessions helped me hear the stories of what was happening in other groups. Much easier to follow, learn, and get up to date than reading the blogs. Also, helped me organize the progress of my own group so I could tell others what happened.

Our participation was never as high as other groups. Initially, about 25-30 people came and then participation dwindled…until the very last meeting where we had a large numbers show up.

Challenge of an "open process" and people coming and going. Last meeting: a lot of new people some; total of about 25 attendees. Up until that meeting, we had good, well-crafted goals and a continuity, and good flow. That last meeting felt disruptive. The instructions were confusing to me, we had lots of other data that was included and we had to track where it came from and how it fit with the work we had already developed. I was not clear or comfortable that the action steps suggested in the end were a good fit with our earlier discussions.

To avoid confusion by participants and council, it should have been clearer on what would be the outcome: aspirational goals, not detailed action or specific price tags. That was never the intent and some have been confused about that.

In that last meeting, we spent time catching up new folks, providing context, and making them aware of our work to date. That took time, but was worth it. Feedback from new participants was that they appreciated feeling a part of the group and that they felt their contributions were valued. The fact that new members felt included and had a positive experience with the process made our effort to orient worthwhile.

Working with Rosemary and George
One participant had carpool time with Rosemary for a couple meeting – preparatory conversation prior and debrief after. Very valuable. Her long-term perspective, giving me some of the history – important context. Really helped me. Described the old plan and previous challenges. Moreover, she is very patient, but does not suffer fools – a good combo.

I used them to get background about how things have worked over the years in Chapel Hill. (I have been a resident since 2002.) Gave me a feel for the culture of how things work here in town.

Rosemary led by example – her large amount of volunteer time – whatever was asked of Theme Group Co-Chairs, I knew she was doing even more.

I do not think it could have been as successful without their work. Every time I felt that I was being overloaded, I thought about how much time they were devoting to this and I couldn't complain. I wish there was some way to adequately convey our gratitude for their dedication to this effort.

Both George and Rosemary were available, open, "there for us." Very few other than Rosemary could pull this off. I am a 15-year resident of the town. I do have issues with the town, but nothing hit those buttons in the Theme Group work.

Working with Town staff
Staff were wide open, no resistance. They are OUR advocates and we were the advocates for the Theme Group members

The three staff assigned to our group were prepared, reliable, and very helpful.
Working with School of Government staff (if applicable)
We wanted a facilitator for the last meeting – very challenging agenda. Could have been useful to have an "on –call" person at the Theme Group break-out meetings – Mary Jane and other town staff could not be assigned on short notice; need someone else.

Would be good to have 30-minutes in advance mini-prep session; remind about the goals for this meeting, other preparation and coaching.

Overall Challenges

Time. Fast turnarounds. So much information to digest and work through. People have jobs, lives. Very difficult. Every meeting was important so missing one meant a lot.
This was a huge challenge, getting info that people needed. There were great information sessions, usually at noon when not everyone could go. Even though you could watch it later, still could not dialogue and ask questions. Trying to get everyone in one place for one presentation is tough.

Analogy of a moving train. People here/now are painting this moving train, but there are people on up the line with paintbrushes too.

Friday Center charrette was a mistake. Maps threw people off; lack of detail and was confusing; made people upset. One big thing and unrealistic – "moving an existing school."

Big point: Was this process asking people to become subject matter experts and make decisions (deal with tradeoffs) OR was it simply about getting people to share (and integrate) their visions?

It was supposed to be later, BUT often got blurred. Council specifically asked one co-chair for specifics and George and Rosemary had to correct them. Conflicted signals were given as some were trying to keep it at capturing "vision" while others delved into specifics. Mixed messages a real problem. Some citizens felt like they were there to make decisions and had to get expert knowledge in order to do so.

Meeting structure and process was a challenge. Good point: clear sequence of meetings and stated goals for each meeting. Challenging element: process open to people at any point. This created a balancing act; dynamic tension. Given this combination, I think the realistic expectation is only GOALS – i.e., "nouns," the "end vision" – but - many participants were focused on action items. Was challenging to move them from "I want this to happen" to the larger goals/vision – e.g., the Teen Center

We made some progress on:
a) How to think of needs beyond the people speaking in the room
b) How to consider 20-years off needs and goals

Overall outcomes
Developed our goals very well – clear, well considered the big picture – I consider it the most important outcome. Action items – we were rushed, seems too detailed. Being rushed makes it feel incomplete to me. Could not fit with new people coming for the first time. One new person said they felt included, respected – good.

Lessons
We (the Town) get frustrated when we can't get everyone to come and sing kumbaya. We want perfection with our engagement. Get a huge turnout but still looking for (mythical) "reflection of the whole community." Original consultant warned about this. There will always be some who participate vigorously and some who choose not to. Law of democracy, "who votes" counts. Depends on who shows up.

As long as you are giving people equal opportunity and access, that is enough. You can't try and force a process to get "the whole community" if some just don't want to come.

In terms of PROCESS, lack of clarity in tasks and timing was frustrating to many. Need to have it all written down and clear ahead of time.

Recommendation: build in process "snow days"—extra days (secretly) built in to use if needed.

Use wiki technology. A lot of group work wasted time word-smithing when this could have been done on a wiki or something like that.

Not impressed at all with early outreach committee and ideas and efforts at the start. Hiring Faith was very important. Needed to have a point-person for engagement to show real commitment of real resources. It showed a lot and made a difference. But it was a little late in the process. Not enough dedicated commitment to real engagement upfront. The lesson here is to plan ahead better. Could have engaged better with more planning.

Need to include street-level town employees. Were they invited? They have a lot of insight to offer and [apparently] weren't included.

Also, members of boards and commissions to the town may have felt disrespected or usurped somewhat by the 2020 process. These folks have a ton of insight and should have been involved or connected-in to the process better—weaved in, throughout. Another participant disagreed: other boards have their place for comment, but just later, after the plan is adopted.

Long-term—Where do we go from here?
If we can keep people participating, help them feel connected to town in ongoing way, like we have through 2020, in a way that makes a difference, this would be a real benefit to the community long-term. Need to find way to make this more of a living process.

Can't conceive of an efficient way to keep it going (like it has been). At some point you end up with another layer of bureaucracy.

The beauty of this process is that it was new and nobody knew what was going on. This was a new avenue for participation and raised a whole new level of awareness. It has motivated people.

Could leverage participation with report-outs and updates on implementation. Doesn't have to be "until next time" (plan is updated). I can imagine a couple of dates a year to have updates on specific aspects of plan. Maybe workshop format where update, discussion, and fresh ideas can occur. Kind of like Carolina North updates. Maybe quarterly follow through meetings of the theme groups? "Don't let the citizens off the hook."

Noted that Mayor, during WCHL forum, seemed to backtrack or "circle the wagons" a bit regarding CH 20202. Almost defensive, like, we took this a little too far. Recognition that it was better than last effort, but maybe a little out of hand.

Need process going forward that wouldn't exhaust town staff and town officials. Format will be key. Some kind of outreach, dissemination of relevant information, then solicitation of fresh ideas. Some hesitation about this idea though as it takes time, money, effort, and maybe using online resources would be better. Set up website or wiki to keep updates and discussion going.

When new people move in, how do they know what they need to know? Like trash and recycling? There is a guide to Chapel Hill services, and it is online too, (http://www.townofchapelhill.org/modules/ShowDocument.aspx?documentid=1652)but how many people even know about it? Town needs to be proactive in reaching out, but neighbors need to as well. Perhaps need a Town Ombudsman, in charge of connecting Town and community (citizens). Not everyone knows what we think they should know. Most don't know the first thing about local government.

Regardless of what is done, need to remember that Town government must respond quickly to citizens.

