

Central West Small Area Plan – Public Involvement Results of Surveys of Community Participants, Staff, and Administrators/Town Council

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April 11, 2014

Data was collected February 24 to March 11, 2014.

Respondents to the Surveys:

- a) Community Participants = 157 (Results on pages 2-21)
- b) Staff = 23 (Results on pages 22-30)
- c) Administrators/Town Council = 6 (Results on pages 31-35)

Some respondents did not answer every question in the respective surveys.

The Community Participant survey included questions on the demographics of the survey respondents. Answers to these questions were not required for submitting the survey.

Clarification/Editing of Comments

The School of Government was directed to apply the Town of Chapel Hill's criteria on public comment posts on social media platforms. No comment was edited or omitted using those criteria.

Some comments were directed at particular groups (e.g., “developers,” “town staff” or “Town Council”) or individuals by name (e.g., Roger Stancil). There was no editing of these comments.

Misspellings were corrected if the meaning was clear. Other edits provided more complete phrasing (e.g. change from “someone pulled for speeding,” to “someone pulled over for speeding...”).

Respondents were pledged confidentiality. To maintain the anonymity of comments, an edited comment is flagged, **Edited**, with the specific changes designated [MA:] to show different wording used to **Maintain Anonymity**. These edits were applied to four open-ended comments where the commenter could be identified by his/her position (e.g. a staff role) or by office and abbreviation of a name.

Community Participants

How did you participate in Central West Focus Area Plan? Please check all options that apply.

#	Answer	Response	%
1	Spoke during the public comment period of a Town Council meeting	42	27%
2	Attended a meeting specifically about Central West Focus Area Plan development.	81	52%
3	Attended more than one meeting about Central West Focus Area Plan development.	95	61%
4	Phoned or emailed a town official	52	33%
5	Took a survey	84	54%
6	Served on a committee	22	14%
7	Gathered and presented information	26	17%
8	Other, please specify:	31	20%

Total Responses: 157

Other, please specify:
Wrote letters to the council
input put on website early in process
Commented at Steering Committee meetings
co-chaired the steering committee
talked with members of the committee & with neighbors of the immediate area of impact & listened to what others had to say, followed it in newspaper, emails, Town Council meetings, etc.
Planning Board member
I did research on topics under discussion to determine best practices for a town the size of Chapel Hill; I emailed interested parties to participate in the "Central West" discussions. I took the time to write the mayor and each council person individually.
Edited [MA: I have a particular role with] the Central West Neighbors listserv, a listserv which has about 200 people (not only residents but developers/landowners, Town staff/Council members, etc.) on it. This listserv was/remains a place to discuss Central West events.
Spoke during CW Committee meetings
reviewed the plan as part of an advisory board
None
Distributed Flyers and put out signs
signed petitions
We attended a town council meeting that was to discuss the plan. We were watching on a TV outside the meeting room. We could not hear the discussion by the Council. We left before the issue was taken up. That discussion was put at the end of the meeting. Not sure it ever took place. The whole exercise was futile and infuriating.
On listserv, participated in neighborhood discussions on impact
Communicated with my neighborhood about the process, walked the area with others, communicated with staff and consultants
Organized others to speak
contributed to community wide petitions to Town Hall
I was not specifically involved with the process
I did not participate in the focus area plan
Read about it
Observer
participated in neighborhood discussions; received/read all reports, minutes, maps, etc.
Joined the listserve based on the opportunity to do so being publicized in the paper
community meetings with neighborhood groups
Followed neighborhood listserv and made comments
participated in all formation meetings of the central west focus area
Did not participate but followed online
Wrote newspapers, put up banners, talked to others

For your involvement in Central West Focus Area Plan please respond by rating each statement below or choose 'not applicable'.

Question	Very much so	A medium amount	Some-what	Very little	Not at all	Total	Mean
I believe my views were heard.	27	14	32	31	18	122	2.99
The participants reflected the diversity of the community.	22	29	44	21	10	126	2.75
Interaction among participants who were citizens/residents/business owners was respectful.	21	27	51	17	8	124	2.71
Interaction among participants and town staff was respectful.	41	41	30	9	5	126	2.17
Interaction among participants and town elected officials was respectful.	35	42	30	5	5	117	2.17
I learned important information through the process.	48	38	28	7	6	127	2.09
Town staff provided information in a new or interesting way.	20	19	37	23	20	119	3.03
I gained understanding of others' viewpoints.	31	43	35	9	5	123	2.30
The outcome of the public input was clear.	25	12	25	21	37	120	3.28
The outcome of the public input was satisfying.	11	11	24	32	43	121	3.70
My involvement in Central West Focus Area Plan makes me more likely to be involved in future discussions and plans for community needs.	26	18	29	24	29	126	3.10

