

# TOWN OF CARRBORO

## Application for Membership on the Board of Aldermen



**NAME:** DAVID BECK

**DATE:** JANUARY 11, 2005

**ADDRESS:** 101 WEST POPLAR AVENUE EXTENSION

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** YES

**TELEPHONE:** [HOME] 942-1428 [BUSINESS] 956-4495 **E-MAIL ADDRESS:** DAVIDBECK@NC.RR.COM

**DATE OF BIRTH** August 13, 1966 **RACE:** n/a **SEX:** m **OCCUPATION:** Self-Help Credit Union Policy Director

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Y **LENGTH OF RESIDENCE IN ORANGE COUNTY:** 11 yrs **TOWN OF CARRBORO:** 11 yrs

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** CARRBORO ELEMENTARY SCHOOL PTA MEMBER AND VOLUNTEER; 2004-2005 REBEL SOCCER LEAGUE COORDINATOR; YMCA T-BALL AND SOCCER COACH; WEAVER STREET CO-OP MEMBER.

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** 1996 CARRBORO HOLIDAY DECORATIONS COMMITTEE CO-CHAIR; 1997 CARRBORO BUDGET REVIEW COMMITTEE.

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC.:** BOARD OF DIRECTORS: NATIONAL COMMUNITY CAPITAL ASSOCIATION, COALITION OF COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS, NEW MARKETS TAX CREDIT COALITION, NORTH CAROLINA CENTER FOR VOTER EDUCATION. SEE ATTACHED RESUME FOR MORE INFORMATION.

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** I WORKED IN REP. DAVID PRICE'S WASHINGTON OFFICE FOR FOUR YEARS AND SINCE 1998 I HAVE BEEN THE DIRECTOR OF PUBLIC POLICY AT SELF-HELP CREDIT UNION IN DURHAM, WHERE I AM RESPONSIBLE FOR WORKING ON STATE AND FEDERAL POLICY ISSUES TO INCREASE ECONOMIC OPPORTUNITIES FOR LOW-WEALTH FAMILIES. IN BOTH THESE POSITIONS I HAVE EXCELLED AT GRASPING COMPLEX ISSUES AND MAKING THEM UNDERSTANDABLE TO A WIDER AUDIENCE AND THEN WORKING TO COMMUNICATE AND ENACT COMMON SENSE SOLUTIONS. PERHAPS MY GREATEST STRENGTH HAS BEEN BUILDING A NETWORK OF CONTACTS THAT I CAN REACH OUT TO FOR ADVICE, PERSPECTIVE AND HELP. ALSO, MY SERVICE ON THE FOUR BOARDS OF DIRECTORS LISTED ABOVE HAS PROVIDED ME GREAT EXPERIENCE WORKING IN THE BOARD DYNAMIC AND HOW TO DEAL WITH DIFFERENT PERSONALITIES IN A CONGENIAL AND PRODUCTIVE MANNER. I HAVE LEARNED THE VALUE OF PATIENCE AND LISTENING TO THE PERSPECTIVE OF OTHERS, WHILE KNOWING HOW AND WHEN TO EFFECTIVELY EXPRESS MY VIEWS.

I HAVE A STRONG COMMITMENT TO SOCIAL JUSTICE AND A STRONG COMMITMENT TO CARRBORO. I KNOW MANY PEOPLE IN TOWN AND BELIEVE THESE RELATIONSHIPS WOULD HELP THE BOARD FIND CONSENSUS ON DIFFICULT ISSUES. I THINK MY EXPERIENCE WORKING IN GOVERNMENT, AS AN ADVOCATE AND AS A BOARD MEMBER, AS WELL AS MY ANALYTICAL AND COMMUNICATIONS SKILLS, WOULD BE A VALUABLE ADDITION TO THE BOARD, ESPECIALLY IN REACHING OUT TO MORE CARRBORO CITIZENS, NEW AND OLD.

**REASON(S) YOU WISH TO BE APPOINTED:** I HAVE A STRONG COMMITMENT TO CARRBORO AND ITS FUTURE. I HAVE BEEN WORKING IN PUBLIC POLICY SINCE 1991 AND I WANT TO PUT MY EXPERIENCE S AND SKILLS TO USE FOR CARRBORO AND HELP ENSURE A HEALTHY FUTURE FOR OUR COMMUNITY.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S)** No

**RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510**  
(swilliamson@townofcarrboro.org)

**Application Deadline: January 11, 2006**

# **DAVID STERLING BECK**

101 West Poplar Avenue Ext. Carrboro, NC 27510  
(919) 942-1428 davidbeck@nc.rr.com

## **WORK EXPERIENCE**

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### **Center for Community Self-Help, Durham, NC, August, 1998 – Present**

#### **Director of Public Policy, Self-Help, November 1998 - Present**

- Direct Self-Help's state and federal policy work, providing policy information and assistance to Self-Help staff and working to translate Self-Help lending lessons into positive public policy changes.
- Work on a range of federal issues, including legislation to allow community development financial institutions (CDFIs) access to Federal Home Loan Bank (FHLB) advances and legislation to provide a tax credit to increase homeownership opportunities for low-wealth/low-income families.
- A leader in the CDFI industry on public policy work, serving on numerous national boards such as the National Community Capital Association board and the CDFI Coalition board. (see Activities, page two).
- Oversee work on federal grant applications through sources such as the CDFI Fund, the Department of Education, the Small Business Administration and the Department of Housing and Urban Development and coordinate Self-Help's comment letters on relevant federal regulations.
- Helped enact North Carolina's 1999 landmark law on anti-predatory mortgage lending.

#### **Vice President, Center for Responsible Lending, March 2001 - Present**

- Spearheaded CRL's successful effort to help enact anti-predatory mortgage lending legislation in Georgia and New Jersey, based on North Carolina's 1999 law.
- Presented oral testimony at state legislatures in New Jersey, Florida, Tennessee and Colorado. Provided written testimony in numerous other states. Recognized as a national leader on predatory mortgage lending and legislative solutions to it.
- Educated congressional staff and members on predatory lending issues. Helped secure opportunities for congressional testimony by Self-Help CEO.
- Helped create dramatically increased national awareness on predatory lending, developing extensive network of national community groups interested in combating predatory lending. Provide technical assistance many such groups.
- Accomplishments helped spur the creation of the Center for Responsible Lending that now consists of a 50 person staff with a 15-person office in Washington, DC.

### **State Capital Strategies (SCS), Raleigh, NC / Washington, DC, 1995 – August, 1998**

#### **Director, SCS Custom Reporting Division, August 1996 – August 1998**

- Managed a stable of clients, including numerous Fortune 500 companies, totaling \$750,000 in revenue.
- Oversaw all custom client services, providing strategic insight and negotiating contract renewals.
- Pitched new clients, writing proposals, determining pricing and executing contracts.
- Key advisor on how to most effectively reach target market, especially in on-line environment.
- Lead researcher of industry competition.
- Developed customized research product that became national model for parent company.

#### **Manager, SCS Corporate Issues Division, 1995 - August 1996**

- Oversaw custom reporting on state-level legislative activities for multi-state clients.
- Helped small company attract interest of The Washington Post Companies for eventual buy-out, transition to online legislative monitoring company.
- Tracked a legislative issues in all 50 states, and ensured timely presentation to clients.
- Advised clients on lobbying strategies and connected clients with well-placed lobbyists when necessary.
- Negotiated contracts with new and existing clients.
- Improved efficiency by implementing database and information-gathering upgrades.
- Hired as Health Care analyst; know-how and determination led to quick promotions.

## ***U.S. Representative David E. Price (NC), Washington, DC, 1991-1994***

### **Press Secretary, 1994**

- Implemented media plan for television, radio, and newspapers.
- Arranged press events, setting agenda and coordinating logistics.
- Cultivated relationships with media in high-pressure environment, ensuring coverage of events.
- Handled all incoming press inquiries.
- Drafted and produced congressman's radio show.
- Wrote news releases, speeches, House floor statements, newsletters and other material.
- Executed extensive mail program to keep constituents informed on congressman's work.

### **Legislative Aide/Computer Operator/Staff Assistant, 1991-1993**

- Monitored legislation on issues including budget, taxes, communications and welfare reform.
- Researched and analyzed legislative history, tracked new developments and made vote recommendations.
- Drafted speeches and talking points for congressman's public appearances.
- Represented congressman at meetings.
- Responded to constituent inquiries, crystallizing complex issues into informative responses.
- Named Acting Press Secretary during 1992 election cycle.
- Early duties included timely processing of mass mailings and oversight of office computer operations.

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## **ACTIVITIES**

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- **Board of Directors, National Community Capital Association, 2001 - Present.** Re-elected to second, three-year term in 2004. Currently chair the Policy Committee.
- **Board of Directors, Coalition of Community Development Financial Institutions, 2002 – Present.**
- **Board of Directors, New Markets Tax Credit Coalition. 2000 – Present.**
- **Board of Directors, North Carolina Center for Voter Education, 2004 – Present.**
- **Member, Credit Union National Association Supprime Lending Task Force, 2001.**
- **Fundraising Chair, Triangle Boys Camp Chapter, 1998.**
- **Co-Chair Carrboro Citizen Budget Review Committee, 1997.**
- **Member, Carrboro Holiday Decorations Committee, 1996.**
- **President, NC Democratic Club of Washington, 1994.**

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## **EDUCATION**

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- **University of North Carolina-Chapel Hill, B.A. in Political Science and History, 1989.**  
Concentration: American Domestic and Foreign Policy.
- **Wake Forest University, Semester Abroad Program in Venice, Italy, 1988.** Studied European Politics, Art and Italian Language. Proficient in Italian. Dean's List.

**DAVID BECK'S RESPONSES TO QUESTIONNAIRE FOR APPLICANTS FOR  
THE BOARD OF ALDERMAN SEAT**

1. What would be your top three priorities if appointed?

**Question 1 Answer**

*I'm reticent to list three specific priorities because I think of the town's activities comprehensively. But to answer the question:*

1. *I believe that responsible budgeting is top priority because the budget is where the rubber meets the road on town priorities and because I believe it is crucial to be a good steward of taxpayer money, both in terms of being economical by planning ahead and being frugal whenever possible. The budget is where needs and wants meet the reality of cost. I worked on budget issues when on Rep. Price's staff which gave me a keen appreciation for the importance of responsible budgeting.*
2. *Managing growth is obviously hugely important. We've been a small town with room to grow relatively organically, a situation that is rapidly changing as more people want to live here. How we manage growth downtown and in new developments in the next decade will determine Carrboro's long-term vitality and sense of community. We must ensure that growth encourages convenient alternative transportation (walking, biking, busing), especially to and from downtown. Residential growth should strive towards more general affordability – not just set asides – by encouraging developments of smaller houses. And we must work to ensure access to natural resources, including Bolin Creek, before the cost is too high and the opportunity is lost. We need to get MLK Park into use for the whole community. Of course, the 800-pound gorilla of growth is Carolina North and we must work as closely as possible with the university on how Carolina North impacts Carrboro.*
3. *Responsible incorporation of annexed neighborhoods is a high priority for me. Carrboro risks becoming a split community if the newer areas of town and the older areas do not find common ground. A key part of that is getting equal services to the annexed areas in a timely manner. I think transportation is crucial to these areas also. For instance, parking in downtown Carrboro is much more of an issue for folks further away than for those of us who can walk or bike downtown easily. How do we help address that?*

2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.

**Question 2 Answer**

*I found it a good planning document that effectively helps ensure the town doesn't get too surprised by unanticipated costs. I like the breakout of the Information Technology*

*Schedule, though I'd like to see more specificity there (for instance, I can't find anything about the egov initiative). Also, while the debt ratio seems very reasonable, I'd like to see a breakout of tax rates in comparatively sized towns. The debt ratio reflects responsible budgeting but does not show how reliant we are on property taxes and what our tax rate is and how our services compare to other towns. I think Carrboro often is unfairly accused as having extremely high taxes. I'd like to see tax comparisons displayed so that citizens can decide for themselves if our tax level is appropriate for our level of services, especially compared to our services and to tax rates in other municipalities.*

3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.

**Question 3 Answer**

*I'm really not coming to this application process with a specific agenda. However, I do think the board may want to revisit some of the development ordinances to more creatively encourage low and moderate income housing opportunities.*

4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?

**Question 4 Answer**

*I think all government officials are obliged to be responsive and reach out to all citizens. This requires listening, which means circulating with different groups in order to understand their interests and concerns. In particular, I will work to make town government information more readily available to everyone. For instance, I find it unacceptable that only cable television subscribers can view Board of Alderman meetings. I also think it is crucial not to just listen to the "squeaky wheels" but be mindful of citizens who may not have time to raise concerns or may not be comfortable commenting in public. Many times an action by the board draws a visceral reaction from some citizens who feel the decision adversely affects them. These are certainly valid viewpoints, but the board must balance those concerns with the interests of the community as a whole and communicate with the town why it is the right decision for the town. I think the board has strived to make community-wide decisions but perhaps could improve on communicating why the board believes they are in the best interest of the whole community.*

5. Please tell us about a time that you helped to lead a group through a difficult decision.

**Question 5 Answer**

*Working on predatory lending legislation in New Jersey, there reached a point in the negotiations where every one of our allies was ready to concede to industry what I felt*

*was a key provision requiring mandatory counseling. I first had to convince the group that the provision was too important to sacrifice and then get them all to agree to aggressively support the provision. So it required an ability to help educate the group on a difficult concept without alienating anyone and then convince them to support it at the risk of losing the whole bill. The mandatory counseling provision was included in the enacted bill. Perhaps this case is instructive in that it highlights my ability to convincingly explain complex issues into more easily understandable terms (once I understand them myself!).*

6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.

According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.

Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.

Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.

Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.

As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.

**Question 6 Answer**

*It's crucial to gather as much information and perspective as possible in order to identify the scope of the problem and to prioritize it. I would do that through observation, listening and reaching out to people who may not be speaking up.*

*I think decisions need to be looked at holistically, which is why I emphasize the budget process. Certainly some people are more impacted by some decisions than others. Yet striving to balance priorities and decisions so that they benefit the community as a whole hopefully will engage more people in the process.*

*I also think it is crucial to try to walk in the other person's shoes. One of the most*

*difficult parts of responsive government is recognizing the root of emotional reactions and getting to the core issue in a way that values all viewpoints.*

*Of course, making an informed decision requires more than listening; it requires doing your homework, using all available information to ensure the specifics of any decision are well-understood, anticipating short and long term consequences and applying your instincts to make a decision you think is in the best interest of the town as a whole.*

*Then, I believe it is important to clearly explain decisions. When people understand your perspective they can often appreciate the thought that went into it, even if they disagree. We need to be sure to make clear why decisions are being made.*

*Public officials have an obligation to balance individual and community interests and to balance representing the community and leading the community. Often the manner in which decisions are made and expressed can make the difference between a divided community and a united one. I would hope to use my public policy experience to help the board make balanced and informed decisions that unite Carrboro while aggressively leading the town to meet our challenges.*

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME:** Alena Callimanis **DATE:** 1/09/2006

**ADDRESS:** 1004 Camden Lane, Chapel Hill, NC 27516

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** will be Feb. 1, 2006

**TELEPHONE:** [HOME] 942-8905 [BUSINESS] 942-0896 **E-MAIL ADDRESS:** alenac@us.ibm.com

**DATE OF BIRTH** 11/19/54 **RACE:** W **SEX:** F **OCCUPATION** IBM Sales

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Y **LENGTH OF RESIDENCE IN ORANGE COUNTY.** 8years **TOWN OF CARRBORO** 0

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** Girl Scout Leader; Smith Middle School Odyssey of the Mind Coach; St. Thomas More Catechist; Chapel Hill High School Band Boosters

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** N/A

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC.:**

TREASURER CAMDEN PLACE HOMEOWNERS ASSOCIATION

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):**

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** 29 years with IBM; and a mother of two girls who have spent 8 years in the Chapel Hill Carrboro school district.