Is a challenge to think of what to use for medium- or smaller-scale projects. Large-scale efforts like CH2020 are good-- shows importance, makes a splash, and gets more attention more people on board. But seems to have built a culture of ongoing dialogue. Maybe next step is a 5-year plan that is action-item focused. Ask for less commitment – either meetings quarterly or twice a year. Purpose: check on progress, adapt to changing circumstances, ongoing community education. Need to keep building "how to participate respectfully"

Looking for Government and university to show how to participate together well – set the bar high. Or show people how to participate on a board

Long term: Let's train them how to have civil discourse. To be courteous and yet have 'vigorous participation" and discussion.

Maybe change town committees to better track the CH2020 themes?

One regret: I would have liked to have put my views on the positive parts of the process on the blog or in some other public way (RE: invitation from Catherine Lazorko, PIO)

I want to give Rosemary, George, town staff a cake for their hard work – some kind of suitable thanks.

I wish we had a way to tell the story about what happened. (Doesn't have to be a written story; could be photos.) I want some way to publish all the positive stuff that happened (to counteract the negative editorials and blogs).

Build on Chapel Hill as a progressive community – people committed and working hard for betterment of the community.

1. The following were identified as important, meaningful, or best aspects of the Chapel Hill 2020 process. Please indicate your level of agreement with the following statements (as best aspects of the 2020 process).
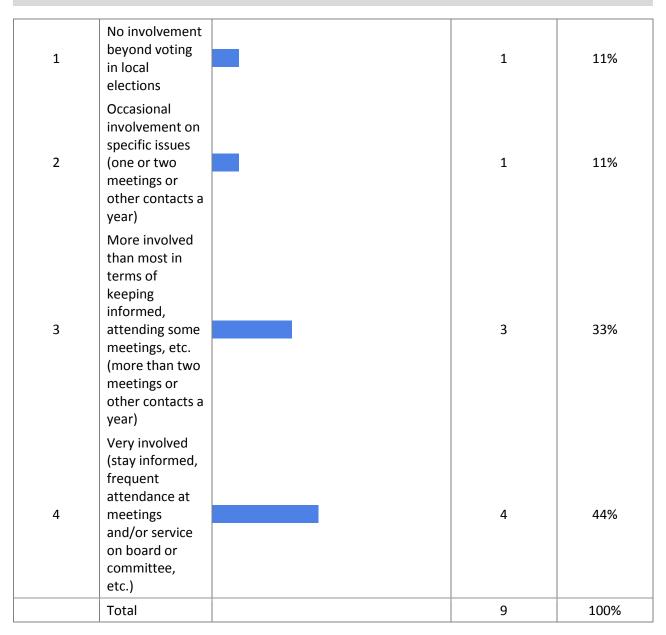
1	The Town designed this process to encourage a high level of citizen participation.	0	0	1	8	9	3.89
2	Participants and town representatives both learned from each other through the process.	0	0	4	5	9	3.56
3	New voices were involved.	0	1	3	5	9	3.44
4	The Town demonstrated a genuine commitment to inclusion.	0	0	1	8	9	3.89
5	Though not perfect, the process was transparent.	0	2	3	4	9	3.22
6	The process created new opportunities for personal interactions between citizens and town staff.	0	0	2	7	9	3.78
7	Citizens played large role in shaping process.	0	0	6	3	9	3.33
8	Staff contributed to the success of the process in addition to what they do in their "normal jobs."	0	0	1	8	9	3.89
9	Was important to hire the Outreach Coordinator for 2020 (Faith Thompson). The process benefited by having one staff person dedicated to community outreach activities.	0	0	2	7	9	3.78

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2. Are there other "best parts" of the Chapel Hill 2020 process (not in the list above) that you would like to comment on?

One of the great benefits of the process was the "civic education" that took place as citizens learned more and more about their community.

The process brought in fresh faces and new perspectives, expanding the public dialog far beyond the individuals and groups that routinely contribute their time and opinions. The process effectively blended longevity with new ideas.

3. Select the statement that best describes your level of involvement with Chapel Hill town government prior to Chapel Hill 2020.

1	No involvement beyond voting in local elections		1	11%
2	Occasional involvement on specific issues (one or two meetings or other contacts a year)		1	11%
3	More involved than most in terms of keeping informed, attending some meetings, etc. (more than two meetings or other contacts a year)		3	33%
4	Very involved (stay informed, frequent attendance at meetings and/or service on board or committee, etc.)		4	44%
	Total		9	100%

4. Overall, how would you rate your experience with Chapel Hill 2020 with past experiences being involved in some way with Chapel Hill town government?

1	About the same as past experiences		1	13%
2	More satisfying than past experiences (if so, please explain in what way)		7	88%
3	Less satisfying than past experiences (if so, please explain in what way)		0	0%
	Total		8	100%

More participative and enjoyed the facilitation and feedback, as well as presentations

The conclusions reached were not guided as much as in the past

2020 provided much more opportunity for interaction and exploration of issues. It brought in more than the usual suspects.

I was able to work with town employees who I had not been able to interact with before.

Got to know more of the "players" and town staff which was helpful

As noted in the comment on the previous page, the perspectives from those new to town government were valuable.

It was satisfying in some ways and not less satisfying than others. I picked 'More Satisfying' because I do not regret volunteering.

5. The following were identified as elements that worked well in terms of your selection and support as theme group co-chair. Please indicate your level of agreement with the following statements (as it relates to your co-chair experience).

1	The leadership and support of Rosemary and George as 2020 co-chairs helped me in my role as theme group co-chair.	0	0	2	7	9	3.78
2	The support of town staff assigned to my theme group helped me in my role as theme group co-chair.	0	0	2	7	9	3.78
3	The support of town staff outside of my theme group helped me in my role as theme group co-chair.	0	0	4	5	9	3.56

6. Are there other helpful elements or things that worked particularly well in terms of your preparation and support as theme group co-chair?

The staff summaries and rewrites were valuable tools and kept things organized.

The SOG facilitator was a big help.

The "scribe" really helped us keep things moving along in our group.

Strong support and encouragement from Town Manager Roger Stancil was a key to the project's success.

7. The following were identified as challenging aspects of being a theme group co-chair. Please indicate your level of agreement with the following statements (as challenges).

1	Lack of clarity on what should be accomplished in each meeting.	0	2	3	4	9	3.22
8	Lack of clarity about the expectations placed on participants (e.g., simply there to offer ideas or there to become subject-matter experts and make decisions).	0	1	5	3	9	3.22
2	Time demands to be a theme group co-chair.	0	2	3	4	9	3.22
3	Not enough preparation or expertise to be a true facilitator.	2	4	3	0	9	2.11

4	Variable and/or low attendance at meetings (sometimes impeding progress of group).	1	5	2	1	9	2.33
5	Some participants with narrow agenda trying to control the process.	1	0	3	5	9	3.33
6	Meeting logistics/locations.	2	4	3	0	9	2.11
7	The charrette at the Friday Center confused some people, possibly hindered progress of the groups.	2	5	1	0	8	1.88

8. Are there other challenging aspects to your work as theme group co-chair that you would like to share?

The charettes were useful and well planned, but did not clearly integrate smoothly on the process.

I think the listed points covers the problems well. Especially low attendance/narrow vision take over attempts in my group.

I had to miss MANY meetings because of my daytime obligations and regretted that very much. But I was VERY appreciative of the organization of the project that allowed me to contribute when I could, without my absences holding back the progress in any way.

At the beging I felt very comfortable with the open ended process of Chapel Hill 2020. But towards the middle and at the end I am very concerned with its lack of structure. Primarily because the open ended figure it out as you go along process created an atmosphere of confusion and did not manage expectations. At the worse points it did more than not communicate effectively but obfuscated. Thus at the end many many people where seriously alienated. This seems to be the exact oposite effect desired by a community discussion who's goal was to great a plan. In short without a plan to create a plan how do you make a COMPREHENSIVE plan?