	Mean	Variance	Standard Deviation	Total Responses
I believe my views were heard.	2.99	1.86	1.36	122
The participants reflected the diversity of the community.	2.75	1.36	1.17	126
Interaction among participants who were citizens/residents/business owners was respectful.	2.71	1.22	1.1	124
Interaction among participants and town staff was respectful.	2.17	1.19	1.09	126
Interaction among participants and town elected officials was respectful.	2.17	1.09	1.04	117
I learned important information through the process.	2.09	1.24	1.12	127
Town staff provided information in a new or interesting way.	3.03	1.71	1.31	119
I gained understanding of others' viewpoints.	2.3	1.11	1.06	123
The outcome of the public input was clear.	3.28	2.29	1.51	120
The outcome of the public input was satisfying.	3.7	1.66	1.29	121
My involvement in Central West Focus Area Plan makes me more likely to be involved in future discussions and plans for community needs.	3.1	2.09	1.44	126

**What were the best parts about the public involvement?
Check all that apply.**

Answer	Response	%
Inclusion of a diversity of people and a wide range of views	49	39%
I believe my views were respected	21	17%
I believe my views made a difference	20	16%
Better understanding among citizens – residents – business owners	39	31%
Information: created or compiled key material to help reach a good decision	33	26%
Promoted community values	30	24%
Created new alternatives	30	24%
Created feasible alternatives	28	22%
The changes from the developer/staff’s initial proposal were clear improvements	22	17%
Other, please specify	40	32%

Total Responses: 126

Of those respondents who selected ‘other’, 50% (20 responses total) stated that there were no best parts and offered further criticism.

Other, please specify
not a best part since it was ignored
One citizen presentation made it easier to visualize the look of proposed road treatment
I attended two meetings - an early information meeting and the later information meeting at the library after the plan was mostly completed. I did read a lot about it and talked to people who were involved.
no best part
How many of the developers live in this neighborhood?
no "best parts"
hard work of town citizens to present factual information
There were no good parts. I felt that residents' concerns were consistently deliberately misinterpreted; ignored; and dismissed with derision.
I am pleased that there is public involvement but the process needs improvement.
Neighborhood supported each other's efforts and put forth a tremendous grass roots effort
There was some slight growth in mutual understanding, but it was primarily a frustrating process in which public involvement was neither truly solicited nor productively used.
It became clear how much town staff could manipulate the process. I realized I could not trust the process. This has made me more defensive, more guarded and more likely to be suspicious of my town officials, especially Roger Stancill. I've even wondered if there are kickbacks going on with developers. Having lived most of my adult life investing in the quality of life in this town, believing it was a true mecca for quality of life, I realize that all can be lost simply through the ambitions of town staff and officials.
They really didn't take the input into consideration.
There were no best parts. It was a poorly managed process and seemed often to be "for show"
The meeting I attended showed that there was no interest in public input, but rather a "show" to promote the decision that was already made. The sense that any opposition to the view of those on the planning group was dismissed was palpable.
The only value of this exercise was to educate the neighbors and gain near consensus on the need for mixed use development with density on this transit corridor.
Got to know other concerned citizens; public input was mostly ignored by town staff and town council
That there was an end point and a presented plan - even though I consider it to be a bad one.
There were no good parts. We elect officials to make these decisions, not randomly appointed "community members" who are accountable to no one. The town should never use such a committee again. They should make the decisions they were elected to make without this kind of waste of time and money.
The Town tried hard to create an open process for broad participation - but unfortunately failed!
Did not participate
I feel that the community's citizens, residents and business owners understood each other and were generally in agreement, but that we were basically ignored by the Planning Board and the Consultants.
In the end we had no involvement.
New connections with CH citizens
None of the above are true as they suggest these arose as a deliberate and planned consequence of the process.

For the first time in my 20 years here, I can't think of a positive comment about how the public involvement was planned and implemented on this development.
Very little. Felt disrespected and not heard. Felt town staff and elected officials don't care about many residents' views. rude comments were made about the age of attendees (the ones who could attend--younger attendees in our neighborhood agreed but could not make meetings due to work and child care obligations, yet we were ignored and castigated for being "older" or "retired") disgusting!
Emails from town staff with updates, documents, links, etc.
very disappointing process
Public suggestions that did not agree with staff plans were completely ignored
Rallied a broader group of citizens than just 'the usual suspects'
I believe the efforts to solicit and incorporate public feedback were genuine, but the process design created unreasonable expectations and actually generated fear/distrust instead
None of the above benefits occurred.
honestly, it was an absolutely demoralizing process and none of these was a "best part"
n/a
It was a complete waste of time. A charade. The reasonable alternative that was proposed was ignored.
The Steering Committee was seated with too many people with financial interests. Town staff did not pay for professional facilitation which might have overcome this problem.
The diverse stakeholders on the committee coming to consensus on the principles and objectives; broad support for the final plan from the committee
I was only able to attend several meetings

What were the worst or least satisfying about the public involvement? Check all that apply.