**REASON(S) YOU WISH TO BE APPOINTED:** I want to not only represent the constituents of the Northern Transition Zone, but I also want ensure that the vision of Carrboro represents all people fairly and equitably. We must ensure that all growth takes into consideration schools, municipal services and maintains our natural resources like Bolin Creek and open spaces. I want Carrboro to be a community where all people are proud to live.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S)** I attended Marty Roupe's board meetings during the Winmore discussions. I've appeared in front of the board on issues including Winmore, discussion on stoplights (or roundabouts!) on Homestead Rd and High School Road, as well as other meetings.

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510*

*(swilliamson@townofcarrboro.org)*

Application Deadline: January 11, 2006

**QUESTIONNAIRE FOR APPLICANTS FOR THE  
BOARD OF ALDERMAN SEAT**

**1. What would be your top three priorities if appointed?**

- a) Ensure managed growth strategies are exercised in order to maintain the proper balance of additional housing/businesses while preserving open spaces for future generations to enjoy**
- b) Maximize sources of outside funding to minimize or eliminate tax increases during my term**
- c) Create a climate conducive to more citizen input to government plans/expenditures**

**2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

**There has obviously been a great deal of careful thought and consideration put into this document and I applaud all the work that had to go into creating it. It appears the correct line items are under consideration. Though I don't have more details behind expenditures, here are a few comments from reviewing that document.**

**First, I would like to see more effort into securing Intergovernmental funding. For example, has Homeland Security been approached about funding Police Mobile Data Terminals? Or potentially purchasing servers that can be used to share data throughout Orange County to facilitate integrating/sharing of information on criminal activity or security threats? In the sidewalks project, I was surprised to see \$5.3M in Intergovernmental Revenues for FY10-11. Is this NC DOT committed money? I did not think they gave firm commitments this far out. I need to see which sidewalks are included in these cost breakdowns. The Weaver Street Reconstruction needs to be accelerated. Are there Federal funds we can pursue for a grant since this really falls into Downtown revitalization?**

**For Martin Luther King Jr. Park, I do not believe it is practical to look at that serving all the way to Calvander. This needs to be a walking park (cross walk and light to safely cross Hillsborough is required). Seems excessive to request two full time positions and seasonal help. It is not a large park.**

**I can't comment on the Lease/Purchase schedule for vehicles and equipment without having access to the total number and age of the vehicles in the Carrboro inventory.**

**Gary Road Storm Sewer replacement should be accelerated before a collapse/possible injuries cause a more significant burden to the town.**

**We need to get that fire station built! It should be accelerated in order to have building as well as personnel/equipment completed within the FY06/07 budget.**

**Greenways – I try to walk at least 5 days a week for 45 minutes early in the morning and I do that along Bolin Creek. What a treasure we have in Bolin Creek! We need to preserve this...it's our Central Park. This is the legacy we should be leaving future generations.**

**3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

**Since I have been in Orange County up until now, I will need more time for this (give me one month in office!) However, just some preliminary thoughts: I would like Carrboro to adopt an “informal” ordinance that all future annexations be effective at the start of the fiscal year so no other group will be burdened with 17 months of tax payments at once. Also, as soon as an area has an annexation date approved, the people in those areas should be allowed to vote in the next election, even if the official annexation date has not occurred. Also, many municipalities allow tax payments spread across 4 quarters. There is a nominal fee charged for that. I think we need to go to the folks in the Rogers Road area to see if we need to offer them a payment plan prior to the tax hike on November 1.**

**4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

**I would institute monthly “on the road Town Hall” meetings. This would be in the evening, not during a regular Tuesday meeting, where one person from each key department, plus the Mayor and/or one alderman goes to each of the key neighborhoods and holds an open forum for residents to discuss their concerns. For example, we could hold one in the Church on Rogers Road for those people in that area to get their concerns, suggestions, etc. Then the town personnel would summarize these concerns and circulate them for actions/comments. We need to make all the people feel they are part of this town. And we can't do that by sitting in Town Hall and expecting people to come to us. Each month we would circulate to a different area.**

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

**The typical way I address this is through initial open dialogue, summarizing issues and gaining concurrence we understand and are in agreement about the issues. We would then categorize the issues, establishing pro and con lists, review with the group, establish action plans to resolve issues and gain commitment from all parties that the actions are acceptable to the majority. For those not on board, I would determine what it would take to gain commitment.**

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

**Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.**

**Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.**

**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

**All parties must be considered in the decision making. I have a friend in Carrboro who is a single parent and is upset that she must pay \$40 a month more now in taxes on a teacher's salary. How will a decision I make impact her, as well as the person in the \$500,000 house? It will be critical to understand all sides of a problem, work closely with the town personnel on potential solutions, and then weigh all the options. It is imperative to keep the people in Town that are affected by the problem engaged in the solution. If they are not, there will not be a win-win situation and it will just generate resentment in the community.**

# TOWN OF CARRBORO



Application for Membership on the Board of Aldermen

**NAME: James Carnahan**

**DATE: 1/11/06**

**ADDRESS: 122 Oak Street, Carrboro, NC 27510**

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO? Yes**

**TELEPHONE: [HM/WK] (919)942-6114 E-MAIL ADDRESS: [jcarnahan@mindspring.com](mailto:jcarnahan@mindspring.com)**

**WEB SITE: <http://www.jamescarnahan.com> (after Jan 14, 2006)**

**DATE OF BIRTH: MAY 17, 1946 RACE: Caucasian SEX: M OCCUPATION: Designer/Cabinetmaker**

**REGISTERED ORANGE COUNTY VOTER? Yes LENGTH OF RESIDENCE IN ORANGE COUNTY: 3.5 yrs TOWN OF CARRBORO 3.5 yrs**

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:**

**Chapel Hill/Carrboro Chamber of Commerce Government Relations Committee; Community Leadership Council; Council for a Sustainable Community; Sierra Club; National Gay & Lesbian Task Force; NC WARN**

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES:**

**Transfer of Development Rights Task Force (Orange Co., current); Carrboro Planning Board (Chair, current); Carrboro Downtown Vision Steering Committee (2001)**

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):**

**The Village Project Board of Directors (founder; 2000-present); Habitat for Humanity Advisory Board (2003-present); Habitat for Humanity Sunrise Project Design Team (2004-present); Orange-Chatham Group of Sierra Club Executive Committee (1999-2000); Carrboro Arts Center Board of Directors (1987-89).**

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:**

- **My 5-year volunteer service on various advisory boards of the Town of Carrboro demonstrates my capacity for collaborative work in the processes that constitute effective democratic governance.**
- **As founder of The Village Project, as Charrette facilitator, and as lead designer & presenter of a "Concept Plan for Carolina North," I would bring to the Board a sensitive, creative approach to setting Carrboro's course toward a sustainable future.**
- **As an activist in Sierra Club, Citizens Against Shearon Harris (nuclear plant), and NC WARN, I have shown a lifelong dedication to maintaining a healthy environment.**
- **I have been a generous and persistent supporter of the Arts in the community, contributing substantial funds & professional services to the Carrboro Arts Center over the past 25 years.**

- I have almost 4 decades of experience running a business, managing employees and serving clients.

**REASON(S) YOU WISH TO BE APPOINTED:**

- As a citizen of Carrboro I look for these skills and qualities in candidates for Alderman: mediator, facilitator; vision and tenacity - skills and qualities I possess and would bring to the Board. In addition, I strongly believe my background as a designer and urban planner, and my perspective as a well-versed proponent of sustainability will be of immense value to the Board in its work.

- I have had a long relationship with Carrboro and care deeply about how the town functions and grows. I am committed to public service in our community. My activities over the past five years especially, on Advisory Boards and with The Village Project, demonstrate the depth of my commitment and the skills and perspectives I have to offer the Board of Aldermen.

- I am strongly motivated by "global" contexts that represent serious challenges for all humanity. I believe we can and must tackle these challenges locally. In particular, our need to address climate change and fossil fuel depletion is urgent. Our capacity to incrementally bring about positive changes in land use and transportation is one we must utilize in focused, sensitive ways if we are to achieve a lasting, a sustainable community, and avoid having to make drastic changes further down the road.

- I value the diversity of Carrboro's population and would like to play an active role in working to maintain affordability for folks who already reside here while also increasing our stock of housing affordable to all sectors of our workforce.

- Although I have resided in Carrboro only since 2002, I have been very involved in the town since I moved to North Carolina in 1976. I have had a long association with the Arts Center, which began in 1981 when I was invited to design the set for the first Actors' Co-op production. Since then, I have designed & built over 50 sets for community theater productions in Carrboro. It was through this activity that Carrboro became my "Ville," the social and cultural center of my life for almost 3 decades. I cannot imagine my life without this kind of community, and I want to do everything that I can to sustain and enhance it.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? Yes** If "YES", WHICH ONE(S)

**Planning Board (2003- present); Carrboro Downtown Vision Steering Committee (2001)**

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510 (swilliamson@townofcarrboro.org)*

## QUESTIONNAIRE FOR APPLICANTS FOR THE BOARD OF ALDERMAN SEAT

**James Carnahan \* 122 Oak Street \* Carrboro, NC 27510 \* 1/11/06**

***1. What would be your top three priorities if appointed?***

- **To maintain tax affordability for current residents. By expanding Carrboro's commercial tax base, moving ahead with redevelopment of the downtown, and identifying other areas where we might allow more commercial activities, Carrboro will be able to provide, for instance, more bus service, more sidewalks & crosswalks, and an extensive network of parks and greenways, without raising taxes.**

- **To expand our stock of affordable housing. Carrboro needs to provide more housing to people earning less than 80% of the median income level, and increase availability of small-sized housing priced in the \$120,000 to \$220,000 range. Such smaller units would help to provide housing for the significant segment of our workforce that cannot afford to live in Orange County.**

- **Achieve long-term sustainability, with emphasis on providing more transportation choices. Carrboro needs to make our community more walkable and bikeable and to expand local and regional transportation choices for Town residents. This includes expanding our fare-free bus service to include more routes, more evening & Saturday service, and service on Sundays and holidays. It also includes continuing an active role in creating more extensive & convenient regional service centered around a backbone of commuter rail operations.**

***2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.***

**The document lays out a prudent menu of anticipated capital needs. There are a couple of items where I would propose the Town and Advisory Boards review policies underlying the allocation of Town resources:**

- **Town Parking Lots (p. 2.7): Current policy is to satisfy presumed needs by purchasing and improving parking lots. This makes the Town a competitor with the private sector for land in the downtown and contributes to price escalation. I would like the Town to consider instead the approach mentioned under "Project Alternatives:" "develop a parking facility [or facilities] that could be financed via a public-private partnership".**

- **Lease-Purchase of Vehicles and Equipment (p. 2.11): This item is one of the largest components of projected capital expenditure. I commend the fact that we have in place a policy to evaluate the suitability of alternative-fuel vehicles.**

**The vehicle purchases proposed are mostly Fords and Chevy's. Other models, such as Toyotas and Hondas have a reputation for greater longevity. The Town should review with the new Director of Fleet**

Maintain the policies that guide our selection of vehicles to ensure that we will get the best value from these purchases.

• **Greenways (p 2.9).** Although the Town has secured some financing for the Morgan and Bolin Creek Greenways, groups such as Friends of Bolin Creek have envisioned a much more extensive network. The Town's Parks and Recreation Master Plan process is likely to confirm our desire for a much larger system.,

Clearly, the Town has limited resources for providing public amenities. Unfortunately, the Board recently declined a dedication of open space along Bolin Creek from the developers of the Claremont subdivision because we currently cannot afford the security, maintenance and liability insurance. Once we complete the Parks & Recreation Master Plan, I hope the Board will take a new stance on dedications, which would enable us to achieve all of our open space goals using economically efficient means

*3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.*

I would like the Board of Aldermen, with the active participation of citizens and the appropriate Advisory Boards, to consider the following:

• **Create and apply "Transit Oriented Development" zoning to land along transportation corridors in order to support more public transportation and street-level activity, and accommodate growth pressures;**

• **Devise and approve, for downtown and other commercial zones, streetscape performance standards similar to the "Livability Provision" proposal being prepared by Staff, that will ensure the walkability of the zones and the comfort of everyone visiting or residing in the downtown and other commercial areas;**

• **Identify and rezone specific locations along Homestead Road and Old NC Highway 86 where mixed-use commercial development could be approved to provide employment, shopping and entertainment opportunities for local residents in this growing part of town;**

• **Change the Ordinance to make it easier to build Accessory Dwelling Units, or "Granny Flats;" consider the efficacy of allowing their parcels to be subdivided and sold, so that units can be purchased rather than only rented;**

• **Adopt incentives, similar to the affordable housing density bonus, to stimulate more construction of smaller scale housing; consider, also, increasing the current density bonus for affordable housing**

• **Adjust side and rear lot setback requirements to give homeowners more flexibility in the use of their lots, especially in cases of narrow or shallow lots.**

**4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

**I would:**

**A. Address how we maintain economic & ethnic diversity by:**

- maintaining tax affordability by growing our commercial tax base, in order to relieve economic burdens on lower-income and minority residents, and also to help fund expanded bus service that can reduce their transportation expenses;

- supporting the Community Initiative to End Homelessness that prioritizes provision of housing for homeless people;

- asking our minority communities: "How can we do a better job?"

- looking for "naming opportunities" and sites to place visual monuments that recognize important minority role models. Symbols are important; let us look actively for ways to prominently affirm individuals from Carrboro's past and also national figures such as the late Rosa Parks. It is important for *all* of us, as we move through town, to encounter public recognition of predecessors whom we revere.

**B. Advance inclusionary governance by**

- looking for ways to make our recruiting for Advisory Boards more visible;

- the Aldermen carefully considering and honoring the recommendations of Advisory Boards when making decisions;

- looking for ways to get input from a broader spectrum of our population. The prevailing Advisory Board "routine" is a challenge for residents who have demanding work or family commitments. Is there a "focus group" methodology that might help us obtain more diverse citizen input? Can we find times and places (schools, churches, community buildings) for receiving citizen input that are better suited for some segments of our population?

- finding more ways (and the funding that might be needed) to enable residents in particular neighborhoods, when faced with potential changes caused by new development, to take active part, from the beginning, in determining how that change occurs and looks.

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

I played such a role as a member of the "B1f" Committee that was recently charged to find a way to moderate the impact of downtown commercial development on adjoining residential neighborhoods. I played a key role in developing a compromise and helping to bring about a consensus of support among committee members who had held sharply differing objectives. Specifically, my experience as a Charrette facilitator and my ability to communicate 3-dimensional concepts were a great help in

ensuring that all the committee members understood and became comfortable with the complex proposal being considered.

*6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.*

*According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.*

*Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.*

*Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.*

*Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.*

*As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.*

I see two primary components to good decision-making on behalf of the public: gathering the appropriate information, and having a set of values for weighing the information, particularly in cases where there are conflicting information and/or interests.

In the information-gathering phase, I would want to know the potential impacts of a decision on

- town staff and resources;
- property taxes and the Budget;
- neighbors of new development;
- the natural environment and public health.

In my process for weighing the information, the guidelines and values I would use would include, in addition to the core values in Professor Boyle's model,

- identifying the choice(s) that would be most consistent with our shared vision as embodied in citizen-created documents such as Carrboro Vision 2020, Small Area Plan for the Northern Transition Area, and the Downtown Vision;

- a framework I use for assessing how the decision, particularly a decision about land use, would support the community's ability to sustain

itself, economically, environmentally, and socially, now and for future generations. (See below.)