9. The following observations about how co-chairs worked together were identified in our discussions. Please indicate your level of agreement with the following statements (based on your co-chair experience).

1	One of the co-chairs took the lead consistently.	0	4	4	1	9	2.67
2	It was hard to prepare and coordinate with other co-chairs until the afternoon/night of the meeting.	2	3	4	0	9	2.22
3	At least one of the co-chairs had to have a "firm hand" in the meetings, playing an enforcer-type role.	1	1	6	1	9	2.78
4	I was able to attend very few of the co-chair meetings with Rosemary and George.	5	3	1	0	9	1.56
5	My fellow co-chair(s) was able to attend very few of the co-chair meetings with Rosemary and George.	3	6	0	0	9	1.67

10. Are there other observations regarding how you worked with your other co-chairs that you would like to share?

My co-chair became more of an advocate as time went by and less a neutral facilitator. While it helped move things along, I don't think it was what we intended at the beginning of the process.

When George C. called me to invite my participation as a co-chair, we discussed my competing time demands. He encouraged me to accept the position anyway, saying that it was expected that not everyone would be able to make every meeting, and that was part of the reason behind the concept of 3 co-chairs for each group. He was right. It worked.

11. The level of clashing viewpoints or "challenging personalities / single-issue advocates" in my theme group was

1	High or Very High		2	22%
2	Somewhat High		4	44%
3	Medium, so-so		2	22%
4	Not so much		1	11%
	Total		9	100%

12. The assistance provided by the town staff assigned to our theme group was

1	Very good		8	89%
2	Okay		1	11%
3	So-so		0	0%
4	Poor		0	0%
	Total		9	100%

Helped provide continuity.	We may not have known how to use them or what expectation to have of them.

13. Information flow from staff was

1	Timely and helpful	0	0	6	3	9	3.33
2	Missing some key points	0	4	5	0	9	2.56
3	Too much to digest in the time given	1	0	6	2	9	3.00
4	Meeting outcomes were not clear	0	3	5	1	9	2.78
5	Other (enter text)	0	0	0	0	0	0.00

14. Regarding the report-out sessions where one of the co-chairs from each theme group summarized what his/her group was doing (please indicate your level of agreement with each statement about the report-out sessions)

1	Timely and helpful - good to hear from other groups	0	0	8	1	9	3.11
2	A form of accountability	0	3	4	2	9	2.89
3	Contributed to good coordination among groups	0	5	3	1	9	2.56

4	Not very useful	2	4	2	0	8	2.00
5	Other (enter text)	0	0	0	0	0	0.00

15. The following observations were made regarding the outcomes or accomplishments of Chapel Hill 2020 (so far). Please indicate your level of agreement with each observation.

1	Developed clear goals very well.	1	2	5	0	8	2.50
2	Very good job getting the word out; establishes a foundation for similar efforts in the future.	0	2	3	3	8	3.13
3	Value of personal, face-to-face interaction between citizens and town staff.	0	0	5	3	8	3.38
4	New level of knowledge, awareness, and motivation among the citizens who participated.	0	0	4	4	8	3.50

16. Are there other outcomes or accomplishments of the 2020 process that you think are particularly noteworthy?

Our theme group learned to work together and to trust the staff and the process to a much higher degree over the course of the planning.

Blending ideas together under the six topics worked very well.

17. The following ideas/observations were made regarding the next steps of Chapel Hill 2020 (where to go from here). Please indicate your level of agreement with each idea.

1	Change town committees to better track the CH2020 themes	0	2	2	4	8	3.25
2	Develop a shorter-term action plan	0	0	3	5	8	3.63
3	Have report-outs on implementation once or twice a year	0	1	3	3	7	3.29
4	Can't keep high level of participation going like it has been (too much)	0	2	4	2	8	3.00
5	Need process going forward that won't exhaust town staff and resources	0	0	3	5	8	3.63

6	Need to train citizens on civil discourse and effective participation	0	2	5	1	8	2.88
7	Need some way of "telling the story" in a positive way to counteract some negative reactions	1	1	3	3	8	3.00
8	Utilize Wiki technology better in future to keep people informed and continue participation	1	2	5	0	8	2.50
9	Need to remember (as a town) that participation will never be 100%, that these efforts cannot be a perfect reflection of "the whole community"	1	0	2	5	8	3.38

18. Please share any other thoughts regarding next steps here.

Town Council should take annual strategic planning very seriously to support the Comp Plan. Citizens could assist in developing new ways of accomplishing goals each year perhaps in a mini series of sessions together with council, unless Council shows it can be creative and reach for excellent ways to accomplish goals.

The big next step will be to get specific on land use and transportation proposals, beyond the goals stage.

My group typically had about 8 to 10 participants. Not a large enough group to truly represent the town.

I object to the idea that we need to "tell the story" to "counteract some negative reactions". People have the right to what ever reaction they want. Personally I rather not complain without ideas to do things better. I prefer to use my anger, for lack of a more subtle word, to fule my desire for strategic action to met positive end goals. aka activism

Total Responses	4

Appendix C

Town of Chapel Hill Senior Management Team
Focus Groups
Summary by SOG Team – June 18, 2012[xii]

Strongest/Most widely held views
   a) CH2020 was quite worthwhile for the engagement and staff connections to citizens. There were many challenges, but it was worth doing.
   b) The opportunities for staff involvement could have been much better. Expectations and roles for staff evolved through the process, which was both necessary and confusing. Several strong views that despite being presented as a "whole town" effort, it was a planning department project which left out other important staff contributors. Theme Group work was not clear for staff involvement with the Group co-chairs. Staff expertise was not well utilized in the meetings.
   c) There were significant drawbacks to the venues used for public meetings

General reflections
   a) It was an ambitious undertaking
   b) The process provided multidirectional educational opportunities between the town, the university, and residents; among town staff, etc. The potential for that mutual education was barely tapped, even though the education that did happen was innovative.
   c) People appreciated the effort to conduct broad outreach and then struggled to synthesize the diverse opinions they received

d) Going to meet residents where they were (at the mall, at taverns, etc.) was successful and should be replicated in the future
e) There's a disconnection between what citizens want and what's possible (in terms of town service provision).

Outreach, involvement - General agreement that the citizen engagement was impressive, both in terms of the town's commitment and the turnout

Locations and Timeline for various CH2020 events
a) Laying out the schedule ahead of time presented both benefits (knowing what to expect) and challenges (might not be in the "right" space for the newly emerged purpose of a particular session).
b) Going to meet residents where they were (at the mall, at taverns, etc.) was successful. (They were in the community and made the town presence more visible)
c) Many venues did not work for the purpose and audience
d) (i.e. the locations provided benefits in that they were in the community and made the town presence more visible, but logistically, the spaces were not always fully accommodating or comfortable - Can't hold a meeting that's going to last more than two to 3 hours on elementary school chairs

Participation in Theme Group work
a) There was a wide net cast to ensure the leadership positions were advocates of a wide range of viewpoints and interests.
b) Everyone really loved the kickoff, but felt as the process went along and became more focused it was mostly the die-hards that remained. Though most felt like the co-chairs did a fair to good job of making sure the process wasn't "hijacked" by single-interest folks.
c) The personalities and the population in the room – any room – at any time strongly affected both the process and the products.
d) By-and-large the process was successful in "staying out of the weeds" (remaining focused on vision), which is good and an important lesson-learned.