#	Answer	Response	%
1	My time commitment: not enough impact for the time I put into the issue	35	28%
2	I did not feel heard	47	37%
3	I did not feel respected	27	21%
4	Interaction among participants: several instances of not listening well and/or disrespect	63	50%
5	Staff and information: documents provided slowly or were incomplete	37	29%
6	Staff and information: individual contact by phone or email had a slow response	10	8%
7	Online survey: not clear if results were used by Town Council	45	36%
8	Poor set of alternatives	53	42%
9	Town Council – did not provide clear guidance for how public input would have an impact	66	52%
10	Town Council – did not follow the recommendations of the group	27	21%
11	Other, please specify	53	42%

Total Responses: 126

Prominent themes mentioned under ‘Other’ include:

- Predetermined outcome (14 responses)
- Misrepresentation - makeup of the committee, few citizens overly dominant (7 responses)
- Lack of information and transparency, i.e. dissemination of ‘alternative plan’ (5 responses)
- Organization al flaws (5 responses)
- Consultant work and role (5 responses).

Other, please specify
Process seemed to have been hijacked by staff and consultants
The group of decision makers did not represent the majority of the citizenry.
Staff clearly hated having the public participation.
needed more traffic data
Some information was misleading as presented
Magnified negative input.
I heard such awful things about how people treated each other that I didn't want to attend any meetings.
See above comment. The whole process was an insult.
The committee was stacked for pro-development.
I am much less critical of the Town Council than of the Town staff who tended not to operate in a neutral way but rather had their own agenda.
I believe the outcome of the Central West area plan was pre-determined at the outset. The group process was a sham. Clearly town staff wanted high density development and most committee members were selected to promote that outcome. Land owners want the densest development so as to net highest land values, town staff "spun" information in a manner that kept denying dissenters and the perspectives of dissenters from having equal consideration. The whole consultant involvement was a joke - they were obviously given instructions to create 3 high density designs and those instructions came from town staff not from the Central West group. I have never been so obviously "managed" by the facilitators who were "allowing" me to have my say but were dismissive, patronizing and sometimes contemptuous. Lack of a neutral facilitator meant that ideas that were agreeable to the facilitator were promoted and advanced, ideas that ran counter to the facilitator (and town) goals were ignored.
The time commitment for a citizen was overwhelming
Town staff omitted public input from documents
Town council was in bed with developers --- so public input was a waste of time. Developers and council members believe that they know best and the public doesn't know what's good for it!
Expense and time: A small group of design professionals could have come up with this plan in a one day charrette. It took this citizen group 34 meetings to accomplish the same thing.
Expensive process with little respect of consultant and town staff by many neighborhood appointees. A complete abdication of Mayor, Council and Staff responsibility to lead not be jerked around by a small but vocal group of "nattering nabobs of negativism" to quote a former VP of the US.
Nothing was unsatisfying to me
the representative from the public school was sarcastic and shockingly rude to parents
Professional consultants presented poor alternatives, confusing format
The process was poorly organized, and it appeared that staff had a desired outcome toward which it pushed the process, ignoring problems with that outcome that were brought to light by public input.
Lack of true town representation with the people participating.
Some of the neighbors were rude and loud.
Whole process took way, way too long.
N/a.
We feel that the exercises are a sham and that the Planning Board, the Town Manager and many on the Council have already agreed to do whatever the developers want and that all these meetings gathering public input are useless because the Town Government does not

listen
Gave little to no credence to the alternative plan
None of the above.
People who live in the area and would be affected had limited opportunity to learn about the plan.
it seemed as if an outcome had been reached and the process was an impediment that had to be gone through
Frustration with consultants, poor or no facilitation,
Continued massive over-representation of wealthy retirees who can attend a million meetings dominating process with THEIR issues
The incredible disrespect and distain with which some community members treated others with different views
No clear process for dealing with conflicts of interest.
The public commentary sessions seemed like a facade to give the illusion of community feedback when, in fact, few--if any--of the ideas were incorporated.
Complex engineering questions can't be answered by a "group think" process; the planning groups should have had access to the town engineer.
see comments above
The "alternative plan" being talked about everywhere was never actually publicized, yet still it was referred to even by staff and elected officials. I would have wanted to see the "alternative plan" so that I could make my own judgment about it since it seemed so much of the discussion was about this "alternative plan" or "citizens plan" or whatever they called it.
I think the process, committee and consultants were very pro-development and the views of these powerful groups did not represent nor include the views of the residents
Very frustrated with Staff and most Town Council members
Process overwhelmed by a few loud voices
Outcome was 'rigged' from the start. Council used a mock democratic process to validate its desired outcome
Excessive time commitment + time domination by anti-change speakers.
I felt the staff could have been more explicit about expected product at the beginning. I felt the group did not reach far enough into new alternatives for low carbon, sustainable, pro-solar, development; there is much public education needed here.
Don't forget the unresponsive consultants who pushed the final product in what seemed like a predetermined direction.
hired consultant came to meetings with her own agenda and never seemed to hear community input
expensive process
n/a
Felt very much like token participation--no clear pathway between participants' comments and implementation--bad representation of the public, but who could blame them? It was a poor use of time
The process was poorly designed to put data collection at end, not at beginning. It took the Planning Board to insist on information up front.
Consultant should have provided a lower density option in the mix much earlier in the process
I was only able to attend several meetings
It seems that Kleinschmidt is keen on cramming this down everyone's' throat.