I will use the Pacifica development to give an example of how I would approach a decision in a complex and controversial development approval. The Aldermen are supplied fairly extensive information in Staff analyses about the details of such developments – design, stormwater impacts, traffic impacts and so on. In cases of controversial proposals there will be considerable verbal and written input from neighbors and other stakeholders to take into account. Advisory Boards are another venue for receiving and processing information.

Another approach I would have taken, in cases such as Pacifica, in the stages *preceding* the formal submission of a development or rezoning request, would be to observe the developer-neighborhood meeting(s) prescribed in the ordinance, and to sit in on the town's Development Review.

(And it would be useful, in some cases, to be able to have a trained facilitator work with developer and neighbors to address concerns very early in the design stage.)

I would have supported the Pacifica Project, as the Board did, perhaps with some differences, having made the following determination:

- That the project was good for the community, meeting a number of stated policy goals including provision of affordable housing, redundant stormwater features including bio-retention areas, and a number of shared community facilities including a common house and bike storage facilities.

- That the potential impacts on nearby residents were mitigated fairly by requiring that the developer pay half the cost of the sidewalk on Hannah Street. I might have gone further to provide relief and supported opening vehicular access from Watters Road, which would have the effect of dividing the traffic impact between two streets rather than imposing it on one alone.

- That Pacifica contributes toward long term sustainability by accommodating growth in a compact form with shared neighborhood facilities, using low-impact stormwater management features, and increasing density in a sensitive manner, accommodating growth in a way that is likely to encourage the use and expansion of public transit in the community.

I am comfortable including Professor Boyle's list of core values, "liberty, equality, community and prosperity," into my model for decision making. However, I would expand his definition of "prosperity."

I believe we must be mindful of the needs of future generations and of how their needs may be impacted by a host of factors and changing conditions both within and beyond Town boundaries.

**Local decisions about land use and transportation, particularly, can have global impacts. The cumulative effects of even seemingly insignificant, discrete choices are multiplied by the numbers of human beings, neighborhoods, and communities on the planet and are magnified by our technological capacities. These effects can be enormous and enduring. We have seen this in public health consequences of power plant emissions and discharges from industrial processes; we are only beginning to see it in climate change resulting from carbon dioxide emissions.**

**Over the last half-century Americans have proceeded on an energy intensive development pattern that is highly dependent on automobiles. Our economy, most of the activities of our daily lives are almost entirely dependent on fossil fuel resources that may be exhausted by the end of the century.**

**I would like our decisions to ensure for future generations the same legacy of planetary resources and environmental health we have inherited. I want to be sure our definition of "prosperity" recognizes the needs of those who will follow us.**

**I will, as an Alderman, weigh decisions with a model for long-term sustainability that supports or entails:**

- a municipal boundary that focuses growth around existing infrastructure, minimizes environmental & public health impacts of development, and supports walkability and public transportation;**
- compact, mixed-use, and dense forms of development that situate more residents within walking and biking distance of their places of work, shopping, recreation, and worship;**
- "performance" standards for new development that help maintain the human scale and livability of the built environment.**
- a hierarchy of shared public spaces scaled to neighborhoods and to the community at large, including open spaces, parks, greenways, and pocket parks that are sufficient to satisfy our desire for contact with the natural world and to mitigate the effects of our urban experience;**
- development forms that conserve water and minimize impacts of stormwater; and "green" building forms that economize the use of energy and resources.**

**I will weigh my decisions as an Alderman guided by my belief that it is incumbent on every community, small and large, each to work to create the path to sustainability that is appropriate to them.**

**One of the great things about Carrboro is that we have made a strong start along on this path.**

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

NAME: Stephen Clossick DATE: January 8, 2006

ADDRESS: 6002 Meadow Run Court Chapel Hill NC 27516

IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO? Yes, when annexed.

TELEPHONE: [HOME] 919 247-3769 (cell) E-MAIL ADDRESS: sclossick@mindspring.com

DATE OF BIRTH SEPTEMBER RACE: White SEX: M OCCUPATION Adminstrator

ARE YOU A REGISTERED ORANGE COUNTY VOTER? Yes LENGTH OF RESIDENCE IN ORANGE COUNTY. 5 years  
TOWN OF CARRBORO 5 years

COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS: None

LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED: NONE

LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN): NONE

EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD: For the last 6 years I have worked as the Administrator of an Angel Investment Group. A large part of my responsibilities have involved examining investment opportunities and working to move investors and companies towards the conclusion of a funding deal. I see that the Carrboro Aldermen have similar duties of examining which projects and ordinances should be adopted in order to increase the livability of the community and utility to the citizens. Also, I have worked part time for Domino's Pizza in Carrboro for the last 4 years, so I have a thorough geographic knowledge of the town, and I get to see some parts of Carrboro late at night, when most folks are in bed.

REASON(S) YOU WISH TO BE APPOINTED: The Town is looking for a Alderman who can represent the residents of the annexed area. This past summer I moved from within Carrboro city limits into the annex area. This gives me a connection to the town that other residents of the annex area may not have.

HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S) This last fall I was invited to serve on the Transportation Advisory board, because I have frequently e-mailed Dale McKeel about traffic signals and street signs. I will not be eligible to serve until the annexation is complete.

RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510  
([swilliamson@townofcarrboro.org](mailto:swilliamson@townofcarrboro.org))

Application Deadline: January 11, 2006

**QUESTIONNAIRE FOR APPLICANTS FOR THE  
BOARD OF ALDERMAN SEAT**

**1. What would be your top three priorities if appointed?**

- a. Work to make sure property taxes are not increased**
- b. Encourage development of commercial properties so the tax burden in town can be shifted away from homeowners**
- c. See about getting the traffic signal at East Main and Rosemary (the one that controls traffic heading on to Franklin Street) from cycling to red when the pedestrian signal has not been activated**

**2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

**My first thought was, "Six new police cars each year for three years?" but then I realized that those cars get a lot of mileage and there is probably some Association of Police Departments that will not re-certify the department if the patrol cars have too much mileage.**

**I was hoping that the Public Works location could stay by the creek, or at least maintain it as a motor pool, since you could drive all the equipment away in case of flood, but with the greenway plan, that area should probably be turned into a park.**

**I think the Martin Luther King Jr. Park should be put off and the development of the greenway along Bolin Creek should be postponed. I am also interested in learning what level of development is indicated in the CIP for the Greenways. I have gotten used to walking on the OWASA sewer right-of-ways along Bolin Creek, and I am not convinced that paving that area would be a wise thing to do. I also think the sidewalks are a lower priority among the projects listed.**

**3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

**I think we should get rid of three-way stop signs.**

**There should be an ordinance against posting flyers on telephone poles and other objects in town. Look at the light and utility poles all through downtown – it looks like we just had a tornado pass through and everything is papered in trash. In my opinion, it makes the town's appearance shabby.**

**4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

**While I appreciate the point about diversity, if I were to base all my actions on diversity, I would not be applying for the position because you already have Mark Chilton in there representing white males with a wife and two kids. This**

might sound glib, but the point is valid – I think I have informed opinions, am willing to listen to the opinions of others, and have a vision for what Carrboro should be in the future. An Alderman should listen to and consider the viewpoints of all citizens, and not give more or less weight to them based on the socio-economic status, color, education, or family type of the person presenting them.

5. Please tell us about a time that you helped to lead a group through a difficult decision.

In my role as Administrator for Tri-State Investment Group, we had a situation where one of our portfolio companies was in need of funding, yet the decision making board of the group was not able to meet and make changes to funding terms on a timely basis. It fell to me to negotiate between investors and the company. We were stuck one final point, and I took responsibility to approve a crucial term that provided the funding and kept the business in operation – thus saving a number of jobs for employees and saving the investment of several hundred thousand dollars for our group and other investor groups. The turning point for me came when I saw beyond the bureaucracy that was constraining me and saw the larger picture and how the investor group would want me to act for their best interest.

6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.

According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.

Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.

Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.

Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

**I am reminded that the three characteristics that consumers demand in a product or service are low price, immediate availability, and high quality, but that business can only provide two of these at the same time.**

**Seeing the four points of good governance, I am seeing a parallel to the business world and trying to figure out how many of the four points can be satisfied within the adoption of any one policy. For an example I would choose my second priority – development of commercial property.**

**Let's say that developers approach the town wanting to consolidate a number of plots in the corner of Brewer Lane and Merritt Mill Road.**

**The town would hold hearings to allow public comment on the proposed development so that everyone has an equal opportunity to speak their minds. Simply by holding hearings and having zoning and development rules in place, the town has established a sense of community, in that a project having a large impact on the town can not move forward without public input. These first two points would infringe upon the prosperity of the property owners who want to develop the property, and by extension, the holders of property who might benefit by selling to the developer. The town reduces the value of property by limiting how it can be exploited, but the countering effect is that the community as a whole benefits when wholesale development is contained within the social values of neighbors. Nevertheless, public constraints on what someone can do with their personal property are a limit on individual liberty.**

**There is a balancing act here, and an Alderman would have to make sure that the loss of prosperity or liberty on the part of an individual is offset by the betterment of the community, so that the injured individual or group is able to see a more general benefit. Where leadership is lacking in government is when elected officials are not able to refuse the demands of the many, because those policies would harm a few inequitably, or assent to the demands of the few, even though such policies do not benefit the community as a whole.**

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME:** Dan Coleman **DATE:** January 3, 2006

**ADDRESS:** 106 Hanford Road

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Yes

**TELEPHONE:** [HOME] 960-6720 [BUSINESS] same **E-MAIL ADDRESS:** dan-coleman@nc.rr.com

**Date of birth** January 31, 1952 **Race:** white **Sex:** M **Occupation** Software developer

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Yes **LENGTH OF RESIDENCE IN ORANGE COUNTY.** 22 years **TOWN OF CARRBORO** 8 months

### COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:

Sierra Club, NAACP, Weaver Street Market, NC PLENTY, Internationalist Books, NC WARN

### LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:

Chapel Hill Rental Licensing Committee (2005)  
Orange County Affordable Housing Task Force (2001)  
Housing and Community Development Commission (1997-99, Iowa City, IA)  
Chapel Hill Special Zoning Committee [for UNC property] (1996-97)  
Orange County Solid Waste Advisory Group (@ 1993-95)  
Chapel Hill Ad Hoc Housing Committee (1995)  
Chapel Hill Design Review Board (1992-93)  
Chapel Hill Transportation Advisory Board (1991-93)

### LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC. (some dates are approximate):

Sierra Club, Orange-Chatham Group – executive committee (2001-02), political committee (2001, 2004-05)  
Internationalist Books – (member 2000-05, board member 2004-05)  
Human Rights Iowa City (living wage taskforce, 1997-99)  
New Pioneer Coop (Iowa City) – board member (1997-99), vice president (1998-99)  
Weaver Street Market - board member (1992-94), president (1993-94)  
Orange County Greens – coordinating committee (various, 1985-1997, 2000-01)  
Coalition for Alternatives to Shearon Harris – media coordinator (1986-88)

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** I have worked with multi-million dollar budgets as a retail cooperative board member; have helped allocate millions in CDBG and HOME funds to community organizations; have worked on regional problem solving with the Sierra Club, the Triangle Network for Transportation, and the Coalition for Alternatives to Shearon Harris; have had over 200 columns and articles published in local newspapers, primarily on local issues, with most involving significant research; attended the Program for Technical Managers at UNC School of Business Administration; have good working relationships with many area elected officials; trained and experienced in group/meeting facilitation; parent of child enrolling next year in CHCSS (McDougle) and one graduated from CHHS;

*Here is a selection of local initiatives in which I have played a leadership role (some dates are approximate):*

- Drafted “New Federal Priorities” resolution passed by BoA 10/2005
- Initiated OWASA “Think Globally, Drink (water) Locally” Campaign (2005, with WILPF)

- Organized critique of UNC's then proposed destruction of affordable housing at Odum Village (2001) – included experts on affordable housing, structure, design, and materials.
- Drafted Sierra Club's "Thirteen Environmental Principles for UNC Campus Growth" (with James Carnahan, presented to BoA 2/20/2001)
- Redesign of Iowa City process for allocating @ \$3 million in HOME and CDBG funds annually (1998)
- Initiated proposal for Living Wage Ordinance for Orange County (1997, with Alex Zaffron and Marti Pryor-Cook)
- Introduced concept of affordable housing land trust to Chapel Hill (1996)
- Wrote draft of guidelines for "Corporate Citizenship" now incorporated in Orange County Strategic Economic Development Plan (1995)
- Organized campaign for Chapel Hill & Carrboro voluntary campaign spending limits (1995-97)
- Organized "Developing a Vision" Forum on Horace Williams land-use planning which focused on compact transit-oriented design (1995, with financial contribution from Carrboro BoA)
- Organized Rodney King Verdict rally, march, speak-out (with James Brittain of Rainbow Coalition, 1992)
- Organized "Sun Day" Earth Day and solar energy event in Carrboro (1992, with Marty Mandell)
- Initiated proposal to create Chapel Hill Energy Taskforce (1992)
- 20<sup>th</sup> Anniversary Earth Day, organized major public event in Carrboro (1990)
- Brought attention to lack of fencing, adequate signage at UNC's toxic waste site at Horace Williams (1990)

**REASON(S) YOU WISH TO BE APPOINTED:** I have been working on local issues in Orange County since 1985 with significant involvement in a wide range of environmental, social justice, economic development, and planning/zoning concerns. I have experienced enough to know that perspectives change over time, that we must have humility in the face of the daunting problems facing our society, and that everyone's ideas and contributions must be welcomed. I understand the processes of local government and am ready to go to work on the many challenges facing Carrboro government. I am prepared to work hard, think creatively, listen carefully, and approach the job collaboratively.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD?** No

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510  
(swilliamson@townofcarrboro.org)  
Application Deadline: January 11, 2006*

## **QUESTIONNAIRE FOR APPLICANTS FOR THE BOARD OF ALDERMAN SEAT**

### **1. What would be your top three priorities if appointed?**

1) It may sound dull after all the talk during the campaign, but the first priority should be completion of a plan to protect Bolin Creek. Clearly, this effort must include an inventory/analysis of property owners, a review of relevant regulations (particularly LUO 15-268; an overlay zone for Bolin Creek might be an option for strengthening the regulatory foundation of our preservation efforts), involvement of the university, and exploration of how other communities have creatively solved similar problems.

2) Along the lines discussed last winter by Mayor Nelson and during the campaign by Mayor Chilton and Alderman Zaffron, I would like to revisit the Northern Small Area Plan. Particularly important is pinning down the floating commercial zone.

The process for updating this plan should be viewed as an opportunity for community building. There are many hundreds of new residents in the northern area who have not yet had the opportunity to work proactively with the rest of the community and with the aldermen to chart our common future. One point worth noting in this regard is that some of those about to be annexed commented that they were accustomed to shopping at Timberlyne or Chapel Hill North. The updated SAP should look for opportunities to create commercial areas that can meet some of those needs.

3) Carrboro should explore the creation of a municipal public power utility. "Public power" describes not-for-profit, publicly owned utilities that are operated by municipalities or other public bodies. Most of the over 2000 U.S. public power utilities are small and are owned by individual communities. About 70 percent of public power utilities are distribution only, which means they do not generate, but purchase power at wholesale for resale to their own customers.

Public power is a powerful economic development tool, keeping energy payments in the community rather than sending them to private utilities, offering financial savings to residents, and creating jobs. Public power would allow Carrboro to realize a significant piece of its goal of environmental leadership through investing in renewable energy and energy efficiency, helping residents lower their energy costs. Such improvements could be financed through funds that would otherwise end up as profits of the big power companies.