Staff work in general and roles in Theme Group work
a) The staff work that went into support the work effort was good. Some of the prep work that was put together by the staff of several departments. Communication from the manager's office was very good to support the process.
b) There was broad agreement that the staff role in the theme groups was very unclear. (e.g., the staff's relationships with the facilitators were unclear.)
c) Missed opportunity to tap professional expertise in ways that would strengthen the entire process and satisfy specific personnel.

Degree of involvement across departments
a) The feeling that CH2020 was still a planning department project even if it was spoken of as a "town" project
b) Specific feeling of staff in more than one department that they were not engaged/utilized like they should have been. They felt somewhat disenfranchised throughout the process.

Process elements, activities
Positive points/Praise:

a) Initiating committee helped in the selection of the chairs; this helped to create the initial momentum and legitimacy. The breadth of the initiating committee was helpful. The Town Council had a good range of interests represented, which lead to the first meetings and the CH2020 chairs having credibility. It helped create the atmosphere and credibility to bring the people out.
b) Kick-off – very good start, lots of people
c) There was a wide net cast from the start. There was a diverse group from the start. Faith did a great job to get as many people involved as well as possible; from advertising to student groups to going to community garden parties to talk about the project. The tavern talks were a way to reach out to people that would not normally participate.
d) Initial meetings created momentum.
e) The manner in which the early meetings were split up into small groups.

Challenges/What did not go well:
a) Going from general "visioning" to specific area-planning was confusing and distracting.
b) There were gaps in information due to both the speed and the complexity of the unfolding process.

Appendix D

Last Modified: 07/18/2012

1. The goal for public engagement was to create meaningful, respectful, and diverse input from people who live, work, play or study in Chapel Hill.   How well did CH2020 do in reaching out to diverse segments of the community?

1	Excellent		24	20%
2	Very Good		30	25%
3	Good		32	27%
4	Fair		14	12%
5	Poor		12	10%
6	Do not know		8	7%
	Total		120	100%

How well did CH2020 do in reaching out to diverse segments of the community?

It's hard to get a truly broad group, and it's usually the well-off and the leisured who can afford the time to come to meetings. That said, it would be great to find a way to get more young families, teens, Latinos, Asians, and lower-income people to come out.

The problem wasn't the extent of the outreach but the expectations that came out of the outreach. The wants/needs of many groups, such as the high school students, didn't align with the theme group work. Their feedback isn't reflected in the goals and action items--they are simply listed in an appendix. I'd say the town did a great job of getting input, but a poor job of making sure that input is reflected in the 2020 plan.

more colnsoolidated effort to use all methos of communcation to all segiments of the commnitty

I don't think as many local residents responded to the many invitations to attend or participate in these meetings. However, I do feel we established a good & well thoughtout plan for the future of CH

In my area - 15/501 - there was little if any notice to the residents in the area.

No matter how many invitations are sent, a process that focuses on getting input from public meetings that are held at set times (some of which begin before normal working hours end) are going to miss a lot of people. Minorities, young people (especially university students), and the working class were still visibly absent from most sessions. Even when they did attend, conversations were still often dominated by the "old hats" of the process. It's not that new people didn't attend, it's that the result was the same as if they didn't. About a quarter of the town's residents are students, for example - did a quarter of the results in the plan reflect student desires or input?

I didn't see more than lip service and some token events with some of the obvious "diverse" communities. This was clearly mot an important goal for 2020.

Seemed to be dominated by the people more interested in promoting building in Chapel Hill.

There were many attempts to reach out in different ways to different groups, and the town should be commended for that. Nevertheless, the primary forms of participation ultimately are geared towards wealthy white boomers who think the town should never change physically, and don't care if we lose a middle class in the next generation to keep their neighborhood the same.

The computer updates allowed us to mostly keep abreast of discussions without attending every open session.

I think much effort was made but the results were mostly older white folks.

Despite statements to the contrary the process was open to all. The leaders of the community outreach endeavor, however, did not allow the 'process' to be hijacked by local special interests only interested in pursuing a controversial agenda that is inconsistent with the will of the local electorate

I am a black female and I would have said that I was not involved in the Chapel Hill community, but Chapel Hill 2020 was able to reach me from the get go so I would say if I was reached when I was off the grid, then 2020 did an excellent job because I was not only reached but was enthusiastic to engage and remain an informed member of the Chapel Hill community.

Did the town sent pertinent notifications about CH 2020 to EACH houshold in town? Web site DOES NOT SERVE ALL.

it was usual suspects (plus more developers) at every meeting I attended

How well did CH2020 do in reaching out to diverse segments of the community?

I was aware of many initiatives to reach out and was impressed with the diversity at each of the meetings. This was NOT a process solely for policy wonks. Discussion at the theme group level was spitited and expressive of many points of view.

There were a variety of times slots for meetings, but many of them were during the workday, and very few were on weekends. Those of us who don't work 9-5 had a hard time attending all the meetings.

Public meetings were well advertised but will only draw Town staff, empowered players with agendas, and the affluent / retired. 2020 sessions needed to be BROUGHT TO already scheduled meetings of underrepresented populations: church groups, immigrant support meetings, UNC student group meetings, Internationalist Book store, etc.

I thought there was a great effort to reach out but if your goal is to achieve wide diversity you have to assess the patterns of no response or participation. Obviously public sessions and break-out groups are not going to reach very many people.

I think that what was resolved is a step in the right direction. Where we have losy is the outreach tom people who visit Chapel Hill. The only way to grow funds is to tap the visiting public and we present very little for them

I think the staff did a lot of outreach, but really needed to toot their own horn more because many people involved had no idea of all the outreach that was done.

The normal group of people participated in the process.

Outstandig efforts, multiple meetings at varied places around Chapel Hill, & even Faith Thompson riding the buses to promulgate the 2020 process & meetings were superb. Those who criticize these efforts as insufficient or "too fast" are simply seeking delay in impementing change, which has been too prevalent as a delaying strategy in Chapel Hill.

Certainly it was an excellent effort. However I don't think the effort succeeded among many neighborhoods and minority communities. After attending one meeting, many left not seeing the value of their participation.

This was a pretty amazing effort....and it resulted in lots of citizens becoming involved. Kudos to the outreach team and staff!

Economic group and political inclinations are the most important diversity to include. I still think that we are fixated on the "how people look" type of diversity.

Numerous attempts were made to connect with various portions of the community to gather their input.

Despite efforts, there was a shortage of young people involved from UNC and local high schools. Also, most meetings were attended by the same group of interested citizens, who often made the same comments repeatedly.

A lot of effort was expended, but few representatives of diverse groups turned out for the 2020 meetings.

The staff did a heroic job of reaching out to every possible area of the community. With any attempt like that, inevitably some groups are heard more loudly than others though. Of course some folks have more time available to participate in more meetings, and others have a vested financial interest in being present or in having a representative present. I think that the folks running CH2020 genuinely wanted

input from everyone and tried hard to do that, but that the result shows that the demographics who had time, money, and ability to be at the most meetings had their interests represented more effectively.

I don't think this should be a top priority.

too ambiguous, these are 'over arching goals' and have no firm details about almost anything

Chapel Hill amuses its self by saying it even has a diverse population. Unless door-to-door canvasing was done in the govt. subsidised complexes, I would have to say no--it didn't adequately reach out to "minorities" in CH.

I think more effort should have been made to Chapel Hill property owners. In the beginning, several people who attended and were very vocal lived in Carrborro, Durham, and Chatham counties. Later, fewer people showed up but those that did had great inpput. I wish more CH property owners would have participated.

Most faces I saw at the few meetings I attended were white and middle aged, some young very few people of other races. but we are a mostly white town anyway. so perhpas that was representative. There certainly appeared to be ample advertisement of all the events and opportunities to express one's opinion.

Most of the people at the meetings I attended seemd to be older, white people, but I know the Town made many efforets to reach out to minorities and younger people.