5. Other thoughts you have about your participation:

Text Response
Full participation required commitment of too much time, hard to compete with staff and consultants
The "return" on the time I spent attending all but 2 of the steering committee meetings turned out to be the greatest waste of my time of time I have ever experienced. The end result was predestined by staff and the consultant hired by staff.
This makes me wish that we could impeach all town officials involved in the process. It was extremely insulting to resident stakeholders. I feel like Sisyphus pushing a rock up a hill.
The committee was stacked for pro-development. It had business representation, landowner representation, and community representation (say roughly 1/3, 1/3, 1/3). (It had other people, but the key voting blocs looked like this. Then it had a majority voting rule. So it is not surprising that when votes occurred, the community and neighbors were out-voted by the pro-relaxation-of-zoning bloc of business and landowners. This was a classic move to insure the outcome the Council wanted while trying to make it look like a deliberative and democratic process. Stack the committee and then give it a majority vote. I was disappointed with this procedure.
Went on way too long yet there was a certain contingency that would drag out the process forever if given the chance.
Taxpayers should not have to commit this amount of time and effort to keep the future of our community/neighborhoods safe and sustainable. We are not against growth, but Chapel Hill is a special community and we need to agree that urban high rise, street front buildings may work for other areas of the country like Boston and Atlanta but this is not Chapel Hill. Many neighbors felt the town was not listening to them and did not respect their thoughts and opinions and the importance of sustaining quality of life neighborhoods. A neighborhood is the first link to having an enriched town.
Overall, I spent more time on Central West affairs than literally anyone else other than a few members of the Steering Committee (in fact, I attended all but a handful of Steering Committee meetings, more than did many of the Steering Committee); I also spent several hours a day on listserv activities and planning activities within the citizens concerned about the outcome of the work. In the end, I conclude that much of this work/effort was wasted. What I helped achieve -- in the most positive sense -- is to help prevent a worse decision/final product from occurring than might have resulted. It was literally a year out of my life to not much effect other than to be increasingly cynical about citizen involvement in Chapel Hill civic affairs. At the same time, the residents I worked with were labeled as "obstructionists" or worse. Much of this outcome occurred because the consultants used were not capable of listening nor of leading the Steering Committee which was badly split. It was a demonstration of how not to do citizen participation.
This process has left me feeling as if the goal of Central West development is to impose high density development in a location that cannot support it, will change, for the worse, the quality of life of those surrounding the area, is an ill-conceived effort by town officials to jump on a bandwagon of "innovation" without thinking through the actual merits and impacts all under the guise of increasing town revenues. So much data has suggested that little to no revenue gains will occur. I'm not sure if the mayor and town manager are in this effort together to somehow advance their careers: making a case for their alleged "innovative and progressive" ways. Will the mayor run for congress on a "progressive"

platform? The truth is that evolution of towns is inevitable but trying to retro-fit Chapel Hill, attempting to make it into a Durham, is impossible without ripping out schools, redesigning streets and creating a gridded street configuration. We just can't do it. Please tell the mayor to make a name for himself based on balancing progression with preservation, with economy with ecology, about enhancing the existing character of the town rather than trying to impose a personal vision. What is driving high density development? Money, personal ambition and ego: the 3 evils of public service.

This was a frustrating experience and left me with the impression that while the Town talks about public participation, it does not really walk the walk. It was not until later in the process that public input at Committee meetings was recorded and at first without names, sometimes summarized in an incomplete manner leaving out important points. The refusal to include a summary of public input in the final Small Area Plan (SAP) was inexplicable. We still don't have a final SAP including all the amendments and final resolutions together in one place in an easily accessible place on the Internet. Only a few Council members seemed to actually listen and try to understand the points of speakers at meetings if those views were different from their own.

A preconditioned and mobilized angry minority attended several of the meetings and community information sessions with the intent of disrupting and ultimately stopping the Central West process. I believe this mobilized force discouraged other citizens with varying points of view from attending due to the animosity and level of contention present in these meetings. It was difficult attempting to discuss ideas for the area when faced with closed minds and angry neighbors who for the most part were not even aware of actual proceedings and/or facts concerning Central West.

I was not able to view a range of options but rather the group presented a couple of variations on their theme. High density or higher density? Etc. An option of leaving the area as a public park with gardens, fountains, and trails (on the model of Central Park in NYC) would be a great benefit to Chapel Hill. Clearly that would not make money for a developer and so was so far from being an option that it was obvious the only "option" were how to make money or how to make more money for the developer.

The Small Area Plan process has not worked well in CH. Chartwell followed the Northern Task Force's Small Area Plan almost perfectly and still ran into major neighbor problems and objections. I suspect Central West will be faced with the same fate. The Glen Lennox NCD process was very unique and should not be used as a model for the future because the GL owner was an integral part of the process and essentially led the group to a logical conclusion that was known before the process began. That also took two years and with considerable cost.

Town Council and Town staff went through the motions of collecting public input, but they worked towards a pre-decided outcome. Town staff did not come in with an open mind, but working towards an agenda of maximizing developer and land owner profit in the guise of increasing tax revenue, without considering cost to the town and the degradation of quality of life.

The end result with respect to a plan and methods of considering cumulative and neighborhood impacts was an outcome that should have taken no more than two workshops (Friday Afternoon and all day Saturday) with follow up reporting out documents. It was a colossal waste of my time and most others.