In understanding the potential of public power it is important to be aware that private utilities operate at double-digit profits set by the state utilities commission. With public power, those profits can instead be returned to consumers (residents) as potentially significant savings. According to the US Department of Energy, private power customers pay average electricity rates that are 18% more than those of public power. Lower energy costs are attractive to business.

In addition, municipal power can invest in and otherwise encourage improved energy efficiency and renewable energy systems for home and business. Osage IA (pop. 3500), for example, estimates that after 20 years its free energy audits now save the city over \$1 million per year with a total cost-to-date of \$350k.

The move to municipal public power typically starts with a feasibility study. There are large capital costs for transmission lines that are paid for with revenue bonds. Although a move to public power would be a big step for Carrboro, municipalities much smaller as well as far larger are succeeding with public power.

For more on Public Power, see: [www.appanet.org](http://www.appanet.org), particularly the Q&A section.

### **2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

The CIP is a fairly new process for Carrboro and the current iteration strikes me as a sound and responsible plan for the short term. The document itself is well-written and highly accessible. It provides a sobering look at the development of Carrboro's tax burden thus reinforcing the importance of the judicious expansion of the non-residential tax base. At the same time, it clearly ties projected tax increases to investments in infrastructure, capacity to effectively serve residents, and key public amenities.

I have heard many residents express concern over the pace of sidewalk construction. The CIP shows more than 50% of the construction cost to be in FY10 and beyond. As an alderman, I will be interested in looking at the timing of sidewalk construction more closely.

I also note that FY08-09 contains both \$121k for Martin Luther King Jr Park planning and \$1.1 million in contingencies. I would like to explore the possibility of moving the planning to FY07-08 and thereby bringing useable elements of the park into service somewhat earlier.

The CIP is to some extent the town's central planning document. That is, it brings together key items from various other plans and looks at them side by side and over time. As a planning tool, I believe the CIP should have a longer time frame and thereby better incorporate a sense of the BoA's evolving vision for our community. For a dynamic municipality like Carrboro, five years can go by very quickly.

Beyond that, even without cost figures attached, the inclusion of items that could have capital investment implications can help residents, aldermen, and staff better gauge the direction we are heading and pace the transformation of ideas and possibilities into programs and necessities. Examples of such items could include library facilities, enhanced emergency services capacity (in light of post-Katrina concerns), and greenhouse gas reduction efforts.

Finally, it could be helpful, where appropriate, to explicitly reference Vision 2020 in the CIP so that residents can directly discern how our participatory planning processes translate into capital investments.

### **3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

1) I would like to remove the connector road from the MLK Park plan. I see no purpose for this road since the Tripp Farm connector to Horace Williams was eliminated two years ago. Removing this road will save money, add park space, and increase park safety.

2) Carrboro has shown innovative leadership (particularly at the initiative of Alderman Zaffron) in seeking means to provide affordable housing. I believe the next step is to explore the implementation of a true inclusionary zoning ordinance for affordable housing in all major new housing developments (as per goal 6.14 in Vision 2020).

Many believe that North Carolina remains a "Dillon's Rule" state as it was through most of its history. That is, one that construes power granted to municipalities quite narrowly. However, in 1971, the General Assembly adopted G.S. 160A-4, which states that municipal charters "shall be broadly construed and grants of power shall be construed to include any additional and supplementary powers that are reasonably necessary or expedient to carry them into execution and effect."

According to a 2004 School of Government guide to Locally Initiated Inclusionary Zoning Ordinances "the North Carolina Court of Appeals has affirmed that courts are under a legislative mandate to construe in a broad fashion the provisions and grants of power to cities.... If the statute does not limit the manner in which the authority may be carried out, then broad discretion is deemed to have been conferred upon the local government."

Davidson was the first NC municipality to adopt mandatory inclusionary zoning in 2001. Its ordinance has not been challenged in court. This is in part because Davidson had broad

community participation in developing the ordinance. So far Davidson, with half the population of Carrboro, has a commitment of 138 affordable units (as of 2004).

Carrboro can get a jump start on this initiative by partnering in an effort just beginning in Chapel Hill. A Chapel Hill inclusionary zoning committee was formed this fall which includes Dr. William Rohe of the Department of City and Regional Planning, Robert Dowling of OCHLT, and developer Carol Ann Zinn (who worked with Chapel Hill to provide 15% affordable at Larkspur) among others.

I am sure that Chapel Hill would welcome Carrboro's participation in this initiative, one whose success has the potential to significantly ratchet up our ability to create affordable housing.

3) I would like to see the town flesh out two of the solid waste items in Vision 2020: pay-as-you-throw (PAYT) trash collection (5.11) and neighborhood/town composting facilities (5.12). Both of these promise to decrease our volume of waste to the landfill and thereby potentially reduce tipping fees.

PAYT takes a cost that is hidden in the town's operating budget and assigns it somewhat proportionately to those incurring the cost. It is analogous to the conservation rates used by OWASA. By charging for trash collection based on the volume collected, residents are encouraged to reduce their waste. Because the town would control who is charged and at what rate, any social regressivity in the charges can be dealt with directly.

Increased composting, particularly that based in the home or neighborhood, can take a significant volume of waste out of the waste collection system entirely through what amounts to recycling at the source.

#### **4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

1) I support Alderman Herrera's proposal to create a community involvement board specifically to address diversity and inclusivity.

2) Focus economic development efforts toward increasing minority business ownership. One model worth considering is what the National Urban League calls "one-stop Economic Empowerment Centers" that "provide business training, coaching, access to financing, and procurement opportunities to new and existing minority and urban business owners." Developing such a center, albeit on a much smaller scale than those planned in major urban areas by the NUL, would almost certainly require partnering with other relevant bodies in the area (local governments, relevant UNC departments, Self-Help, Good Work, SBTDC, etc.) but Carrboro can get the ball rolling.

3) I support the provision of interpreter services during BoA and other key meetings.

4) Expansion of the town's wireless service to cover lower income neighborhoods near downtown could cost-effectively help bridge the digital divide.

5) I would like the town to explore a partnership with El Centro and Chicle to provide a "Speakeasy" type service which develops a network of bilingual volunteers available by cell phone to help immigrants bridge the language barrier. Pioneered in Boston's Chinatown, Speakeasy there uses "a software-enabled telephone call center staffed by multilingual community volunteers. Those who are not fluent in English can call the service and connect with someone from the neighborhood who can provide immediate language interpretation, answer questions, and offer advice." (from: <http://www.worldchanging.com/archives/003589.html>)

#### **5. Please tell us about a time that you helped to lead a group through a difficult decision.**

When I served on the Iowa City Housing and Community Development Commission, we used a grading process to evaluate applications for CDBG and HOME funding. Each commission member would rank each project according to a number of criteria. The total scores were then averaged to rank the projects and guide which projects received funding.

What typically arose in the discussion was the fact that each of us had particular favorite projects. The process did little to bring to light the reasoning behind our respective evaluations. This could cause considerable tension in the group as we struggled to debate and work through our differences.

What I realized was that we needed better information on how our colleagues graded the projects. Instead of just a total grade from each commission member, I proposed that staff provide a matrix showing how each of us scored each criterion. Thus, if I saw that a colleague graded a particular factor with a significantly different score than I did, we could directly explore those differences, perhaps with one of us convincing the other to modify his or her score. As well as clarifying and improving the grading of the particular projects, this solution had the benefit of allowing us to better understand one another's values and thought processes.

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

**Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.**

**Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.**

**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

As Boyle also points out, public problems “involve a tension between at least two political values.” This is exacerbated by our electoral system which is majoritarian and does not ensure representation to minority viewpoints. Thus, to take an absurd example, if 55% of Carrboro voters wanted to adopt clogging as the official town dance and 45% did not, we could wind up with a BoA with 100% support for clogging.

The adversarial nature of our electoral process can lend to a polarization around issues. From my conversations and work with elected officials over the years, I know that they take little pleasure in having to disappoint one group of citizens in order to please another.

The board of aldermen has recognized that serving the public good means considering the views of all citizens. The problem is that, paraphrasing the quote attributed to Abraham Lincoln,

elected bodies can *please* some of the people all of the time, and all of the people some of the time, but they can not *please* all of the people all of the time.

This is because the concepts “good, fair and sustainable” are all subjective ones that, for municipal government, are defined by the ideas and attitudes of its residents. Values do conflict and “win-win” solutions can often be elusive. Therefore, the solution to better ensure that decisions are “good, fair and sustainable” as well as acceptable to the maximum number of residents is to proactively engage residents in planning and problem-solving. While Carrboro has sponsored excellent and well-attended public processes, the challenge is to go beyond self-selection toward a more fully-formed participatory democracy.

The key mechanisms for participatory democracy are information, organization, and process. There are a variety of measures the BoA can take to support increased participation, such as: periodic mailings (newsletters or alerts), a formal system of neighborhood councils (as advocated by Alderman Haven-O’Donnell), increased bilingual staff and/or interpreter capacity, developing a network of volunteers to do outreach in their neighborhoods, or including programmed efforts at inter-neighborhood community building at public events such as Carrboro Day.

Another useful tool is the ad hoc board committee in which two or three aldermen meet with stakeholders to help forge solutions to more challenging situations.

The “good, fair and sustainable” also entail attitudinal elements on the part of BoA members. I believe that while it is important to have concrete plans based on clear principles, our approach to such plans and principles should be characterized by tentativeness, flexibility, a healthy skepticism, and an open mind.

Another important factor is to avoid driving decisions by an unwarranted sense of urgency. The BoA often makes decisions in a matter of months the consequences of which we will live with for many decades. Taking our time, although it may sound like a simplistic response, can help us reach the best decisions with maximum participation and with sensitivity to long-term as well as short-term consequences.

Speaking more personally, many have known me primarily as an advocate, one accustomed to taking strong positions and challenging others on their own. Although I have served on eight advisory boards and been active in numerous community groups, that more collaborative aspect of my background is less well known. In applying for this appointment, I believe both skill sets are important: the ability to articulate a principled position and at the same time to work with others with collegiality, inclusivity, and respect in order to reach the best decisions.

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME** CATHERINE DEVINE      **DATE:** JANUARY 7, 2006

**ADDRESS:** 506 Oak Avenue, Carrboro 27510

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Yes

**TELEPHONE:** [HOME] 967-3795 [BUSINESS] 967-3795    **EMAIL ADDRESS:** [catdevine@mindspring.com](mailto:catdevine@mindspring.com)

**DATE OF BIRTH:** 11/12/51      **RACE:** Caucasian    **SEX:** F    **OCCUPATION** WRITER

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Yes    **LENGTH OF RESIDENCE IN ORANGE COUNTY** 8.5 YRS.    **TOWN OF CARRBORO** 8.5 YRS.

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** Carrboro Music Festival since 1998 (Chair 2001), Carrboro Day, Independence Day, Carrboro Appearance Commission 1998-present (Vice Chair), Carrboro Century Center Opening Celebration 2001 (Chair), Friends of the Century Center 2001-2003 (Chair), Carrboro Arts Committee 1997-2004 (Chair 2000-2003), Carrboro Sidewalk Committee 2005-present, Horace Williams Advisory Board (briefly), Friends of the Carrboro Branch Library Board 2005-present, UNC Hospice volunteer 2003, Media Communications Association - International 1984-2003 (RDU Chapter President 1988), Chapel Hill-Carrboro Chamber of Commerce

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** CARRBORO APPEARANCE COMMISSION, CARRBORO ARTS COMMITTEE, FRIENDS OF THE CENTURY CENTER, FRIENDS OF THE CARRBORO BRANCH LIBRARY

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):** NONE, UNLESS YOU COUNT THE CINCINNATI FOOD COOPERATIVE OVER WHICH I PRESIDED FROM 1972 TO 1975.

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** Community leadership, familiarity with Town procedures and staff, understanding of current issues, Century Center influence, message design, event production, public speaking, and consensus building in connection with my professional and volunteer pursuits.

**REASON(S) YOU WISH TO BE APPOINTED:** My guiding philosophy reads thusly: *"It is a sin not to do for others the things you do well."* I feel certain that my talents and experience will serve our community and the Board of Alderman very well, and that working to make Carrboro an even better place than it already is will give me much personal gratification.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S)** Yes, see above.

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RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510

([swilliamson@townofcarrboro.org](mailto:swilliamson@townofcarrboro.org))

Application Deadline: January 11, 2006

# **Carrboro Board of Aldermen Applicant Questionnaire Responses**

**Catherine DeVine**

## **1. Top three priorities**

- Sensitive commercial and residential development, capitalizing on Carrboro's desirability as a place to live and work.
- Preservation of Carrboro's finest assets – environmental, cultural, and historical.
- Community spirit thriving on Carrboro's excellent public services, including town-sponsored events.

## **2. Capital Improvement Program**

While Carrboro's favorable credit ratings paint a rosy portrait of fiscal health, our overall health rating will improve considerably when we boost our commercial tax revenues. The CIP's tax impact clearly pushes this goal to the front of the line.

The Capital Improvement Program document reads well. Every item on the checklist has my full support, with a few caveats:

- The Northern Area Fire Substation looks underestimated, assuming construction costs include firefighting equipment.
- Sidewalk construction funds will go unspent unless we shift the priorities, targeting streets where most families welcome the safety and convenience of sidewalks.
- The new Wilson Park restroom facility will cost as much as an affordable house.

Limited resources figure prominently in the Town Manager's message to the Board. Perennial maintenance, operating costs, and equipment/vehicle upgrades take highest priority in this planning tool, quite rightly in light of our projected debt burden.

### **3. Ordinances to adopt or amend in the next two years**

I would like to see our standard buffer requirements increased to 100 feet for neighborhood protection downtown and for environmental protection in our primary conservation areas. (The calculated strategy ordained for Bolin Creek and Tributaries in the Northern Transition Area -  $4 \times \text{slope} \times 100$  - has merit all along that corridor.)

Article XIII in the Land Use Ordinance addresses Recreational Facilities and Open Space. We assign recreation points to privately enjoyed amenities like swimming pools, tennis courts, play equipment, clubhouses, and gazebos. Bike/hiking trails and playing fields located in open space earn recreation points far more deservedly, since they benefit the general public. I would take exclusive recreational facilities out of the equation.

### **4. Diversity and inclusionary governance**

Cultural heritage, age, physical ability, language, lifestyle, income, and personal preferences distinguish each of our citizens uniquely. As an Alderman, I would address diversity by taking it for granted.

Inclusionary governance takes diversity in stride. By working to dispel certain myths about diversity, we promote tolerance and social justice. The Aldermen have an outreach obligation. Each of us has community connections that could make inclusionary governance more visible to Carrboro citizens. I will certainly use mine to cultivate a broader spectrum of representation (African-American, Latino, gay/lesbian, and student) on our advisory boards.

### **5. Difficult decision**

In my professional career, I have helped dozens of corporate and academic clients meet their communications objectives. The first step often involves problem solving of the highest order: determining the objective. Sometimes this means taking two steps back. Nobody's killed the messenger yet, thank goodness.

Volunteer leadership comes naturally to me, and I take pride in having led the Carrboro Music Festival Committee through a heart-wrenching decision in 2002. At my initiative, we changed the annual date from Father's Day to the last Sunday in September. My chief concerns had to do with safety (heat), fairness (student volunteer opportunities), inclusion (region fully populated), and sustainability.

This meant changing the event name from *La Fete de la Musique*, with its romantic association, to something more identifiable. It meant undoing the French connection, which never existed in the first place (clap your hands if you believe). Sandwiched between Carrboro Day and Independence Day, the music festival burdened town staff – fire, police, and public works – too heavily in my view. They know the drill and perform just as excellently in September as they do in June. It took a ton of talking to parlay *La Fete* into a more comfortable tradition.