I feel that the outreach efforts to engage as many community members were outstanding, however it is my impression that many of the most important segments of the community were underrepresented in the process. For example, most participants appeared to be members of the business (especially real estate) community, citizens with environmental/development concerns, town staff, or retirees. My impression is that ethnic minorities as well as segments of residents that I believe form the majority of town residents (i.e. middle aged citizens with families and young professionals) were underrepresented.

Having all meetings at night was certain to exclude the older population and those families with young children . Was this deliberate or just lack of forethought ?

many people were invited to participate, although result seems pre-canned.

After the initial announcement in the CHNews, there was little effort to publicize the effort in other ways. If you weren't already in the usual-circles loop and didn't read the CHNews, you had no idea of what was going on or its implications for specific neighborhoods.

Total Responses	40

2. QUALITY OF DISCUSSION: How well did CH2020 do in having respectful discussion with people who live, work, play and/or study in Chapel Hill

1	Excellent		25	21%
2	Very Good		39	33%
3	Good		30	25%
4	Fair		16	13%
5	Poor		5	4%
6	Do not know		3	3%
7	Does not apply to me		2	2%
	Total		120	100%

Min Value	1
Max Value	7
Mean	2.62
Variance	1.82
Standard Deviation	1.35
Total Responses	120

3. What was the best part of your involvement in Chapel Hill 2020?

Getting to know others who live in the community.   Hearing the views of business owners and developers and getting to know them personally.

Learning more about the town and meeting new people

Meeting new people from different areas of the town.

I generally avoid all town meetings of any type like the plague because they last so long, you have to sign up ahead of time to speak, there's lots of posturing with order of speakers, etc. It was nice to have discussions with people I did not know and would not ordinarily meet.

The opp'ty to focus on a specific category, ie, Good Spaces & Good Places, by meeting as a group regularly for discussion & evaluation.

Seeing old friends in my area who have come out and been involved in many civic activities over the passed 30 years.

Meeting new people who had never been involved in Town or University discussions previously.

that the town asked for my opinion

Getting to talk to so many interesting people in our community

The tavern talks and the town's online input were good steps towards what we should be doing on a recurring basis for input. They should be expanded and developed considerably.

I met Faith Thompson, and some other very nice people.

Being able to present contra-views.

Opening meeting at the high school. I saw and got to interact with more people under 40 than ever before at a Chapel Hill planning event.

meeting and talking to folks I have never met before.

Being able to speak out

To the best of my knowledge, this organization had never been included before and by that I mean a low key invitation to participate. We are not involved in local politics.

Seeing how many people care about our community. I was really surprised how diverse the participants were in the initial phases -- definitely not the usual suspects when it comes to community involvement/government participation.

Making connections with enthusiastic participants. Helps one to think outside of the box.

ability to have some input, although specific features were being pushed heavily by planning staff and their consultants

Meeting folks from other areas of our community.

discussion in the thenme groups

Public information sessions and goal setting meetings

I was pleasantly surprised that other members of the Chapel Hill community from different races, age groups and economic classes shared similar views as mine..... bike lanes, integrated education between colleges, schools and community, affordable housing t name a few

Be abvle to attend discussion ...noted that there were many pre conceived ideas....

What was the best part of your involvement in Chapel Hill 2020?

Hearing so many different points of view in the early discussion periods and watching as consensus emerged, over time, on many issues.

Seeing people work together toward a common goal, especially the dedication of Town staff.

Hearing from Town leadership how open it was to input.

In direct contact behind the scenes with town staff involved. The public sessions and break-out groups really just frustrated and discouraged me.

Bringing people together to plan their own future

Interacting with others

meeting people i had not met before and hearing their opinions.

Special Topics presentations.

learning about the town and city planning - Mitch Silver and complete streets workshops/presentations very interesting.

Seeing people I knew.

Communications and inclusion

Working with staff and co-chairs

variety of opportunities to meet, not just stuffy town hall type things.

Getting familiar with the various meeting locations

The professional informative sessions with "experts" and Town staff, Police, Fire to educate the residents about existing conditions and changes that would be helpful and positive for Chapel Hill.

Engaging on the topic.

The involvement of citizens who often feel discouraged, threatened or disenfranchised by those who like to control the process was a big plus. The Council and the community heard from people they had not heard from before, and the community became more involved in its own future.

Hearing the broad range of opinions about what can make Chapel Hill better. Watching some outstanding facilitators get the most from their groups.

Sadly, I only signed up to receive emails about it; I did not attend meetings.

Seeing the various drafts as the process went forward and talking with other volunteers about the project.

Having multiple interests represented and the dialog

Meeting new people and finding out how the system actually works in regards to government.

Development of Chapel Hill financial source   Development of Chapel Hill transit service

The information sessions provided on numerous topics were excellent.

Getting a better feel for the diversity of opinions among the persons involved. Also some of the factual information, especially the anticipated demographic changes over the next couple of decades, which changed my mind about how I should think about the entire process and what I would recommend.

Meeting new people.

Meeting so many people and hearing what they were bringing to the community and hoping to get from the community.

Attending a meeting at chhs

What was the best part of your involvement in Chapel Hill 2020?

being heard

none, was let down

Looking at growth in a POSITIVE way

I wasn't involved and here is why: CH govt. plays this game constantly. It "invites" resident participation, uses little of what it gathers, manipulates the end results to its own agenda and then says "voila! we have   community concensus". I've seen it done on smaller scaled projects for too many years to even entertain the notion of being involved in such a farce. Three town employees I know who were involved all came away feeling used and that the town's approach was disengenous at best. This is how CH has operated for   some time--particularly since Roger Stancil was hired--I don't recall if Cal Horton ever stooped to such nonesense-but being the micromanager that he was--its doubtful.

Attended the meetings, meeting other people who were genuinely interested in making CH a better place to call home.

hearing some othe opinions and seeing the large number of people attending the events.

Using the 'clickers' at an early meeting to 'vote' on various photos and how those met our individual visions of future development.

Seeing the fruition of the Inititating Committee's work at the Kick Off event at CHHS.

There was no best part . I had no feeling that my ideas were wanted

Given that input was ignored (I'm just a citizen, not a developer or business owner), I can't say!

Total Responses	63

4. Where did you get information about CH2020? Check all that apply:

#	Source		Count	%
1	Town website - http://www.ci.chapel-hill.nc.us/index.aspx?page=1656		77	71%
2	Chapel Hill 2020 blog - http://2020buzz.wordpress.com/		62	57%
3	Newspaper		58	54%
4	Radio		14	13%
5	Television		2	2%
6	Friend, neighbor or co-worker		35	32%
7	Other:		25	23%

attended 2020 meetings

email notification and updates from town – 4 responses

town emails and tweets from people at meetings

enews

Twitter, blogs – 2

Town advisory board

council member Rich

Internet notice

emails

OrangePolitics.org – 2

Town staff

non-official websites

Orange Politics Blog

neighborhood groups

Chapelboro.com

Email to UNC

emails from Town

chapelboro website

Total Responses		108

5. How easy was it to get the information you wanted about CH2020?

1	Very easy		29	27%
2	Easy		39	36%
3	OK		24	22%
4	Not easy		14	13%
5	Very hard		1	1%
6	I did not seek information		1	1%
	Total		108	100%

Min Value	1
Max Value	6
Mean	2.28
Variance	1.17
Standard Deviation	1.08
Total Responses	108

Comments - ease of getting information and your sources for information about CH2020:

It was sometimes difficult to find the information I wanted on the blog. Throughout the process, it was very difficult to get reliable data from the town to base our discussions on.

The web site was not that well laid out and it could be difficult to find what I was looking for. I also had some difficulties posting to the blog.