The alternatives as presented were extremely poorly and incoherently presented. The open-session at Amity Church was chaotic and wholly unrepresentative. The public input gathered was useless, totally without controls. The public felt frustrated.

These citizen committees are a horrible way to do business. The Council should do the job they were elected to do, not outsource it to some committee of community members

who are accountable to no one and who do nothing but hijack the entire process in order to stop much-needed development for our community.

This was a terrible process. The Steering Committee was too large and didn't function well. Staff did things to influence the outcome, e.g., hiring a consultant that came up with proposed plans - that were severely flawed - long before the Steering Committee was in a position to evaluate them. Staff neglected to acquire basic information until the process was almost complete - e.g., traffic analysis, storm-water runoff data, and apparently sought to discourage members of the public who were taking exception to the process.

I found the public input process to be very frustrating, and it made me feel alienated from my neighbors. I am a younger resident of the impact area, and though there are a large amount of younger people and renters who are my neighbors, very few attended the meetings. Instead, the comment periods were dominated by older, more affluent citizens who are a minority in the population of the neighborhood, as well as the population of the town. In addition, the animosity and blatant obstruction of the minority on the steering committee was appalling, as was the Council's decision to appoint someone affluent to the public housing slot on the steering committee. Despite the process, I was impressed with the co-chairs of the committee for their ability to create a very good plan. In the future, the Town needs to be proactive in trying to engage underrepresented groups in public input, who generally support the density that the obstructionists are decrying.

Edited Lack of clarity throughout process - participants didn't know what their end product looked like (level of detail...). Staff and council created a process that asked a group of untrained citizens to create a small area plan with details way beyond their area of expertise. Early in the process, the timing of consultant presentations were very premature, and therefore not reflective of input from committee mbrs. This led to a feeling of not being heard, and of the Town staff having preconceived ideas of what the outcome should be... [MA: Unique role in process omitted]..... my role was unclear to me, and to committee members. None-the-less, it's clear to me now that this role has an important part to play in the process, and should be in place from the beginning. In my opinion, this committee should be tasked with creating a set of goals and guiding principles, that would serve to guide development of the area under consideration, and that's it. And in my opinion, it was counterproductive to task the committee to create a small area plan, without adequate guidance to focus effort on macro-level issues and not details, such as location of curb cuts, widths of multipurpose trails, building setbacks, etc. The major outcome of those conversations was having most (all?) of the committee members fighting over such details, to the point of swearing at one another and Town staff... In sum, I think the outcome of this committee board's efforts should be - Guiding Principles and Goals, which the Council would review... and adopt. Then the Town would hire a land planner/consultant to use those Guiding Principles and Goals, along with a weekend + evening design charrette to brainstorm with community. Then they would go away (and with minimal input from Town staff...) and develop 3 or so different land use plans, all of which would be true to the Guiding Principles and Goals. These 3+/- options would be presented to the Town Council and Community at a Public Forum. One version would be identified and further refined... The approval is eventually by the Town Council; therefore they should all be significantly involved throughout the process. I've got more to say, but will leave it at that for now. Thanks. [MA: Abbreviation of name omitted].

I think the Town Council listened somewhat. They did not make as many changes in the plan as I and many others requested. I was very disappointed in the final decisions.

The alternate Central West Focus Area Plan was placed outside of a main public

<p>hearing room, which leads me to believe it was not strongly considered by the decision-makers in the process.</p>
<p>I have the strong impression that the people in the neighborhood that would be affected by these plans were not encouraged to participate in discussions that would inform them of the plans and options. It seems that the interests who run the town and who would benefit from extensive development in the area had an agenda of their own.</p>
<p>The town council needs to provide more leadership and more honesty with the public. My view at the end was that my participation was meaningless; my voice was not going to be heard. I was a little surprised at this; I thought liberal leaning towns were supposed to be more inclusive.</p>
<p>Overall very frustrating. Mostly feel it was all for naught. Very disappointed with town's choice of consultants - their poor work and high fees. Would have been a different process with good facilitation. That story alone is a tale worth telling.</p>
<p>It took too much time. It should not require 30+ meetings for a citizen to be heard</p>
<p>1 Survey questions were biased toward development and hence could not collect the whole picture. 2 Although time was given at the start and end of meetings for comments there was limited means for dialogue between the public and the committee - i.e. people often made statements that were not acknowledged or responded to. 3 Although materials discussed at SC meetings were available on the web, printed materials that were circulated at the meetings were not made available to the public as anything other than overheads, and they were therefore left as spectators. 4. The community felt so ignored that they drew up their own plan to rebut the "accusations" that they were anti all development and NIMBY's - this was largely dismissed by the SC until community representatives on the SC started to recognize it had merit and stand behind it. 5. I witnessed times when the chair and co-chair were speaking to each other and joking while other members of the SC were making their points. This was both disrespectful to the people speaking and distracting for members of the public struggling to hear what was being said. 6. Meeting rooms were often not conducive to public participation. 7. Whilst "facilitating" meetings, consultant Deana Rhodeside was rude to members of the public, cutting them off and contradicting their points - she even did this to one of the Councilors! She was not welcoming of any point that did not concur with her own view.</p>
<p>I came away from the sessions both skeptical and disturbed about the future of Chapel Hill. In my 20 years here, it was the most disheartening experience as a citizen of our community. In particular, the consultant did not appear open to ideas and consistently ignored or dismissed community input. I understand that our community includes a divergent set of stakeholders with a range of interests. But, for the many of us who care about the viability of this community, as a whole, it was disrespectful--and dishonest--to characterize dissenting points of view as merely "NIMBY." Our concerns are much more substantive than selfish self-interest and are related to the broad range of development initiatives that pose a range of risks, including economic risks, among others.</p>
<p>The Town Manager acts as though he does not want any input from citizens.</p>
<p>Too much reliance on consultants. We have the knowledge base in this community to complete these processes with internal resources.</p>
<p>The mayor and the town council do not appear to be sensitive to resident views and opinions. There seems to be no sense of pride in the town from mayor and elected officials in terms of what it can be and although the pressing need is for tax revenues - they are not putting thoughtful consideration into a VISION that embodies all things that make up a TOWN. Case in point - ugly development on 54 coming into the university - is it leading edge architecture - is it inviting - the developers are running all over this mayor and town - when the town could in fact be more creative. Another issue - is</p>