## **6. Policy making = public problem solving**

Public problem solving in our municipality addresses change and results in change, prescribing the following questions:

- How will this change benefit the community?
- Do all stakeholders know about it?
- Have we listened closely to citizen input?
- Does the Town Manager support this change?
- Has every Alderman contributed to the debate?

The above considerations address goodness and fairness. As a Carrboro Alderman, I will treat sustainability as the objective that goes the distance. Sustainability by definition meets all the core value criteria as applied both to outcomes and to the process itself:

- Can I keep an open mind? (Liberty)
- Does my opinion count as much as everyone else's? (Equality)

- Do I feel safe at the table? (Community)
- Will this exercise make me stronger? (Prosperity)

Sustainable solutions to public problems must first receive public acceptance - hard to get sometimes, but well worth seeking. The most effective leaders keep their constituents well informed. As a Carrboro Alderman, I will express my thinking clearly, hoping to learn more and educate others in the course of public debate.



**1. What would be your top three priorities if appointed?**

If appointed, there are three areas I think need attention.

First, we need to continue the process and explore expansion of our commercial tax base. I think we have several areas that are under-developed commercially and I would like to see what we can do to encourage more development – increasing our commercial tax base and reducing the burden on the resident home owners. Carrboro has one of the highest tax rate applied to property owners which reduces the affordability of this town.

Due to affordability issues, including the tax rate, more and more people don't have choice but to live out of town and therefore required to drive into and through town to work and live. So while the town has been exercising policies to discourage travel through town, current costs are directing people to drive. I would like to review our policies to see where we could encourage more growth in residential housing whereby more people could live and work and travel without cars within Carrboro and even Chapel Hill.

While trying to achieve these two prior goals, I will try to help bring a level of sensibility and reasonableness to the image of this town. The town has taken many hits image wise just in 2005. With the Police department mistakes with a murder suspect allowing him to get off free, the unfortunate actions of a fire official for whom we publicly gave our backing of high standards to and an underlying attitude through the town staff that citizens are to be treated differently depending on who and where they live. We need to restore our trust with all of the citizens of Carrboro, so they can believe that all citizens, home owners, property owners, businesses and developers will be treated equity, fairly and professionally with an appropriate amount of security and social order while encourage self prosperity.

As town officials there should be one guiding light toward the taxpaying home owners in Carrboro, as a guiding principle of governing – and that is to do not harm.

**2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November?**

This document is a very well designed and plan forecasting the needs of Carrboro and how to plan toward affording these maintenance and improvement goals. One of the principle backbones of a governing organization is such as study so that long term goals are realized and not unaffordable surprises. This plan helps us to figure out a rate of necessary income that can be planned out and budgeted for by the property tax paying citizenship – which I believe makes living within a community more affordable. If the annual rates changes every year, with constant

surprise amounts and or increases, there is not a reasonable way for a person to budget these costs of living expenses into their livable budget and this will have a devastating affect on their living standards. These plans can be and should be re-reviewed regularly, and adjusted accordingly as we develop more and different tax bases and revenue streams that do not overly burden the home property tax payer.

**3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

The first one that comes to mind only because it is the freshest, are the newly adopted Town Housing Code ordinances. I do understand the effort the town staff has put in to them and that these were an initial attempt to bring old code/policy (?) up to date and organization, there are several areas that need to be addressed and revised. I have a concern with the powers awarded to building inspectors by these documents. While the current Board of aldermen has denounced the Federal Government's attempts and actions to inappropriately have access to its citizen's private lives without due process, in the same breath granted the inspectors the same card blanch just denounced. This ordinance has given the inspectors greater powers than the Police or Sheriff's department – whereby they may enter a house unannounced and without a search warrant. I'm not sure how this builds confidence with our citizens that the Town staff isn't running amuck.

**4. Mindful governance is aware of diversity, tolerance, and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

First and foremost is to lead by example. I don't know of anyone who doesn't have some level prejudice toward someone or group they do not understand. However, by making the effort to understand and having less a need to be tolerant through understanding will have a greater affect toward being socially just. People do not know what they do not know. By encouraging open discussions awards people the opportunity to learn about the issues and achieve a greater tolerance through gradual understanding.

Everyone should be able to approach the town with their issues that a town can appropriately address. It is the Town's duty to address the appropriate issues fairly and equitably – that does not single out or exclude a group of people to their detriment or to the benefit of another group. Regardless if the group is Asian, Black, White, Indian, Hispanic, Male, Female, Gay, Straight, Young, Old, Single Family Home Owners, and Multifamily Home Owners – reasonableness and fairness with open discussions will be key.

**5. Please tell us about a time that you helped lead a group through a difficult decision?**

I have been on the Board of Directors of my Homeowners Association since 2001. There have been many difficult situations over the past several years including the budget. When I purchased my home, the association had some debt and was not collecting enough assessments to meet their needs. When I was asked to serve on The Board of Directors, they were just about breaking even. Through my leadership and input on the Board, we are now considered a well maintained, viable and affordable housing within Carrboro. We now have money in reserves toward our future maintenance and capital improvements goals and have a plan on what these goals are. (Similar to the 2006-7 through 2011-12 Capital Improvement Plan you adopted). Financing of the long term budget is incorporated into the regular assessments so that 1. They are affordable, 2. Can be budgeted for by the homeowner, 3. All owners over time pay for their fair share of the enjoyment of the improvement (such as a roof with a 15-20 year lifespan) and 4. Avoids an unaffordable and unbudgeted special assessment taxing the person left standing when the repair is needed.

**6. As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one?**

First, I would come without a special and specific agenda for just my own needs, politic goals and/or just for my neighborhood. I am approaching the job with the agenda of bringing the goal of good governance for all citizens.

First, when a problem is raised, I would have to try to get a full understanding of what the problem is, what is the remedy being asked for and what remedies are available. This may, and most likely will require research in fields I don't know much about. This is not to say I will need to become an expert in all fields – just enough to grasp an understanding of the issues.

Next I should ask myself the following questions:

1. Is this an issue for the Town to remedy – is it appropriate on our level?
2. Will my (our) decision cause harm?
3. Is the decision fair, equitable and just? Would we be persecuting a specific group directly or indirectly? Would we be directly or indirectly prevent a group of citizens from being treated equitably?
4. Would we be disenfranchising a specific group of property owners by our actions? Would this action be appropriate?
5. Is our decision based just on being a “FEEL GOOD” decision or does it have true merit?
6. Is this decision affordable or does it cause undue financial hardship.

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME:** Lydia E. Lavelle

**DATE:** January 10, 2006

**ADDRESS:** 8107 Kit Lane, Chapel Hill, NC 27516

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Will be, effective 1/31/06

**TELEPHONE:** [HOME] 919-942-5640 [BUSINESS] 919-530-7464 **E-MAIL ADDRESS:** lydlavelle@nc.rr.com

**DATE OF BIRTH:** 3/16/61 **RACE:** Caucasian **SEX:** Female **OCCUPATION:** Assistant Dean of Student Services, North Carolina Central University School of Law

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Yes **LENGTH OF RESIDENCE IN ORANGE COUNTY:** 1 ½ years **TOWN OF CARRBORO:** N/A

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** Triangle Land Conservancy, Friends of the Chapel Hill Library; NC Equality, Human Rights Campaign, North Carolina Bar Association, North Carolina Association of Women Attorneys, North Carolina Gay and Lesbian Attorneys

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** City of Durham Recreation Advisory Committee 1994-1996; Durham Open Space and Trails Commission 1994-1996 and 1997-2004 (Vice Chairman for several years; also served on Trails Committee from 1994-2004)

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):** Board of Directors, North Carolina Association of Women Attorneys, 2000-present, served as Nominating Chair from 2000-2002, Vice President 2002-2003, President-Elect 2003-2004, President 2004-2005; Immediate Past President 2005-present)

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** I worked for the city of Durham as a supervisor in the Parks and Recreation Department from 1986-1993, and again as a manager in 1996 before securing my current position at NCCU School of Law. I think having worked in municipal government as well as serving as a volunteer on municipal governmental boards gives me a well-rounded perspective and would aid me as a Carrboro Alderman.

**REASON(S) YOU WISH TO BE APPOINTED:** I have been involved with local government for most of my life. I lived in Durham for 14 years and worked or volunteered with the city the entire time I lived in that community. When I moved to Orange County, I was beginning my year-long term as President of the NCAWA. That term ended in October 2005. I would like to focus my energy now on matters involving my soon-to-be new community, Carrboro. I lived in Carrboro briefly while attending law school, have friends in this community, and have attended many events, eaten many meals and shopped many times in Carrboro over the years. I would welcome the opportunity to deal with matters and issues facing this progressive and diverse community.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S)** N/A

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*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510  
(swilliamson@townofcarrboro.org)*

Application Deadline: January 11, 2006

## **QUESTIONNAIRE FOR APPLICANTS FOR THE BOARD OF ALDERMAN SEAT**

**Lydia E. Lavelle**

***1. What would be your top three priorities if appointed?***

My first priority would be to become as educated as possible about the Town of Carrboro and my position as alderman. I would study all documents relevant to my position (the Town budget, Town ordinances, paperwork related to committees on which I would serve, and so on). I would become familiar with Town staff and others with whom I would need to communicate. A second priority would be to get an understanding of the financial picture of Carrboro, and to work toward ways to help the Town grow economically. A third priority would be to continue Carrboro's commitment to connectivity and public transit via greenways, trails and sidewalks.

***2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.***

No review of the "Fiscal Year 2006-07 through Fiscal Year 2011-12 Capital Improvement Plan" would be complete without also having a thorough knowledge of the Town's annual operating budget. An operating budget, of course, provides the framework for the operation of the town – personnel costs, and yearly maintenance, equipment and supply costs. A CIP dovetails with the operating budget, and is a "wish list" of sorts, but a very real "wish list." It typically contains capital project or capital outlay costs, or non-recurring costs, such as the Northern Area Fire Station and the Public Works Facility.

The Carrboro CIP also contains items of on-going maintenance and purchase, such as re-surfacing of streets, park maintenance, and lease-purchase schedules for vehicles and equipment. I would be interested in hearing if allocating these types of recurring costs to a CIP is typical (perhaps the high amounts of these costs are why they are in the CIP). I can certainly see the benefit of this systematic approach, although at some point, the CIP could appear to supplant the operating budget (in other words, items historically paid for by the operating budget could become funded by the CIP). My research did find other communities that allocated costs of this sort in a CIP.

The obvious reason for having a thorough knowledge of the operating budget is that approval, and ultimately, implementation of the projects in the CIP eventually affect the Town's operating budget. Construction of a new fire station means more firefighters and therefore, more personnel costs. Construction of the Martin Luther King, Jr. Park means more persons will need to be hired to cut the grass and perform other landscape maintenance. What I am saying is obvious, but it is so important to keep in mind, because ultimately the operating budget will increase, and we need to ascertain the best economic way to fund it as well as the CIP.

If selected as the new alderman, as I stated in my answer to question #1, I would become thoroughly familiar with the Town's operating budget; having not done this yet, I will do my best to comment on the CIP.

According to the plan, staff "prioritized and ranked projects within the six-year time frame (of the CIP) based upon numerous criteria that considered public health and safety, legal mandates, project timing and linkages, economic impact, maintaining current level of service, improving access, service improvement, service addition, community support and long-term plans, and efficiency." These certainly are all important criteria. I would like to know if there is a ranking system for these criteria, or if they were each given equal weight. I did note that capital items not included in the CIP that become necessary because of critical or emergency need or mandate by state or federal requirement "will be considered for approval for debt funding." So, a mechanism exists to move an item to the CIP and to give it immediate priority.

I am curious about where the "general fund operating revenues" come from, and whether any of those revenues go into the operating budget, or if they all go into the CIP. I also would like to know what is typical in other municipalities. I also observe that the figures vary quite a bit over the years, and I would be interested to know why.

As for individual CIP projects, I have the following comments:

\*The "Street Resurfacing" project will have to figure into its rotation of street resurfacings the newly annexed streets once the Town receives responsibility for those streets from NCDOT.

\*The persons responsible for the "Sidewalks" project will need to look at the neighborhoods in the newly annexed area to determine the viability of placing sidewalks in those neighborhoods. If so, they will need to be considered for inclusion in the sidewalk schedule the next time a schedule is addressed by the aldermen.

The first sentence of the description of the "Sidewalks" project may need to be slightly rewritten. Right now, it says, "The purpose of this project is to increase the safety and convenience of walking throughout the town's neighborhoods and to major facilities such as schools, bus stops, shopping areas and recreational facilities." The word "throughout" implies connection or contiguousness (like persons are walking from one neighborhood to another). However, many of the residents of the newly annexed area have no means of walking "throughout" the town or between facilities. A slight rewording of this project would show sensitivity to these soon-to-be new residents of Carrboro.

\*I have questions about the "Town Parking Lots" project. I need to understand the background of the ordinance that stipulates the parking requirements for properties in the downtown area. What are the implications of changing the ordinance, as Town staff has suggested? I also noted that in the CIP from one year ago, mention was made of a

“Downtown Traffic Circulation Study” (the study was also mentioned later in the current CIP under the “Weaver Street Reconstruction” project). Did it reveal anything of which the Board should be aware in regard to Town parking lots?

\*The CIP last year noted that the “Public Works Facility” will need to be relocated within eight years, due to new federal regulations. The CIP this year notes the same timetable. Did the outer date for completion of this project change, or is there an ambiguity as to the date?

\*Acquisition of donations and dedications for greenways, as stated, are definitely one way to work toward the “Greenways” project without spending money on land acquisition. I would like to see if there is existing staff, or money allocated for part-time staff, that can proactively pursue these types of acquisitions (if it is not yet being done). It is a very time-consuming task, but one that pays off with results.

\*The “Weaver Street Reconstruction” project looks to be one that needs to be addressed immediately. Costs continue to increase the longer decisions are delayed.

\*The “Information Technology Schedule” project is a new, major, annual CIP cost. If implemented, I would like to know how the various items funded under this project will be evaluated to determine if they are ultimately helpful for Town staff. I note that these appear to be ongoing technology operating costs, and question whether these belong somewhere in the operating budget.

\*As for unfunded projects, I support the continual inclusion of future greenways in the CIP.

I appreciate the Town staff’s explanation of the debt-service ratio and how it relates to the Town’s fiscal situation. It looks satisfactory, but illustrates the problem Carrboro has with its limited tax base.

### ***3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.***

I know from my years in law school and in particular, my statutory interpretation class, that adopting (or changing) ordinances is not to be undertaken lightly. Occasionally, the rule or correction you are seeking can be found in another ordinance or statute. Sometimes, changing one ordinance results in an unintended result in another ordinance, or conflicts with yet another. There is often history and debate behind the original law that needs to be considered, and there is the whole interplay with our broader arm of governing laws – state, national and federal. This disclaimer being said, I have generally reviewed the Town Code, including the Land Use Ordinance, and I make these observations:

- a. I think the aldermen would benefit from making it absolutely clear by ordinance what happens when two aldermen run for mayor and a vacancy results on the board. Subsection 2-2(d) of the Town Charter (which outlines how to fill seats on the board during general municipal elections) created confusion for citizens not familiar with N.C. Gen. Stat. § 160A-63, which states that “[a] vacancy that occurs in an elective office of a city shall be filled by appointment of the city council.” I am not certain how best to accomplish this, but the Town Attorney could advise the board on this matter. While it is not absolutely necessary, it could make it clear that a fourth place finisher has no automatic right during a municipal election to be appointed to the board of alderman, and it might help prevent the ill will that could follow again from an interpretation that makes the fourth place finisher and his or her supporters feel they were discounted.
- b. I would like to ask the Town Attorney about section 10-1 of the Town Charter, which addresses “Housing Discrimination.” I would like to see if “sexual orientation, gender identity or gender expression” could be added to the following list: “The board of aldermen may adopt ordinances designed to ensure that all housing opportunities in the Town of Carrboro shall be equally available to all persons without regard to race, color, religion, sex, or national origin.” Given Carrboro’s progressive views, there may be a logical reason that these are not currently included (perhaps because of federal laws); or, it might simply be an oversight.
- c. I would like for the Board to consider imposing a reduced motor vehicle tax for taxpayers that own a hybrid vehicle. This would be more of a gesture than any significant savings to the taxpayer, but I think it would show Carrboro’s appreciation for car buyers that consider the environment and fuel efficiency when driving their car.