The organization of the information was a mess. The 2020Buzz blog was a mess. Even now, there's yet a new website to get the final document.

twon website if not completely accessible for the disabled

Online access was nice. Email notifications were redundant but appreciated.

Sometimes it was challenging to get as much as I liked, ie., the maps showing strategic areas/nghbrhds. OTOH, large graphics like these can be very difficult to convey electronically/in digital format

You tell me. How would some one get information? Call the town main number? They don't even know what your talking about if one did call. What kind of infornation was available? Not well planned of condsidered.

A lot of info got lost between the discussions and the result. Sorting through all the blog stuff got to be just too much trouble.

Information on the 2020 website was poorly organized. If a resident wanted to see the discussion around a particular thread, it was incredibly difficult to pull the information together, especially if it overlapped multiple theme groups.

I still can't figure out where to find things on the 2020 Buzz site. The organization makes no sense to me. It seems that there is formal public feedback on certain pages, but then I can never figure out how to get back to comments I saw earlier, or figure out how to get mine added in some places (other than regular blog comments).

lots of feedback and summaries from the town

Information was generally easy to get.

Using the internet made a big difference in keeping moderately informed (as opposed to completely uninformed) about doings.

I am on the emailing list so I get kept abreast very often

I do use the web on regular basis.

This was well publicised. Especially the email notifications.

I got information about the meetings fine, but it was hard to understand the process under which the document was constructed. A lot of stuff that is in the final document does not relate well to what the said in our theme groups, and what my Town advisory board added.

There was a lot of noisy complaint about 2020 so it was good to have info readily available online from the town and 2020 organization.

The web works wonders

Ease of Getting Information - comments

I had a pretty hard time keeping track of all of the meetings and the purpose of each. It was so hard as a person with a demanding job to keep up - engagement really favored retirees and people paid to be there like UNC reps.

Still looking for 15--501 S special task force report

I requested information be considered through the online input methods. I never knew if it was throughout most of the process, and near the end got the sense that it was not.

Town public information effort was outstanding

It was very easy to get the information about each meeting and to use the link from the Town to the 2020 blog. People working fulltime while raising children do not have the time that a retiree has, so the blog and eventual Drafts available online were very helpful for the very busy.

Some basic questions that were posed up front were never answered which lead to some frustration. For example: 1) what will the final product look like?; 2) when will the land use map and ordinances be written and how can the public participate?; and 3) how will the Council and the staff manage these community processes?

I think that a better mechanism to do word searches for documents would have been good. It wasn't always easy to find things.

Easy, if you wanted to get it, but I was unpleasantly surprised that so many of my friends/acquaintances were not only uninvolved, but also unaware of the extent of this process and its potential impact for the Town.

It was easy to get info about meetings. It was almost impossible to find meeting results and other data on the 2020 blog because there was no way to search the blog.

Most of the information was readily-available and easy to find. One small (but key) piece that was consistently missing at meetings and online was an easy way to see the maps of creeks and waterways overlayed on other planning maps. That came up at at least one meeting I attended, but it was never really improved. That made figuring out everything else involving maps much more difficult.

I don't like that there is like 3 websites involved in this... why not 1?

I sent several emails to the Myaor and Council regarding the proposed budget. I got no individual replys and only a "standard" non-personal reply from your administrative aide.

SInce the Chapel Hill News might as well be labeled a town sanctioned newspaper & it regularly bowes down to all utterings from town hall--it could hardly be considered a good source of information. "Investigative" journalism is not ever going to be found at the desk of Mark Schultz. Ever. There was no none biased news source to get information from...

The blog was very one-sided. Few if any responses to comments.

The Town did a good job getting the word out n many difernent formats and venues.

Information was nebulous and not meaningful

There were contradictions between what was shown on ch2020buzz (great name, though) and the various drafts of the final document. So accurate info was hard to determine.

A website is fine if you know it exists, but telling people already aware of a website to consult the same website leaves a lot of people not knowing the website exists.

Total Responses	37

6. What was the most important thing you learned through the CH2020 process?

That a middle class life in a middle class town as has been traditionally experienced is coming coming to an end.

That I can help make change happen in my own community

Change is hard

I learned a lot about Chapel Hill by attending 2020 meetings and informational meetings

haven't decided yet.

Community involvement

Chapel Hill is home to more than political types who have the time and interest to attend meetings and observe unofficial social/political protocols. We are a diverse community.

The wide variety of interests as well as the vision of many citizens.

That developers are putting alot of preasure on the Planning dept an the Manager and the Town Council. That the Ch2020 process has been used and written to justify the hight density development that the developers want to build. T he public feed back is very poorly represented if at all, if the meetings I attented were an example. It certinly felt like the plan had already been agreed somewhere/sometime before between the developers and the planning department.

About upcoming demographic changes. Mitch Silver's presentation should have gotten more attention.

you can't satisfy everyone

ideas about sustainability

Many residents are so concerned over their fears of what could happen that I'm not sure we can ever had a real discussion about our positive vision for change.

That the Town Council really does not care about planning WELL for the future, nor in including the community in that process.

money always wins out

That none of the goals of CH2020 matter if the Town Council can't stand up to rich NIMBYs from North Chapel Hill.

involvement is key

It might be possible for this wonderful town to start moving away from an oppositional dynamic and more towards a cooperative dynamic. We'll see. So far there is the outline of a plan, but no agreed upon action items. Good luck!

That the community's love and respect for Chapel Hill far outweighs their negative feelings.

I think that the process was a major step in developing citizen awareness. However, the big rocks identified by the process are very close to what was already known and budgeted for by the Town.

That having a facilitator with a skew towards the arts will allow more items on the list related to the arts.

the outcome was pretty predetermined

Most important thing you learned through the CH2020 process

How unimportant some individuals truly are in the grand scheme of things

That "ChapelHill-Lites" seem to agree that Chapel Hill is a special place "a peace of heaven on earth" and are willing to work together so that the town continues to develop along that trajectory

That there are toen folks that never will be able to be heard

The people who are the loudest usually get their way, and can corrupt the process for everyone else.

That group facilitators for such endeavors need to have excellent writen skills, and perhaps should be backed up by a second scribe to better ensure that what was said at sessions is accurately portrayed and recorded

That Council would use the process to set priorities and build action plans. Will they really do it?

Recognizing the many needs of our community

that consensus building is hard and messy work.

Demographic projections

We need to prepare for growth through density

that some people want development and some people don't want development and why

That I don't tolerate endless discussions very well.

A sense of the residents' view of Chapel Hill and a sense of what the Town wants to do - the two visions are not always in sync

Our age demographic -- how many young people we have living in CH

That growth for Chapel Hill is possible and encouraged -

how truly divergent growth expectations are

That it's frustrating to go to meetings where the effects of citizen input are unclear.

That there are more residents who want to see a faster permitting process than the customary activists acknowledge. Corollary: the activists will continue to use Delay & Destroy tactics to undermine 2020 changes.

That a Comp Plan takes more time than 9 months and it requires a trained consultant to direct it.

I learned that if you give people an opportunity to participate, you invite them, and you make the framework for what they have to say safe, they will participate.

That the loudest, most engaged group doesn't always get to dominate the conversation and the outcome.

That is very difficult to find a process that will get us to the final result and not be sidetracked by special interests.ithout

There is no such thing as global consensus at the town or even neighborhood level

A large segment of the community do not have any idea of how Town government is actually ran.

Missing of A chapter: Development of Local Financial Source....

Many topics were helpful. However, form based codes and their impact on consistent design is critical in order to avoid many of the errors made thus far in town's development projects.

That the future is not the present nor the past, and we must think towards the future and not try to keep things as they are or have been.

The Town has a preconceived answer that it is looking for citizens to support -- growth.