wanting to build affordable housing on a lot that was allocated for the expansion of the town cemetery on 15-501 - in Boston the cemetery is filled w/beautiful trees - place of beauty - but here - seems like no one cares. Where is our town planner - Chapel Hill is a beautiful town - but will be ruined when all the entrances to this place are high rise brick buildings - w/no architectural significance - and not reflecting any of the values of the town and its wonderful international community and oldest university.

Totally disgusted by the entire process. All around this area (not just in Chapel Hill), Chapel Hill is thought to be losing ground in many important ways, while both Carrboro and Durham thrive and become much more positive and desirable communities. Frankly, I'd not move here, now. The only voices listened to are business and development. It is clear that those of us who already live here and have put much into this town just aren't valued anymore. Money rules everything.

I moved to the Central West area because I LOOK FORWARD to the development, the new and comprehensive bike lanes, letting my kid ride her bike to school, walking to more restaurants. However, the process seemed like a lot of work to end up with four artist renderings that all basically looked the same and made most residents of the area mad. I'm not sure... but obviously, I feel better that the whole idea was put up for public input since this is our community. I didn't get too involved; I just moved here. I guess I would like to see polling numbers on who actually wants what. It seemed the council went forward knowing that "most" people are in favor of the direction the plan was headed. Although from public hearings, etc. (and I watched a public hearing on this issue; the first public hearing for me since Lopez instituted 287g program in Durham in mid-2000's) it seemed the loudest voices were against the plan.

I pretty much sat this one out and watched from the sidelines. Participating actively would have been very frustrating and in the end, pointless.

Someone involved in the area asked me to attend because I am able to speak out freely to counter anti-development, anti-business vocal Chapel Hill contingent. It continues to be discouraging that these activists take so much unneeded time to oppose change while Chapel Hill's and UNC's population necessarily grow. The staff and Town officials were very patient and cooperative with these diversions, but the cost in time, energy, and costs should be curtailed to some extent in future Chapel Hill 2020 discussions. As one longtime Chapel Hill southern area resident opined to me, we are already surrounded by the commerce we badly needed, so we must get moving before any more opportunities to expand the goods and services here disappear.

For future efforts, I would recommend a MUCH SHORTER process. The request for a detailed plan--from individual citizens that did not have expertise in traffic engineering, storm-water management, etc.--created an expectation (and fear) of a concrete outcome that was never intended, but impossible to un-do once created. The Council requested a "plan," but it would have been more productive to hold a small number of larger community meetings about trade-offs regarding traffic, development, amenities, etc. They might have gotten broader participation and generated less of a backlash--and not have used so many town/staff resources to manage 12 months of lengthy meetings! We didn't actually talk much about trade-offs. But the time the committee got to that point, there was so much rancor, folks weren't able to step back and say "Actually, THIS is what I care most about" or "This is what worries me"--it was all about the height and setbacks of IMAGINARY buildings!

Results of a critical public review meeting were completely ignored because of an unsubstantiated charge from a biased participant that an unidentified individual or individuals had changed some answers.

My participation was limited to a few meetings. I didn't say much after the first one. The

whole thing was fairly typical Chapel Hill in the level of detail, the back n forth and the fear mongering about traffic& stormwater as surrogates for NIMBYism by the well to do who live nearby

It seemed like it was a dog and pony show -- the town only listened to the citizens because they had to. The citizen's concerns were not properly recorded or acted upon/considered. The consultants were one-pointed in their concept plan and did not incorporate citizen's proposals.

I feel that there was one particular member of the steering committee that was hostile to the process, and was there specifically to sabotage it both directly and indirectly, but I really enjoyed the input of all the other committee members and felt they did a great job.

It appeared that high density development was a foregone conclusion. The town council went through the motions of eliciting citizen input, but ignored most of our concerns and alternative proposal.