***4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?***

I would address Carrboro's diversity by considering it in every matter we discuss. By this, I mean that I would run any discussion or decision through a "filter" and consider the effect on the diverse populations we serve. We look at a situation somewhat easily through our own eyes, but it takes conscious effort to look at a situation through the eyes of all of the populations of Carrboro - male and female, young and old, parents and non-parents, town and annexed-area residents. We also need to consider persons of various ethnicities, different sexual orientations, and those requiring special needs.

I believe working at North Carolina Central University has given me a unique perspective on the issue of diversity, particularly as it relates to race. Working in an environment where Caucasian people are in the minority has helped me to be sensitive to traditional minorities because I have been placed in the role African-Americans are in every day. It

has also given me experience working with persons of other races and backgrounds in situations where we all had to work beyond our differences and toward common goals.

Another perspective I have on diversity is that as a member of the gay community, every day I am presented with inequities in our country's laws. I closely observe and support people and organizations working to attain equal rights for everyone, regardless of one's sexual orientation. I am proud that I will soon be a citizen of a town that affirmatively supports the rights of gay persons and has taken proactive measures to show where the Town stands. I certainly will continue that support.

When I worked for the City of Durham, we had to be cognizant of recreational opportunities for persons with special needs, and for senior citizens. Often, we would ask for input from leaders representing various groups for their input on decisions because we wanted to be certain we were creating programs or facilities that were inclusive. I believe being proactive with citizens rather than reactive is a good practice for inclusionary governance and should be applied whenever possible.

***5. Please tell us about a time that you helped to lead a group through a difficult decision.***

I just concluded a year as president of the North Carolina Association of Women Attorneys, a 600+ member organization, in October 2005. During the month leading up to our 2004 annual conference (where I would become president), our Judicial Endorsements Committee (JEC), a PAC affiliated with NCAWA, met to make endorsements for the upcoming judicial elections. Several officers of NCAWA, including myself, were on the JEC.

When we published our endorsements, it became known that we had endorsed a male non-NCAWA member (a sitting North Carolina Court of Appeals judge) over one of our longtime NCAWA members (a former North Carolina Court of Appeals judge) for a seat on the North Carolina Supreme Court. The annual conference was the first gathering of our members since the recent endorsements.

During our JEC meeting and informally throughout the conference, we had to explain our selection as we were allowed; we cited our endorsement criteria without getting specific (pursuant to our guidelines), and we had to field questions, complaints and stinging criticism from several members. Both persons who sought our endorsement were present at the conference, making matters even more awkward. However, without getting personal and without backing down, we stayed the course with our endorsement.

I believe the persons who did not support our endorsement nonetheless felt that they had a voice and were heard. Our membership did not suffer as a result of the endorsement.

Finally, I think many members respected our decision to go against what would have been the easy choice and to instead make the hard endorsement, one that we knew would upset a faction of our group, but one that we believed was the right one.

***6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.***

***According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.***

***Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.***

***Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.***

***Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.***

***As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.***

When trying to arrive at a decision for a public problem, each of the four core values (liberty, equality, community, and prosperity) defined by Professor Boyle carry weight. Therein lies the challenge of representative government - how to make constituencies feel their values are valued! The task of balancing these four core values falls on the Aldermen, and it is not an easy one. Following is my hypothetical public problem and my analysis. I have written it in a manner that it touches on each of the four core values, although often, only two are present:

**The Hypothetical Public Problem:** One of the funded projects in Carrboro's CIP (Fiscal Year 2006-2007 through Fiscal Year 2010-2012) is greenways. As part of the greenway system, trails will be laid along Morgan Creek Greenway and Bolin Creek Greenway. Eventually, these will connect with Chapel Hill's system and Carrboro's northern planning area.

All of the land for the first trail has been purchased or secured by easement or dedication except for two portions of the trail that are currently supposed to run in the backyards of

Mr. X and Ms. Y on the Town's Greenway Master Plan. Mr. X does not want the trail to run through his large back yard. Ms. Y, further down the proposed greenway, supports the trail, and does not mind it running through her backyard, but is concerned that the trail runs very close to her vegetable patch, which the deer have remarkably not found and which supply her and her family with much of their food throughout the year.

The Analysis: The problem presented in this hypothetical is not uncommon. The Town views the problem with a weight toward community value; that is, citizens have supported and the aldermen have budgeted for a series of greenways throughout Carrboro. They have expended time and energy in the preparation of a Greenway Master Plan (prepared with citizen input) that serves as the blueprint for the entire greenway system. They have drawn the draft of the trail to the best of their ability, and have received input from the Police Department regarding trail security and occasional lighting along the trail.

Mr. X views the problem through the eyes of one valuing liberty. His argument is that his backyard is his own personal property, and he did not buy his land planning to have a trail someday in his backyard. Mr. X did not attend any community greenway planning meetings and does not care about trails.

Yet another viewpoint is that of Ms. Y's, one with elements of equality and prosperity values. She is not against the trail, and realizes that everyone in the community had a chance to voice their opinions about what should be funded by the CIP, and that greenways are at the top of the list. She realizes many neighbors will be affected by the trail running in or through their backyards. Her specific concern is that trail users will raid her garden, a steady source of food for her and her large family.

While all of the core values are very important, liberty is one that especially must be viewed very carefully and sensitively by the aldermen. By the very nature of their positions, the aldermen look out for the good of the community, and do not necessarily act on behalf of the individual. It is the duty of the aldermen to work with Mr. X and Ms. Y to try to make the trail workable for each of them. As for Mr. X, condemnation of his property should be a very last resort. First, staff should meet with him, if they have not already, and hear his concerns. They should examine whether the trail can be re-routed slightly so that it does not run on Mr. X's property, or so that it runs on the very back of his property. If this is not possible or is totally cost-prohibitive, staff should consider constructing some type of fencing or planting shrubbery to limit the impact on Mr. X's property. Mrs. Y's problem could be solved with the construction of fencing around her family's garden.

By considering the solutions I have presented in my hypothetical problem, the aldermen can accomplish the balancing of the core values at issue, and make their conclusion a good, fair and sustainable one.

**TOWN OF CARRBORO**  
Application for Membership on the Board of Aldermen

**NAME:** John Marold

**DATE:** Dec. 27, 2005

**ADDRESS:** 2301 Pathway Drive, Chapel Hill, NC 27516

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Yes

**TELEPHONE:** [HOME] 942-5212 [BUSINESS] 360-2459 **E-MAIL ADDRESS:** john@maroldlaw.com

**DATE OF BIRTH:** 6-2-70 **RACE:** Hispanic/Latino **SEX:** Male **OCCUPATION:** Attorney

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Y **LENGTH OF RESIDENCE IN ORANGE COUNTY.** 5.5 yrs **TOWN OF CARRBORO**  
5.5 yrs

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** North Carolina Academy of Trial Attorneys, American Bar Association, NC Bar Association, Consumer Bankruptcy and Family Law Sections of the NC Bar Assoc., NC State Bar

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** \_\_\_ Carrboro Human Services Committee Advisory Board (2001, 2003-5) \_\_\_\_\_

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC.:**  
\_\_\_\_\_ NONE

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):** \_\_\_ NONE

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** I have four years of service on the Carrboro Human Services Committee Advisory Board and I have learned a great deal about the needs of the disadvantaged members of our community and the resources available to assist them. I believe I can be voice for these members of Carrboro and hope to use my position to help muster more resources for them to draw on. I would also like to make Carrboro a more affordable place to own a home instead of an town comprised of low income renters and upper income homeowners.

**REASON(S) YOU WISH TO BE APPOINTED:** I want to be an active member of our community. I love Carrboro and chose to live in Carrboro because of its politics and humanitarian nature. I want to help preserve the uniqueness of our community. Now is a critical juncture in Carrboro's history; plans for growth should be carefully thought out before implemented to avoid irreversible damage to Carrboro's unique character.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S) \_\_\_**  
YES. Human Services Adv. Bd.

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510*

*(swilliamson@townofcarrboro.org)*  
Application Deadline: January 11, 2006

John Marold

## **QUESTIONNAIRE FOR APPLICANTS FOR THE BOARD OF ALDERMAN SEAT**

### **1. What would be your top three priorities if appointed?**

- A. Support Affordable Housing Initiatives and Support tax initiatives which stabilize property tax increases (which, in my opinion, is part of making housing affordable in Carrboro),
- B. Encourage downtown development that is compact and appeals to diverse lifestyles and incomes, but maintains the unique character of Carrboro's unique identity and historic neighborhoods nearby.
- C. Bolster the downtown economy by making it a friendly place to park, walk, and purchase quality local products.

### **2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

The CIP is an ambitious plan which will make Carrboro far stronger economically by 2020. However, the future debt burden to the land owners of this community is breathtaking.

Today, property taxes are the only significant method of increasing the tax base in Carrboro. The CIP cannot be funded exclusively by property taxes, which are already very high. The property owners of Carrboro are of a higher income bracket than the average North Carolinian. This is so because they can afford to purchase a home in Carrboro and bear the tax burden. If taxes continue to increase at the rate they have increased over the last five years, it is possible that Carrboro could become a more exclusive, upper income community (ala Chapel Hill). On the other hand, an exclusive, upper income community could generate the tax revenue needed to service the town's debt burden. I personally do not want this to happen. I want diversification.

We are already seeing the effects. For example, the gentrification of the historic district of Carrboro (around Fitch Lumber area) has pushed out those people looking for homes in a price range that a lower income family can afford (ala Harlem or Hoboken, NJ). The historic district was once a place where lower income residents lived, but no longer. Today, these small homes are selling for \$300,000!! At a preferred 6% mortgage rate, a \$300,000 home would be equivalent to a \$1600-1800 monthly payment (with taxes included in escrow). That is not what I call "affordable" anymore.

The town must stop raising residential property taxes to meet the expense of the CIP. Tax revenue from local businesses will help, however the tax rate cannot be a burden to them or they will move elsewhere or just go out of business. Also, the meal taxes might increase the price of food in Carrboro and hurt those restaurants in our community. The tax issue isn't a political issue to me but a practical one. I really want Carrboro to thrive, but taxing the residents will make it more exclusive and taxing the businesses too much will ultimately shrink the economy, not strengthen it.

Carrboro needs to expand the economy by the development of attractive first rate office space. Perhaps tax incentives to businesses looking to relocate or begin in this area are one way to achieve this. Although a temporary break in taxes to a business may delay tax flow at first, it will encourage a business to establish here in order to produce future

John Marold

tax revenue for the town. The taxes gained from businesses will ensure the timely implementation of the CIP. Increasing the per capita debt ration to \$730 (when the avg for a similar jurisdiction as Carrboro is \$250) will adversely effect low income citizens and may force them out. If the per capita debt increases to this level, then so must taxes and this could undue the wonderful purpose behind the CIP.

On the other hand, the town of Carrboro wishes to make housing (*"housing" means a home owned by the residents, not a rental*) more affordable to a diverse economic group. I agree wholeheartedly with this plan. Unfortunately, the CIP will harm these groups. 70% of the plan is financed through debt!! The economic development of Carrboro must be fast enough so as to reduce the burden on property owners with Carrboro's borders. The bonds are being issued to Carrboro and the debt burden will increase year after year. By necessitating the increase in property and other taxes to meet this burden, the money flowing to Carrboro via the capital markets, and the debt burden they create, will slowly choke the life out of the CIP and its purpose to INCLUDE diverse socio-economic groups will be all but a memory.

Bottom line, Carrboro must pace itself in implementing the CIP so as to mitigate a huge tax burden on the low income population it wishes to include through affordable housing. The pace must conform to the rate of economic growth. It shouldn't be ahead of the curve. By being ahead of the curve, such as now, such expenses as park maintenance or building a parking deck downtown at \$7000 per space, will continue to be deferred because the town can't commit to it on a yearly basis. Carrboro should be on a more solid financial footing than that. The plan could kill the most basic needs of a family friendly community. The Greenway system is a great plan, but can the town afford more police to patrol it and keep it safe?

The credit rating of Carrboro is good right now, but as we borrow more money with bonds, we will need to raise taxes to meet those interest payments to investors and assure a good credit rating for future bonds issuances. Heavy debt can really hurt Carrboro's plan of economic diversification.

The taxes paid on property in Carrboro are higher than Chapel Hill. Carrboro, in return, has provided a safe and lively place to bring up a family. It is a great place to live; however, families in the area, especially low income families who wish to live here in a new affordable housing projects, will be subject to a future tax burden which may drive those families away. This is exactly the opposite of what Carrboro wishes to achieve through the CIP.

**3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

1. I'd like the tree ordinance to be strengthened. I don't want large residential or commercial developments which raze forest areas for not reason at all.
2. The downtown area zoning must be reviewed to encourage growth, parking, and workability downtown.
3. By increasing non residential space in the Northern Transition area, then it will encourage the growth of Carrboro's economy, which is needed to fund the CIP.

John Marold

**4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

I believe that the Latino community needs to understand the governance process in Carrboro. I want this community to understand, through a town sponsored outreach program, how they can become more involved and included in the governance of their community. The Latino community is sending their children to Carrboro/Chapel Hill schools, working in local businesses, and they support the local economy with labor and by purchasing local goods and services. Simply put, this community is not transient. Carrboro is their home. They have a right to speak their concerns at town meetings concerning crime, education, or services, but we have to come up with a way they are comfortable with voicing issues the town can address and remedy. Possibly advertising and organizing a special meeting with translators could assist Latinos to speak their mind and participate in the democratic process.

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

When leading a group through a difficult decision, I like to hear all the group's concerns. Then I take all the concerns and ideas into consideration in order to reach a middle ground. If this middle ground is not met, then the group will bitterly divide into separate camps.

I have led a group through a difficult decision regarding the division of property. Sadly, the family was divided on who should get certain property. I first opened the discussion with the whole family present and then moderated the discussion as best as I could. After talking and emoting for a while, the family came to an agreement on how the property was to be allocated among family members. Without communication, the bitterness dividing this family would have possibly split them apart and remained to this day. I feel as though a lot of negative energy was laid to rest and this family remained whole.

Divisiveness is pervasive in our Federal Government now, but it should not happen on a local level and I will work hard to become a part of the team which leads this community.

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problemsolving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

**Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.**

John Marold

**Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.**

**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

Affordable housing is a public problem in Carrboro. The inflated housing prices have made Carrboro a very exclusive place to OWN a home. Carrboro needs to be mindful of the lower income families which reside in its borders. Carrboro has many families who live here, send their children to school here, and love this town; however, they are unable to move out from under the power of a landlord and own a home in Carrboro because it is way out of their price range. Every year it gets worse as taxes go up and up. The CIP shows that even if a lower income family gets the home, their affordable home will be burdened by yearly tax increases to finance the plan and meet the debt that Carrboro currently carries.

Houses are very expensive and the taxes add hundreds of dollars to a mortgage. I want Carrboro to encompass all socio-economic levels. Home ownership for the disadvantaged should be a priority to the town. The plans for the town are inspiring and ambitious, but the expense (and the accompanying tax increases on property) will hurt those the CIP was meant to help.