Most important thing you learned through the CH2020 process

Developers are still in charge in Chapel Hill- and "public" feedback is still merely a formality.

How many opportunities there are to participate in the town we live in. Clearly the best place in the world.

The same people that limit business were involved with this project

how difficult our current planning process is compared with other places

that this whole system is just made to make people feel like they contribute

the elected officials have difficult choices to make trying to balance the various interests

The Council does not have high regard from citizen input.

Not all suggestions made in discussions were included in summaries

The Chapel Hill continues to be as disengenous and useless as it always has been--this time, just on a much larger scale.

That it doesn't matter what the citizens want. These processes can always be influenced by the people to set them up and run them.

Lots of people have great ideas. But there appears to be a lack of coordination across Town, College, County.

That no rezoning will be part of the plan

Democracy aint easy. Nor is trying to meld a consensus about the future of the community.

That citizens are interested in continued community involvement/input.

That our Town staff is very competent and cares deeply about our community.

It was so general that anything the future councils might want to do with Chapel Hill could be insertd into this plan

That developers can devote more paid time to participating (It's probably written off as a business expense).

We lack a means of obtaining input from Town residents that is comprehensive and all-inclusive.

That we have to be very much on the alert regarding the pressure developers are putting on council and the future of the town in general.

| Total Responses | 69 |

52

7. PLAN CONTENT: Have you looked at the Chapel Hill 2020 Comprehensive Plan?

1	No		18	17%
2	Yes		87	83%
	Total		105	100%

8. PLAN CONTENT: If you have looked at the Chapel Hill 2020 Comprehensive Plan, indicate which drafts you reviewed. Please mark all that apply. All the drafts are available at http://2020buzz.wordpress.com

1	Draft issued March 13, 2012		49	57%
2	Draft issued April 5, 2012		40	47%
3	Draft issued April 23, 2012		42	49%
4	Draft issued May 16, 2012		50	58%
5	Draft issued June15, 2012		49	57%
6	Final version - June 25, 2012		61	71%

Min Value	1
Max Value	6
Total Responses	86

9. Does your involvement in CH2020 make you more or less likely to be involved in future discussions and plans for community needs?

1	Much more likely		20	20%
2	More likely		37	37%
3	Neutral		27	27%
4	Less likely		11	11%
5	Much less likely		6	6%
	Total		101	100%

Min Value	1
Max Value	5
Mean	2.47
Variance	1.23
Standard Deviation	1.11
Total Responses	101

Comment - future involvement on community needs or issues:

I met a bunch of really great people through the process -- thanks!

I'm sure I'll be envolved when there is a small area plan in my part of the town.

I want to remain involved in community discussions as to the future of Chapel Hill.

I feel like I invested a lot of my time in the process and that it isn't reflected in the final draft. I haven't yet decided whether to continue fighting for what I think is right or to give up and accept that staff and the Planning Board members will drive everything.

I don't want community involvement to be defined as protesting NIMBY SUP applications. I want controlled, reasoned development that provides clear direction for the public and private sectors to craft the town we hope to create 20, 30 and 50 years from now. I want to save trees, but I don't want to argue over every single tree.

It not much fun. Very hurried and superficial. Sort of felt like a waste of my time.

I think there is a big gap between gathering community input, both through surveys like this and workshops like the 2020 process, and getting a finished product, which is probably not more than 60% of what a lot of us want

I will probably continue to stay involved, but I've been rather turned off by the traditional style of public meetings or discussion groups as a viable means of diverse citizen input, at least until we develop better tools for laypeople to express themselves. They were good at attracting a certain kind of input, but completely dominated by people who are used to that type of meeting and who knew the right lingo. People who desired their voice to be the loudest in the room succeeded at the cost of those of us who weren't comfortable with that style of input.

This was by far the worst experience I have had with Chapel Hill government in over 20 years of involvement. Sometimes it was extremely frustrating. On good days it was just a waste of my time. I hope to be spending my energy in more productive ways in the future.

parts of the discussion were not really recognized in the final process

Concerned that priority budgeting for the "big rocks" may negatively impact services provided by the smaller rocks. Participants focused on what they want to happen in the Town; however, there was little discussion regarding maintaining or developing other existing services that are also important. While priority budgeting is a good idea, a balance of services needs to be maintained.   And I don't see how that can be done without tax increases. I would be willing to participate in those discussions.

The S15-501 area deserves a small area plan with plenty of public involvement, not just the 3 meetings held as a task group. I have heard that the town staff is resisting this, which is deplorable.

It comes down to time availability.

If the town reaches out to the community for future involvement as it did on this project I will volunteer because I love where this town is heading and I am willing to be part in some capacity or other.

I keep track of town issues at all times

I'm already rather involved, and I don't think that'll change much.

Comment – Future involvement on community needs or issues

A lot of specific goals and actions that were articulated in meetings of my particular theme group never made it into written drafts. Don't know if this was an intentional ommission or error, but since other theme groups have very specific items in the final draft I suspect the former. This makes me feel that some of the "goals" and "actions" were preordained for inclusion or exclusion.

Well, I've always been involved, so will probably continue. Could the town build or improve ways to provide feedback to town staff and council as they arise?

Town Council needs to take the reins and demonstrate some REAL leadership from here on out. My personal inclination for future involvement will depend on how seriously -- and consistently -- Council pursues the key 2020 objectives.

Look at form-based coding to accommodate growth

I'd like to be more involved in plans for Carolina North since I own a home nearby and am going to be working in the first building that is built; like to stay involved in affordable housing issues, future focus activities

Would like to be involved in economic development initiatives

After the first three meetings, I found myself confused about how citizen input was being used. A huge range of opinions was expressed at each session and it was very unclear to me how that was being boiled down to vision statements, since no apparent consensus had been reached.

I have been involved as a counter-force to the Just Say No/anti-business/anti-change/anti-height/anti-density customary activists for more than 10 years, and while I do not consider these and Town Council meetings the most interesting events available in Chapel Hill, I continue to be involved as much as possible to try to promote awareness of thinking for the good and welfare of the entire Town, not just "my neighborhood" and not just "the environment."

Probably less likely because my time is valuable. I think the Council did not follow through on the promise of an affording citizens to have a real impact. Many dropped out and did not come back. I wish the Council has chosen to work on an the implementation chapter over the summer and provided opportunity for input.

Better meeting spaces would be good. I understand the motive, but didn't see the benefit to continually shifting the times and locations of meetings. It is more confusing than anything. It would be hard to find the right venue, but one meeting place would have been preferable.

It will not be a shame to raise the financial source development in   Shopping at Walmart located at 15/501 after crossing I-40 common hope mall and Sams-Club = deposit chapel hill resident tax in to other county.

I tried hard to provide useful input, but none of my suggestions made it into any plans or recommendations.

With the impressive level of communication our town staff provides, it would be deeply irresponsible to not be involved. Thank you for that.

The need to look at why people spend their time and money in Durham cAry and Raleigh should be looked at

Lower the real estate property tax. Reduce CH city government spending.

I think my previous commentary already makes it abundantly clear as to how I view Chapel Hill's naval gazing and joy-riding with its tax-payers money.

Comment – Future involvement on community needs or issues

At the Town and Gown group, there were really great ideas mentioned in the earlier sessions. Unfortunately, these were not distributed for review by the group after sessions. Therefore, at least 20 minutes of subsequent sessions was re-hashing what had been discussed at previous sessions. This was very very frustrating. We did not receive the output of our discussions until after the process was over.