I attended only one meeting; was not involved in the process enough to form very many specific opinions

The Consultant launched a blizzard of plans before the committee requested anything. The staff seemed insistent that the committee consider them. Staff was clearly overwhelmed by the demands of the job. The Manager's representative picked the consultant too soon, wrote a work assignment before the committee had met, and gave directions to the consultant of which the committee was unaware. The contract was mismanaged, over budget, and the Town staff blamed the committee (heard this from a council member) instead of the accountable party. The consultant was a poor choice for the job. Co chairs' role should have been clarified up front by the committee. I did not end up having confidence in their leadership or their ability to really listen to the committee or the public. On several occasions they invented their own initiatives without committee knowledge. In successful collaborative processes, public input is part of the decision-making. In this case the charge mandated it. I was grievously disappointed that the committee did not follow its own charge and the Council did not seem concerned in the charge. Mid process a committee majority, sensing they had the votes, decided to ignore all pleas from the community and the committee minority. At that point the process was broken. Council did not heed community leaders' call for a professional facilitator at mid-point. This process failed to take into account community input held by an overwhelming majority.

Consultants presented plans before values and objectives were established by the steering committee, which implies a pre-determined course or outcome. Consultants by human nature became advocates for their plan not unbiased facilitators.

I was only able to attend several meetings in the beginning of the process. It seemed at the time that information was being collected from the citizens and I am sure that our government representatives will consider all concerns and do the right thing for our neighborhood as they have done for others. Examples... closing off or making roads one way to control traffic into the Oaks and reducing Weaver Dairy Road lanes from 4 with a turn lane to 2 with a turn lane when NC had already paid for the widening. Weaver Dairy has very few driveways attached directly until you get down to the part that was made more secluded and private when the Sage road extension was added...nice. Weaver Dairy was a better choice for a connector road. Only one school also. Paying to finally fix Columbia...such a dangerous road! Thank you. Regardless of what is done I feel that we deserve as a neighborhood with 2 schools and many homes with driveways on N. Estes Drive, some traffic control measures installed as well...speed tables on the hill at least...(4 baby deer and 1 adult have been hit in front of my house ... maybe more)...the

adult made it up to my house and died behind my bushes...the cars don't stop to deal with the dead or wounded...warning signs for deer crossings would be good...sidewalks on both sides for children walking to school and more school crossings...or a school crossing at every other driveway...one of the automatic signs that lets people know how fast they are going would be useful. I get honked at for slowing down to get into my driveway...I get honked at coming out also...I am just not fast enough! Very seldom do I see anyone pulled over for speeding and almost everyone speeds down the hill... My daughter was actually rear-ended going up the hill when she slowed down to go into our driveway (she had actually stopped with her turn signal on). I guess the point is that there are already problems that need to be resolved. It is very difficult to get in and out of the neighborhood closest to the stop light at Estes and MLK. Very bad already. Solve these issues first and then work on more development...we really need to increase the business tax base (attract more businesses) and reduce the homeowners taxes! Please! I probably just need to move...Thanks for listening! Cheers!

A higher level of leadership is needed from Council members to avoid single-issue or extremist citizens from unfairly influencing the debate and decision making.

1. I would advise that more thought be put into the purpose of the public involvement before designing future public involvement undertakings. I think that a lot of residents attended a lot of meetings to relatively little purpose -- in part because the Town Council did not want those who attended to have more input than others. There is a very legitimate argument for the Council's view -- but the citizens who did attend the early planning sessions felt like we put in a great deal of effort to no avail. 2. The consultants hired for the early planning sessions were very unimpressive. There have been several newspaper articles recently about the need for repairs on city buildings and the difficulty of finding funds. I realize that the money for consultants might not go far towards building repair but the Town Council might want to consider reducing the expenditure on consultants to lead discussions. Professional consultants for water runoff estimates and traffic estimates might be more valuable.

Principles and objectives had little impact on results. Initial land use proposal should have been created by committee based on principles/objectives, rather than by consultant/staff before principles/objectives were finalized. Use of facilitator came too late in the process. More emphasis on consensus would have forced committee to work more closely together: consensus should have been first priority in decisionmaking with voting a last result.

Additional comments

From someone who did not do the survey, but wanted these comments recorded:

Like most questionnaires, it is the specifics of the questions that determine how effective they are. This one did not hit the mark very well from my perspective. It seemed to be heavily slanted toward trying to judge how a lay citizen thought the process went versus trying to determine how well the process served the town as a whole (i.e., time, cost, results).

In the case of Glen Lennox and Central West (our most recently completed community planning exercises), the design professionals for both sets of owners had the answers before the process began (at no cost to the town). Each of those Town studies took about two years to come up with similar results at costs in the hundreds of thousands of dollars (not counting the citizen's voluntary time).

Good news is the final results of each (GL and CW) are thankfully quite reasonable. It just took too long and cost too much time and expense to get there and each property owner still do not have entitlements, much less construction permits.

I'm afraid when individual projects are brought forward in the Central West area that meet the approved SAP, many of the neighbors will still strongly object because unfortunately for some their motive is for no growth. This is what happened at Charterwood with regard to the Northern Area Plan.