My approach is to put Carrboro on an even pace of growth which will not place this great town in debt, but will revitalize it and leave it with a solid, healthy economy and a diverse socio-economic demographic which are property owners and not renters. So as the economy of Carrboro grows, then the tax rates and the pace of the plan will expand. But, stop to consider, what if another recession happens? Should the town lend more money to make up for the decreased tax revenues? Should the town be forced to increase taxes for families ravaged by another recession?

I'm a bankruptcy attorney, I have seen families lose homes because of tax liens. So high taxes are a realistic threat to a low income family who owns a home. Carrboro isn't recession proof and the plan should realistically (and not over optimistically) reflect the effect on the residents over time.

Right now, the plan assumes too much. Reading the plan, it seems to me the paradigm is that Carrboro is comprised of home owners who are upper income UNC employees who, for the most part, have recession proof jobs and can afford more property taxes. Well, I thought the plan was to diversify economically, socially, and racially? Is Carrboro banking on growth at UNC or for economic growth from the

John Marold

private sector? If it is the latter, then the CIP must be more flexible because the private sector economic growth (and the jobs it produces) go up and down according to the tide of the economy, unlike UNC which has state coffers and student tuition to draw on in tough times to meet increased faculty and staff expenses. I went to law school at UNC during the 2000-2002 recession and that is how ends were met.

Anyway, I want the plan to be flexible so that spending will not mire the town in debt, encourage further tax increases, and force this great town to become a place that only the "upper income" earner can enjoy. I believe that the decisions reached concerning the plan will be good, fair and sustainable by working as a team with the other aldermen and coming up with fresh ideas to foster Carrboro's economic growth, which, ultimately, will provide more stable financing for the plan than just simply getting it from the capital markets and enlarging our town's debt.

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME:** David Douglas Marshall **DATE:** 11 January 2006

**ADDRESS:** 180 BPW Club Road, T-10, Carrboro, NC 27510

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Yes

**TELEPHONE:** [HOME] 923-5736 [BUSINESS] 923-7436 **E-MAIL ADDRESS:** ddm@duke.edu

**DATE OF BIRTH** 21 SEP 1963 **RACE:** Cau-Hisp **SEX:** M **OCCUPATION** Student

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Y **LENGTH OF RESIDENCE IN ORANGE COUNTY.** 6 Yrs **TOWN OF CARRBORO** 5 Yrs

### COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:

South Orange Rescue Squad; University United Methodist Church; North Carolina Society of Hispanic Professionals; American Bar Association, L.S.D; Hispnic Bar Association, L.S.D.

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** NO PRIOR POLITICAL EXPERIENCE

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC.:**

NO PRIOR POLITICAL EXPERIENCE

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** Military Experience, 22 years (veteran of Afghanistan and Iraq Wars); completed all coursework requirements for master in public policy degree (MPP, Duke University) and law degree (JD, UNC); prior municipal worker (Police Officer, Asheville Police Department); served in various leadership Positions in school (senator, GSA; Omicron Delta Kappa, Leadership Honor Society).

**REASON(S) YOU WISH TO BE APPOINTED:** I believe I possess the necessary skills and talents to effect positive change in our community. I have the drive to be consistent and dedicated to meet the demanding requirements of this position. Though humbled by the thought of the honor, I have a profound desire to assume a leadership role in this town.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? If "YES", WHICH ONE(S)** No, but if not selected for appointment to BOA, I plan on applying to an advisory board.

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510  
(swilliamson@townofcarrboro.org)  
Application Deadline: January 11, 2006*

**Prepared by David Marshall**

**QUESTIONNAIRE FOR APPLICANTS FOR THE  
BOARD OF ALDERMAN SEAT**

**1. What would be your top three priorities if appointed?**

Overall, my greatest priority is to bring a high standard of quantitative and qualitative analysis to municipal policy-making.

Specifically, the following are my three top priorities:

**1) *Correct the balance between commercial and residential tax revenue streams.***

Without a doubt we need to increase the percentage of tax revenue that comes from commercial ventures. Currently, the town's budget comes from 88-89% residential taxes and 11-12 % commercial taxes. This is unsustainable and a dangerous imbalance. We can remedy this situation by creating an environment where the right kind of commercial ventures come to town. We must develop criteria for what that "right kind" of business should be. I believe that a business that has little or no environmental impact is important. Also, we must investigate novel approaches to the maximization of commercial space, outside the box thinking like the use of shared offices. We need to explore the judicious use of vertical space. In a town that has so little space for new businesses, we should make that commitment without forsaking the aesthetic and communitarian values we hold dear. It is a false dichotomy to believe it cannot be done. Businesses that tend to promote the arts, or that are intellectual in nature, would be most welcome. Of course, the oft-mentioned university spin-offs and consultant firms would be ideal, but other ventures such as the possible brewery and a small store of essential items would be nice. Right now, if I wanted to buy underwear, socks, and t-shirts I would have to go out of town. We need stores with wider variety. People will stop going to Walmart if they see that Carrboro has what they need. When people go to a downtown to buy necessities, they are more apt to stop at a café, or a restaurant, or a boutique store to shop around. I want to see more businesses in downtown. I don't only want to put Walmart out of business, I want Southpoint's business, too. We have an entire downtown that we are on the verge of developing. We are out of commercial space. We need 4 and 5 story buildings. I would like to see the top floor being used for residential units. People who live downtown will walk to downtown and shop downtown.

We can also create opportunities for residents of Carrboro to start their own businesses. We have funds for that purpose, but it seems that the obstacles for access to those loans by regular citizens are too onerous. We must relax the business plan standards to allow folks who do not have degrees in business to start businesses that have good ideas behind them. I am not asking to relax due diligence, just to make the process of applying for these monies to be less of a hardship. Partnering with EmPOWERment and other business incubators, as well as related non-profits, would be an important step in this process.

**2) *Increase the availability of affordable and environmentally safe housing by creating opportunities.***

This creation of opportunities is three-fold: Enhance the lines of communication among all stakeholders; review and make coherent all policies that affect affordable housing; and create a fast track program giving preference to developers who innovate and willingly create plans that will set aside housing that is meant to be affordable.

*Working with Stakeholders*

The Board of Alderman should work with and support the efforts of those non-profits which aim is to provide affordable housing, such as EmPOWERment, the Orange County Community Housing and Land Trust, and Habitat for Humanity, to name a few. Partnering with these organizations marries the single-purpose focus of the non-profits with the resources available to the town government to create a synergistic effect.

*Working with developers and builders*

The Board should also work with developers and builders. Often, the problems that arise in new construction projects are a result of a misunderstanding by builders and developers of town standards and expectations

*Working with environmental experts*

The board should take advantage of the human resources of this town. There are residents, “green building” experts, who are willing to give of their time and expertise in reviewing the environmental impact of builder plans.

*Reviewing policies impacting affordable housing*

All pertinent policies affecting affordable housing should be reviewed for clarity and inconsistencies, and should be published en masse in readable and easily understandable text in order to minimize builder misunderstandings, and to create holistic, coherent policies that benefit the future and present residents as well as the environment.

*Institute a fast-track program for compliant developers*

Developers who have shown in their plans and by reputation of building safe affordable housing should be rewarded with fast-track approval of their development.

**3) *Increase representation of all residents while at the same time increasing accountability and transparency of town government.***

I want to help create a system of neighborhood representation. I envision neighborhood representatives, leaders who would communicate the diverse concerns of residents. They might create monthly reports of these concerns and possible solutions, as well as the perceptions of the residents of the Board’s responses. This would increase transparency by placing into record the concerns and responsiveness of municipal government, thereby increasing the confidence of all residents in the town government’s willingness and ability to address the needs of all its citizens.

## **2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

Once again Steven Stewart has done a great job in preparing a public document that is readable, succinct, and understandable. He reminds us that the “six-year CIP schedule is a planning tool, not a budget,” and indeed, it is that. But this observation was not meant to minimize its importance as an integral working document, nor of its purpose as a transparent work displaying the Board’s best vision for Carrboro’s present and future needs.

The Capital Improvement Plan (CIP) for 2006-07 through 2011-2012 in many ways is a continuation of last year’s CIP, but some differences are important to note. For example, three new individual projects have been added to the CIP, namely the Weaver Street Reconstruction, the Gary Road Sewer Replacement, and the Information Technology Schedule. I am especially pleased with the inclusion of this latter item, particularly if it can be incorporated into a larger plan for low-cost, town-wide wireless Internet access. In my campaign for Alderman I have made it abundantly clear that I support the efforts, vision, and substance of the past board’s policies. For that reason, except otherwise discussed, I do not believe that an examination of each individual project is necessary or even instructive. My contribution to the Board of Alderman would not be to oppose or dramatically change the direction past boards have taken us, but rather to ensure that future policies have the weight of rigorous quantitative and qualitative analysis borne on municipal challenges. My fear is that too often problems have been misidentified and poorly understood. Subsequent policies have thus been plagued with unintended consequences that hamper, rather than advance, the town’s greatest good.

An example of this is the continuing malignant paradigm among many that building up above three floors represents a compromise on the values of quaintness and community that Carrboro proudly holds. We cannot continue to decry a lack of housing affordability, a high tax rate, and an unbalanced tax revenue stream while continuing to place restrictions on increasing our vertical space. I have been to Europe where some of the largest cities—and I am mostly thinking of the example of Munich—have managed to combine old structures with new, and have managed to maintain the aesthetics and a small town quality in parts of the cities, even with tall buildings in place. We *should* fear changing the character of our town, but not at the expense of examining logical public policy solutions that benefit the town. Some further observations:

### *Northern Area Fire Substation*

I implore full steam progress on the Northern Area Fire Substation. This is a fast-track necessity. Relying long-term on mutual aid agreements is not acceptable. I see this project as a litmus test of the town’s willingness to meet the needs of all of its citizens.

### *Sidewalks*

I particularly applaud the past board's inclusion of this item in the CIP. Walkability has enormous effect on the environment and a sense of community. As noted in the CIP, 59% of Carrboro's streets do not have sidewalks. It should rest with each community, however, to determine whether this is a capital improvement that it wishes to have. The priorities should be downtown and connections to main arterials.

### *Town Parking Lots*

New technology in parking lot surface permeability might lessen the impact of stormwater run-off. This should be investigated.

### *Public Works Facility*

Construction of the new PWF should be started sooner than later. Its present location on a flood plain makes this necessary for environmental, as well as pragmatic (expansion of facility, future capital site expenditures, etc.) reasons.

### *Greenways*

We must continue to aggressively seek ways to fund ridge-to-ridge protection of the Bolin Creek corridor. We must look outside the box in funding this project, investigating how we might be able to increase private donations and grants. Environmental protection and preservation money is out there; sometimes it's just a matter of applying for it.

### *Weaver Street Reconstruction*

The recommendations found in the Downtown Vision Report and Circulation Study must be incorporated into this project. A comprehensive plan must be finalized before the first dollar is spent. This must be done as soon as possible. The well-being of our downtown relies on perfect planning and execution of this project. It is also a great opportunity to re-create downtown in ways that adds to its beauty while addressing traffic congestion.

### **3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

I do not come before the present board with specific agendas for changes in ordinances. I have not viewed all the ordinances, nor have I found fault with any specific ordinance. I am completely open, if appointed Alderman, to examine with empathy the complaints of citizens who *do* find fault with specific ordinances.

### **4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?**

My firm belief is that a community such as Carrboro is ripe for citizen participation that would be impossible or improbable anywhere else. The formation of a cadre of neighbor representatives, the centerpiece of my future efforts as Alderman if elected, is essentially an awareness of the challenges and benefits of diversity in a town. This cadre would include representation by various groups, geographical or otherwise, which are willing to form for the purpose of increasing group visibility in town matters. Carrboro must continue to be a leader in North Carolina and the Southeast (and in some instances, of the nation) in carrying forward policies that protect all its citizens.

As a Hispanic, I understand what it means to be seen as different, and on occasion, I have experienced first-hand the stings of prejudice and discrimination. The responsibility to governance that is mindful of diversity, tolerance, and social justice cannot be overstated. It would be my proudest accomplishment if I could be a vehicle for positive change in this respect.

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

I can think many times of instances when I have taken a leadership role in life and death decisions in the military, and a few times as a police officer. But the time that foremost comes to mind is when I served as foreman in a jury in a criminal trial in Texas.

When summoned for jury duty, I was in the military. I drove my motorcycle thirty miles to the courthouse in my best suit and tie. When it looked like some people would be released, I asked to stay. As an immigrant, I have always welcomed my civic duties with solemn recognition that freedom and justice demand citizen participation.

I was assigned to a case where a man purportedly beat up a girl at a nightclub. It was hard to know the truth; often the facts rested on eyewitness accounts of people who had an interest in one of the two parties. The man was a Hispanic bouncer in the nightclub, and according to the allegations, he had used excessive force in evicting a female club guest from the premises. After reviewing all the evidence, most of us in the jury that day determined that he had used the proper amount of force. Four holdouts did not agree, citing the man's ethnicity and the "well-documented" aggression of Hispanic males toward women.

Most of the jury wanted to go out and acquit the man, calling the holdouts "bigots", but I thought it was important to respect the views of the holdouts by listening to them. I did my best to calm everyone down, and to focus on the facts. It was in that atmosphere of rational thinking and respect that the holdouts finally saw that their conclusions were inappropriate to the circumstances. It also worked as an object lesson to the rest of us that we should not condemn others for their fears, but rather to work through differences.

I did not realize how much I had accomplished that day until later when one of the holdouts later wrote me a letter telling me how much I had impacted her worldview, and how much more willing she was to examine the views of others with respect.

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

**Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.**

**Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.**

**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

My formal training in public policy and law and a life full of varied experiences have proven to me that there are no simple solutions, only intelligent choices. Primarily, I believe that there are methods of analysis, both quantitative and qualitative, that arrive at the optimal socially beneficent solution to even the stickiest of problems.

It must be remembered, however, that such analyses have their limitations. They are tools to aid the policymaker, not oracles on which to pin the future of the community. The balancing act of the policymaker is one of the public interest and the individual interest (the good of the community and the good of the individual); efficiency and awareness that life is not always simple; respect for the environment and the need for a community to grow. It is difficult, therefore, to apply objective standards of decision-making without running into situations where formal training in this arena is not enough. Sometimes, judicious qualities are necessary—qualities that are gained only through experience and an intimate understanding of the human condition, including an awareness of the dignity

and worth of all people. The utilitarian approach must be balanced with a keen understanding of incommensurables, like human rights and the preservation of the environment.

Subject matter knowledge, good planning, and preparation are also essential in understanding options and alternative courses of action. Abraham Lincoln once said "Give me six hours to chop down a tree and I will spend the first four sharpening the axe." Proper planning, as the carpenter who measures twice and cuts once knows, is essential to good work.

In the end, it is a combination of good solid judgment, proper planning and knowledge, and careful analyses that results in decisions that advance the common good and the individual good of the community.

My approach to public policymaking is consistent with the values of Carrboro. To be progressive means to be intelligent about the manner you make decisions; it means possessing the empathy to allow the maximum amount of freedom to individuals; of understanding when freedom of some might infringe on the freedom of others; it is having the wisdom to know what to do about it; and marshaling the moral courage to see it through.