Although these master plan processes are frustrating and often elitist in nature in that many working people are just too busy to participate it is what we've got. So I participate. I am not sure that our intensive and almost obsessive attention to urban stormwater quality as a driver of our planning decisions is the most paramount and effective value. Also I worry that our town development process drives the cost of private development so high that no one will be able to afford anything here. e.g. when Day's Inn was built it could have been three stories (more rooms) with some creative solutions to the parking constraint (e.g. rent some spaces at East Gate for business travellers) but we don't seem to come up w/ solutions like that, thus downsizing the hotel potentially drove up room prices and it was all tied to the width of the stream buffer for Booker Creek. At that point Booker Creek water quality is already quite compromised and it's not at all clear that getting some parking area a bit closer to the creek would have further impacted the already degraded creek a notable amount. This type of decision process recurs. e.g. Charterwood viz: Eastwood Lake (a red herring! the watershed was built out years ago and the damage done..............

I will remain involved in topics that are of interest to me. The 2020 plan was ambitious and at times inefficient, but when you seek to involve large number sof people in decision-making, that's what happens.

High development along transit lines is necessary as well as involvement in Triangle Transit/Rail.

I wish there had been a theme group specific to neighborhood protection. I and others certainly expressed that concern as an issue at the first 2020 meeting at Chapel Hill High. I also wish UNC's responsibility to the town and the surrounding neighborhoods for housing their students on campus property had been reflected in the 2020 Compehensive Plan.

I am involved on a volunteer basis. Traffic and school crowding are at tipping point in several parts of Chapel Hill. Complaints about high taxes cannot be remedied by more building.

| Total Responses | 38 |

10. Demographic information (optional – not required to complete the survey) Your gender

1	Female		47	48%
2	Male		50	52%
	Total		97	100%

11. Demographic information (optional – not required to complete the survey) Your age

1	18 or under		0	0%
2	Between 19 and 30		8	8%
3	Between 31 and 45		25	26%
4	Between 46 and 60		37	38%
6	61 or above		27	28%
	Total		97	100%

Min Value	2
Max Value	6
Mean	4.13
Variance	1.70
Standard Deviation	1.30
Total Responses	97

12. Demographic information (optional – not required to complete the survey)   Check all that apply, please.

1	I work in Chapel Hill		58	59%
2	I am a student at the university		4	4%
3	I live in Chapel Hill		78	79%
4	I have a business in Chapel Hill		11	11%
5	I visit Chapel Hill		14	14%
6	Other:		10	10%

I shop in Chapel Hill.

UNC alumn

I play in Chapel Hill.

I live in the Chapel Hill-Carrboro community

I have seen Town Council turn down needed improvements near my own home.

retired

Town staff

I am on a Town Commission.

Carrboro resident

own rental property

Min Value	1
Max Value	6
Total Responses	99

Appendix E

LEVEL OF INVOLVEMENT

Adapted from The 5th Discipline Fieldbook: Strategies and Tools for Building a Learning Organization *by Peter M. Senge, et al (1994)*

TELLING I tell you what you need to know about my plan.	**"We've got to do this. It's my job to lead. You be excited about it."** Elected body imposes vision. Stakeholders don't get a voice.
SELLING I tell you about my plan and convince you to go along with it.	**"We have the best answer. Let's see if we can get *you* to buy in."** Elected body develops vision. Enroll stakeholders in the vision.
TESTING I'm thinking about doing it this way. What do you think?	**"What excites *you* about this work? What doesn't?"** Gauge acceptance, support, and relevance of the elected body's viewpoint. If there is not sufficient community support, officials go back to the drawing board. Success depends on stakeholders' willingness to be truthful and realistic.*
CONSULTING What do you think we should do, given these criteria and resources?	**"What vision/plan do *other stakeholders* recommend that we adopt?"** Engage stakeholders in designing the vision and considering the ramifications of various choices;* elected body plays role of judge in accepting/ignoring what stakeholders say. Officials determine the content of the vision and decide how to begin moving in that direction.
CO-CREATING What do we want, and how will we get it?	**"Let's create the culture we individually and collectively want."** Every step involves discussion and shared choice involving both both leaders and stakeholders.

*Do various stakeholders know enough about the roles and responsibilities of local government to be able to make these judgments or understand the ramifications of decisions? If not, stakeholders will have to be educated in using this approach.

For more information, contact Lydian Altman, Director, Strategic Public Leadership Initiative, at 919.962.0103 or lydian@sog.unc.edu.

Defining (or Re-Defining) Mutual Expectations in a Collaborative Relationship

1. <u>What is the overall purpose of this relationship?</u>

2. <u>What specifically do you hope to accomplish by having this relationship?</u> Consider benefits for both members of the group and any stakeholders outside the group.
   - Communication
   - Interaction
   - Tasks
   - Events
   - Products
   - Processes
   - Other outcomes

3. <u>Who can or should participate regularly in this group's meetings?</u>
   - Are there others who can or should *periodically* participate in meetings or provide feedback to guide the actions of this group?
   - Will leadership be assigned or rotated?
   - Who can bring issues to the group's attention through either the formal agenda or informal discussion?

4. <u>Who is expected to carry out which actions, and for whom?</u>
   - Logistical arrangements for convening meetings
   - Financial management
   - Communicating with group members or external stakeholders
   - Implementing new or revised service or support activities

5. <u>Who can invoke or alter these expectations? Under what circumstances?</u>

6. <u>How will decisions be made within the group?</u>
   - About the group
   - About group finances
   - About the group's service population or desired outcomes
   - About the group's joint or coordinated service or support activities

7. <u>How will resources be shared or allocated?</u>

8. <u>How will the group report on its activities, responsibilities, or progress?</u>
   - Content and format of information
   - Who collects the information?
   - Who prepares the information?
   - Who receives the information?
   - How can this information be used outside the group?

9. <u>How will the group evaluate its success?</u>

[i] Lydian Altman, Margaret Henderson, Dr. Ricardo Morse, and Dr. John B. Stephens.

[ii] Available - http://www.townofchapelhill.org/Modules/ShowDocument.aspx?documentid=14684

[iii] Available from Jennifer Phillips, Community Participation Coordinator, Office of Communications and Public Affairs, see: http://www.townofchapelhill.org/index.aspx?page=1374

[iv] Website = http://2020buzz.wordpress.com/

[v] The UNC-Chapel Hill School of Government team – Lydian Altman, Margaret Henderson, Rick Morse and John Stephens (SOG Team) -- contributed to this report. Stephens conducted the primary analysis and final compilation of materials. All members contributed to the recommendations section. The SOG Team provided process planning, group facilitation and coaching to town staff and Chapel Hill 2020 leaders. They regularly consulted with each other about meeting planning and debriefing, assessment of the process-to-date and upcoming needs, and provided information and advice under a Memorandum of Understanding between the School of Government and the Town of Chapel Hill.

[vi] Six areas: Downtown; North Martin Luther King Jr. Blvd./I-40; South Martin Luther King Jr. Blvd./Homestead Road to Estes Drive; Highway 54; North 15-501; South 15-501

[vii] One co-chair stepped down and a new person took her place.

[viii] Thanks to Lydian Altman and Rick Morse who facilitated the June 7th focus groups with scribes Angel Banks and Janelle Beverly. Separate notes were reviewed by those four, and the summary is authored by Margaret Henderson, John Stephens, Lydian Altman and Rick Morse.

[ix] From information provided by Faith Thompson: 617 subscribers to the news category; 575 subscribers to the calendar category; 437 emails collected from external meetings, for a total of 1629 email addresses.

[x] There were 101 completed surveys, and 127 started surveys. Results include responses from started but not completed surveys.

[xi] IAP2 Spectrum of Public Participation available at http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf

[xii] Thanks to Lydian Altman and Rick Morse who facilitated the June 7th focus groups with scribes Angel Banks and Janelle Beverly. Notes reviewed by those four, and the summary is authored by Margaret Henderson, John Stephens, Lydian Altman and Rick Morse