**TOWN OF CARRBORO**

**Application for Membership on the Board of Aldermen**



**Name:** Katrina sein Ryan **Date:** January 10, 2006

**Address:** A)112 NC Bypass 54 Apt. p4, Carrboro NC 27510  
B)1609 Claymore Rd, Chapel Hill NC 27516

**Is this address located within the corporate limits of Carrboro?**

A- Yes, b-No

**Telephone:** 919-967-9623 **Business:** 919-619-8434

**email:** Katrina@katrinaryan.com

**Date of Birth:** 01/22/1967

**Race:**

**Sex:**

**Education:** BFA, Northwestern University

**Are you a registered orange county voter:** yes

**Length of Residence in Orange county:** 4 years

**Town of Carrboro:** 6 months

**Community Activities/organizational memberships:** Member- ACLU, Sunday School Teacher/Youth group Leader-St. Michael's Episcopal church, Chair- Texas abortion access project, member-Lillian's List, Member- NARAL, member- NC sustainable agriculture center, member- Sierra club (national), Member- Human Rights Campaign

**List other Policy Making boards on which you have served:**

**Experience to Aid you Working on this Board:**

With an eye toward two of the most important issues facing the board in the next two years, economic development and the urbanization of the NTA, I believe my unique experience to be of value in two ways.

1- I have lived on four continents in some of the world's best and worst planned cities. I know firsthand the day to day effects of living in epic sprawl (Dallas), The world's densest city (Hong Kong), a city that had walls around it for hundreds of years( Dijon), and what could be the most " creative class" friendly city in America (Austin)

2- I have spent my career in the tech and software industry. Two of the companies I have worked for have grown from start-ups with less than ten employees to publicly traded companies. With Carrboro's critical need for commercial growth, someone who can speak the language of business is critical.

On a more local level, I have the experience of talking with hundreds of Carrboro citizens about their priorities, their likes and their frustrations with town government during election season.

**Reasons you wish to be appointed:** I want to be able to fulfill my commitment to the voters that supported me this fall, in addition to the hundreds of annexation area residents who petitioned for my appointment. I'd like to work on the alternative energy plan, which needs to be implemented in the next two years in order to take advantage of the federal monies available. I'm committed to revising the town charter, so that voters choose all the members of the Board of aldermen.

**Have you ever served on any town of Carrboro Advisory Board? If so, which one(s) ?** No

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510*  
*(swilliamson@townofcarrboro.org)*  
Application Deadline: January 11, 2006

# QUESTIONNAIRE FOR APPLICANTS FOR THE BOARD OF ALDERMAN SEAT

## 1. What would be your top three priorities if appointed?

- 1- Vigorous pursuit of commercial development to diversify the tax base.
- 2- Codification of the intent of the Bolin Creek Preservation Map
- 3- Harmonious integration of northern neighborhoods into town

## 2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.

I think the Capital Improvement Plan is difficult to interpret at times, since on many occasions it is referred to as a "wish list" and it doesn't set forth the priorities and fiscal impacts of each item clearly.

I'm also extraordinarily concerned at the level of debt the town is approaching and the speed at which it is increasing. In the absence of a plan to dramatically increase the commercial tax base, the tax impact of the CIP as written is frightening.

One amendment I'd like to see made to the sidewalks and greenways project is the prioritization of a sidewalk or bike path for Rogers Rd. There are many pedestrians in the neighborhood and the speed limit remains 45 miles per hour.

## 3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.

- I'd like to see the discontinuation of the privatization of storm water management. This should be a town function.
- I'd like to institute a housing allowance for town employees that choose to live in Carrboro funded by a freeze of department head salaries.
- I'd like to change the 40% open space and/ or 15% "affordable housing" policies to allow for higher building density away from sensitive watersheds in exchange for grants of land designated for preservation or projects for public benefit.

## 4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusionary governance in Carrboro?

Discussions centered around diversity are dangerous since they almost always include a level of benign divisiveness that can become malignant. Identity politics almost inevitably leads to discussions of "us" and "them". If one talks of "tolerating" something, the connotation is that which must be "tolerated" is in some way bad. It is judgmental. Carrboro is a town that values all people. It is truly a place where we judge people not based on the color of their skin, their religious affiliation or sexual orientation, but on the content of their character. My primary endeavor in dealing with everyone would be to achieve fairness, to insist on respectful treatment of disparate viewpoints, and to create policies that encourage harmony rather than tolerance.

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

Without a doubt, the most challenging professional situation I've been involved was the process of merging two companies. As the sales manager of the smaller "acquired" company, my job was safe, but more than half of my staff had to be terminated, having been replaced by the staff of the larger "parent" company. The process the new company had decided on merged the sales staff as a whole, and then lay-offs would be done on a seniority basis. This was inherently unfair to my sales team since we were the younger, smaller company, less likely to have "senior" employees, and yet executive management felt they were making a concession by not terminating higher paid "long term" personnel over those earning less doing the same job at the younger company. The hardest part for me personally was not wanting to replace my sales staff that for the most part I'd hired and trained with new personnel that I had no connection to. I'd like to be able to say that we came up with a solution that saved everyone's job. We didn't. We did agree, however, to set aside the predetermined model for layoffs. We talked to members of both sales teams and found several who were open to the option of transfer and relocation. We asked for tuition assistance for two employees from senior management and were able to qualify them for positions in implementation and process development. In the end, by setting aside standardized policies and opening up discussions with those most affected by the changes in the company, we were able to eliminate 3 fewer people than we thought, and staff two new territories without the expense of training new personnel.

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

**Equality includes equity, fairness, and justice. It means feeling that you are treated fairly, that you have equal rights and opportunities, that your vote counts as much as everyone else's.**

**Community encompasses safety, security, and social order. It means feeling connected to and sharing a sense of belonging with people where you live and work. It means feeling safe and secure, and having a decent quality of life.**

**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

With no disrespect to Professor Boyle, I haven't read his writings and so can't really appropriately comment or interpret his work or use it as a rubric for decision making. The standard I aspire to is set forth in the two sentence preamble to the US Constitution.

*We the People of the United States, in order to form a more perfect union, establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our posterity, do ordain and establish this Constitution for the United States of America.*

I think the phrase "more perfect" is noteworthy. I like that it implies room for growth and improvement. Many contemporaries of the founding fathers referred to the "American Experiment". I am in favor of approaching public policy with that mindset of experimentation, keeping an open mind and changing policies when new information leads to "more perfect" conclusions.

Alexander Hamilton said that the primary goal of any society should be justice. Building a sense of community is increasingly challenging

as town grows, and groups with disparate and sometimes competing priorities must be included in decision-making. The best one can do is to strive to make sure all feel that they have a place at the table, that everyone feels heard. While some may be disappointed by a specific decision or policy, the process of bringing everyone to the table to make the decision helps to promote a feeling of community.

Sustainability has the mot du jour for liberals. It seems to be a modern expression of the desire to "*secure the blessings of liberty to ourselves and our posterity*", and it has far reaching implications. Policies need to be ecologically, economically, and socially sustainable, and I'll confess I'm not smart enough to be certain every vote I'd make on every issue would be the most perfect in support of the goal of sustainability. My goal is to be cognizant of future implications of policies I support or decisions I make and open-minded enough to always allow for a "more perfect" answer.

# TOWN OF CARRBORO



## Application for Membership on the Board of Aldermen

**NAME:** Albert F. Vickers **DATE:** January 10, 2006

**ADDRESS:** 151 S Fields Circle, Chapel Hill, NC 27516

**IS THIS ADDRESS LOCATED WITHIN THE CORPORATE LIMITS OF THE TOWN OF CARRBORO?** Yes

**TELEPHONE:** [HOME] 919 929-0502 [BUSINESS] 919 386-8068 **MAIL ADDRESS:** alvickers@earthlink.net

**DATE OF BIRTH:** APRIL 12, 1945 **RACE:** Caucasian **SEX:** M **OCCUPATION:** Consultant

**ARE YOU A REGISTERED ORANGE COUNTY VOTER?** Y **LENGTH OF RESIDENCE IN ORANGE COUNTY:** 13 yrs **TOWN OF CARRBORO:** 2.4

**COMMUNITY ACTIVITIES/ORGANIZATIONAL MEMBERSHIPS:** American Academy of Environmental Engineers, Air and Waste Management Association, American Society of Civil Engineers.

**LIST ALL BOARDS YOU HAVE SERVED ON IN ORANGE COUNTY, CARRBORO, OR CHAPEL HILL, OR OTHER COMMUNITIES IN WHICH YOU HAVE LIVED:** ORANGE County Solid Waste Advisory Board, 5 years

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS, ETC.:**

LAKE HOGAN FARMS HOME OWNERS ASSOCIATION, CHAIRMAN LANDSCAPE COMMITTEE

**LIST OTHER POLICY-MAKING BOARDS ON WHICH YOU HAVE SERVED SUCH AS CHURCH, LEAGUE OF WOMEN VOTERS, HOMEOWNERS ASSOCIATIONS (PLEASE DO NOT INCLUDE PARTISAN ORGANIZATIONS—CARRBORO IS OFFICIALLY NON-PARTISAN):**

**EXPERIENCE TO AID YOU IN WORKING ON THIS BOARD:** I have managed complex regulatory affairs issues and multimillion dollar budgets for three fortune 500 companies in my Professional Career. I have hired and developed diverse technical staffs. I reported to senior management in advising these corporations how to manage situations throughout the US, Canada Mexico and Europe. These issues often involved relationships with local community groups.

**REASON(S) YOU WISH TO BE APPOINTED:** I believe Carrboro is an excellent community and I would like to contribute to its future development as a welcoming environment for all people. Carrboro is experiencing increasing development pressure related to the UNC North Campus. Managing this growth is going to be critical to maintaining the quality of life in Carrboro.

**HAVE YOU EVER SERVED ON ANY TOWN OF CARRBORO ADVISORY BOARD? IF "YES", WHICH ONE(S)** I have served as Carrboro representative on an Orange County Board Advisory Board not on a Carrboro advisory board.

*RETURN THIS FORM TO: TOWN CLERK, 301 WEST MAIN STREET, CARRBORO, N.C. 27510  
(swilliamson@townofcarrboro.org)*

Application Deadline: January 11, 2006

**QUESTIONNAIRE FOR APPLICANTS FOR THE  
BOARD OF ALDERMAN SEAT**

**1. What would be your top three priorities if appointed?**

- **Develop more specific guidance for development of the Northern Transition Area and the areas directly impacted within Carrboro by the development of UNC North Campus**
- **Extend Public Transportation Services and Bike Paths and Sidewalks within Carrboro to all areas of town.**
- **Develop mechanism to encourage development of Affordable Housing through the private sector of the economy.**

**2. Comment on the updated Fiscal Year 2006-07 through 2011-12 Capital Improvement Plan adopted by the Board of Aldermen in November.**

**I review the plan and support the priority of providing a North fire station to service the existing 500 plus homes in Carrboro and the new residences to be annexed on the 31<sup>st</sup> of January. The one concern I have with the plan is the postponement of needed renovations to the Town Hall, delaying maintenance can lead to significant additional cost. It is clear from the financial analysis in the CIP that the revenue base of the town is under stress. Addressing long term solutions to this issue should be a priority.**

**3. Discuss some ordinances that you would like Carrboro to adopt or see changed in the next two years.**

**I believe ordinances are not the panacea to solving problems but only a tool that is useful when other methods of inducement for behavior consistent with community values are not effective. I am not familiar enough with the ordinances of the town to suggest that they need changes at this point.**

**4. Mindful governance is aware of diversity, tolerance and social justice. As an Alderman, how would you address diversity and advance inclusive governance in Carrboro?**

**My son got married to an architect who is from Costa Rica and lives there. My visits to Costa Rica where English is spoken by some of population brought home how difficult it is to operate when you not familiar with the dominant language. Multilingual outreach is important for individuals to understand community they reside in. Outreach to all groups is important to allow inclusive governance to operate.**

**5. Please tell us about a time that you helped to lead a group through a difficult decision.**

**Fort Valley Georgia has a Superfund site located next to a train yard and surrounded by a community of small houses and businesses. As a leader in the response to this situation by the companies involved, I initiated an effort to have the residential properties purchase and the area rezone commercial. The Properties were donated to the Peach County Library and a not for profit. One of the Houses was renovated as an office for the not for profit. The donation of the land and monetary contributions by the companies involved was used by the Library as matching funds for a Federal Grant to allow construction of the New Library in the economically disadvantage part of town. To accomplish this EPA required that the City Town Council endorse this plan. This was extremely difficult since three of the six councilmen were plaintiffs in the lawsuit against the Companies I represented that proposed the plan. Through an extensive community outreach and individual meeting with State, County and City personnel as well as the senior leaders of Fort Valley State College, the US Senator and Representatives this was accomplished.**

**6. Municipal government is responsible to decision make in the best interest of the whole community's health, safety and welfare. Policy making and public problem solving requires a balance between four core values: liberty, equality, community, and prosperity.**

**According to UNC-CH Prof. Phillip Boyle, liberty encompasses freedom, choice, and individuality. It means having personal freedom, expressing yourself as an individual, and making your own choices and decisions free from coercion or constraint.**

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**Prosperity includes efficiency, economy, and productivity. It means being able to support yourself and your family, having resources available to meet your physical needs, and using resources productively and efficiently.**

**As a Carrboro Alderman, give an example of how you will approach solving a public problem to arrive at the conclusion that your decision is a good, fair and a sustainable one.**

**As a corporate manager of a diverse technical staff with expertise in different specific areas, one of the challenges was to elicit advice and opinions without entering an unintentional bias in the input received. To attain this goal, I learned the last opinion expressed in entering a discussion should be of the senior person present. Listening and understanding the motivations of persons giving advice and opinions is critical in forming good judgments on how to proceed. As an Alderman I would seek to gather all of the diverse citizen opinions and their underlying concerns before committing to a position on any issues. I would seek to have this position evaluated by interested public groups and citizens to test whether this initial position formation comports with the community as a whole and doesn't adversely impact in unjust manner any group in the community.**

**Response to Questionnaire submitted by Albert F. Vickers**

**Albert F. Vickers Ph.D., PE, DEE**

**Professional Summary**

The Principal, Dr. Vickers holds a Bachelor of Engineering from The Cooper Union, a Master of Science and Doctor of Philosophy in Environmental Sciences from Rutgers University and is a Registered Professional Engineer.

His experience managing corporate environmental health and safety groups spans twenty years for Frito Lay, General Electric, and Reichhold Chemicals Inc. These responsibilities include the management of Superfund issues, Environmentally Impaired Real Estate Assets, Environmental Compliance, Health and Safety Programs, Employee Medical Programs, and Product Stewardship.

The principal conducted environmental due diligence reviews on over 20 acquisitions or divestitures in the US, Canada, Mexico, and Europe. He has managed issues for clients at over 116 superfund sites and the redevelopment of a Superfund site. Dr. Vickers has served as a director of the Chemical Industries Institute of Toxicology and as CEO of Canadyne Georgia Corporation. He has concentrated in his career on the pragmatic integration of Environmental Health and Safety (EHS) functions into the business process.

**Professional Experience**

Competitive Environmental Management, Principal	2003 to Present
Clean Sites Environmental Services, Inc., Chapel Hill, NC	1998 to 2003
Principal	
A. Vickers & Associates, Chapel Hill, NC	1995 - 1998
President	
Reichhold Chemicals Inc, RTP, NC	1983 - 1995
Director of Environmental Health and Safety	
President of Canadyne Georgia Corporation	
Vice President of EHS, Reichhold Limited	
Director of Environmental Affairs	
Director of Environmental Services	
General Electric Company	1979 - 1983
Engineered Materials Group, EHS Manager	
Plastics Business Division, Manager of Environmental Compliance	
Frito Lay Inc., Irving TX	1976 - 1979
Group Manager, Environmental Services	
University of Arkansas, Graduate Institute of Technology	1971 - 1976
Assistant Professor of Environmental Engineering	

**Professional Affiliations**

- Professional Engineer Registration, Arkansas, 1975, North Carolina, 1997
- Registered Site Manager, NC Department of Environment and Natural Resources
- Diplomat, American Academy of Environmental Engineers, 1998
- Air and Waste Management Association
- American Society of Civil Engineers
- Carolina's Air Pollution Control Association