We're not there yet.

From someone who did not do the survey, but wanted these comments recorded:

I was very disappointed by the survey and cannot imagine that the results will have any validity or correct clear direction. I tried answering the survey twice, but gave up because I realized I could answer many, if not most, of the questions that I attempted; with opposite answers depending on how I interpreted the question. I did not want to contribute to a survey result that I think will reflect the way the questions were asked, rather than how I feel.

I have participated in many surveys and have never failed to complete one or have the issues that I had with this one, and regret that my thoughts will not be taken into account after the hundreds of hours that I invested in the Central West Focus Area process,

I will be glad to provide additional feedback, if you are interested.

From a survey respondent, but not sure it was recorded in the comments section (parts 1 and 2):

Part 1 - I just did the survey but the end came unexpectedly and I wanted to add one more thought, so I hope you'll accept it in an email.

From an outsider's perspective, it seemed like the CW process fell apart before it even began – when the committee was being formed and the study area identified and named. Even the name, Central West, indicates a lack of promise – only the people involved had any understanding of where “Central West” is. As involved as I am in town issues, I have no idea what it means.

I think the Town does a great job of sharing information. However, for me, I often find that it is too much to digest at one time. I would have loved to have had one or more lunchtime info sessions – an hour update on the issues under consideration. If I were a staff member, I'm sure I'd be frustrated at the idea that all those hours of work be condensed into an hour, but it would have been useful just to know the main topics and issues. It's very possible they did this and I missed it – so I'm not complaining, just offering this for future community processes.

I guess what I'm saying is that I didn't want to participate in the contentious 3 hour meetings but I would have liked briefings on what was being discussed, **without** public input. Or alternately, more frequent, but shorter, emails focused on one issue.

Part 2 - I thought about this more last night and realized that what I really would like when the town is involved in these complicated and messy community processes are sessions that are purely informational, where staff takes questions but they are not public forums set up to get public opinion. The town can get so focused on getting public opinion that they overlook simply providing updates and information to those of us who just want to understand the data and issues under consideration.

Your connections to Chapel Hill. Check all that apply, please.

Answer	Response	%
I am a student at the university	2	2%
I work in Chapel Hill	66	54%
I live in Chapel Hill	112	92%
I have a business in Chapel Hill	24	20%
I visit Chapel Hill	4	3%
Other:	9	7%

Total Responses: 122

Other:
Own a house in CH
mbr CH Town Council
Chapel Hill native
I have family in Chapel Hill
I am faculty at the university
I work at home
own property in town used to live in it live just outside town now
At the time I was a student in Chapel Hill
Live on N Estes Drive

Gender

Answer	Response	%
Male	57	50%
Female	58	50%
Total	115	100%

Age

Answer	Response	%
Age between 10 and 22	0	0%
Age between 23 and 30	6	5%
Age between 31 and 45	19	17%
Age between 46 and 55	26	23%
Age between 56 and 65	37	32%
Age 66 or older	27	23%
Total	115	100%

Race/ethnic/national identification. Check all that apply, please.

Answer	Response	%
African-American	0	0%
Asian-American	2	2%
Caucasian	96	89%
Hispanic/Latino	1	1%
Native American	0	0%
Citizen of another country (e.g., Canada, Brazil)	1	1%
Other:	8	7%
Total	108	100%

Other:

African-American/Caucasian

All of the above

not relevant

Staff Participants

What was your role in the Central West Focus Area Plan? Please choose the option(s) that best describe your involvement (select all that apply).

Answer	Response	%
Project leader or co-leader	2	9%
Data and expertise: provide information/analysis, make presentation/s	5	22%
Provide resources to the project leader/s or other key staff	10	43%
Communication and Outreach	3	13%
Meeting management (facilitation, etc.)	7	30%
Other, please specify:	5	22%

Total Responses: 23

Other, please specify:
Support Staff from Town of CH
Staff support
Meeting assistance (staff)
Department director with staff involved on the team

You indicated that your role in the Central West Focus Area Plan was communication and outreach. Please specify.

Answer	Response	%
Plan and advise	2	67%
Execute	0	0%
Other	1	33%
Total	3	100%

The time I invested in this project was...

Answer	Response	%
Too much	4	17%
About Right	15	65%
Too Little	4	17%
Total	23	100%

Comments:

Text Response

Edited [MA: I had great responsibility for the work, so] this project almost consumed all of my work day. While the project was large and complex, it did leave me with little time to work on other assignments.

This is only a reflection of the few meetings that I attended.

I was asked to participate in several meetings, but did not keep up with the project much due to my other work responsibilities. Therefore, I did not feel invested in the project.

My role was very peripheral in nature--I was not responsible for any of the "planning" initiatives

I was not given opportunity even though my position is critical to the project regarding traffic operations.

This project gave me an opportunity to develop my public involvement skills:

Answer	Response	%
Not at all	2	12%
A little	5	29%
A moderate amount	7	41%
To a great degree	3	18%
Total	17	100%

Mean: 2.65

Standard Deviation: 0.93

Comments:

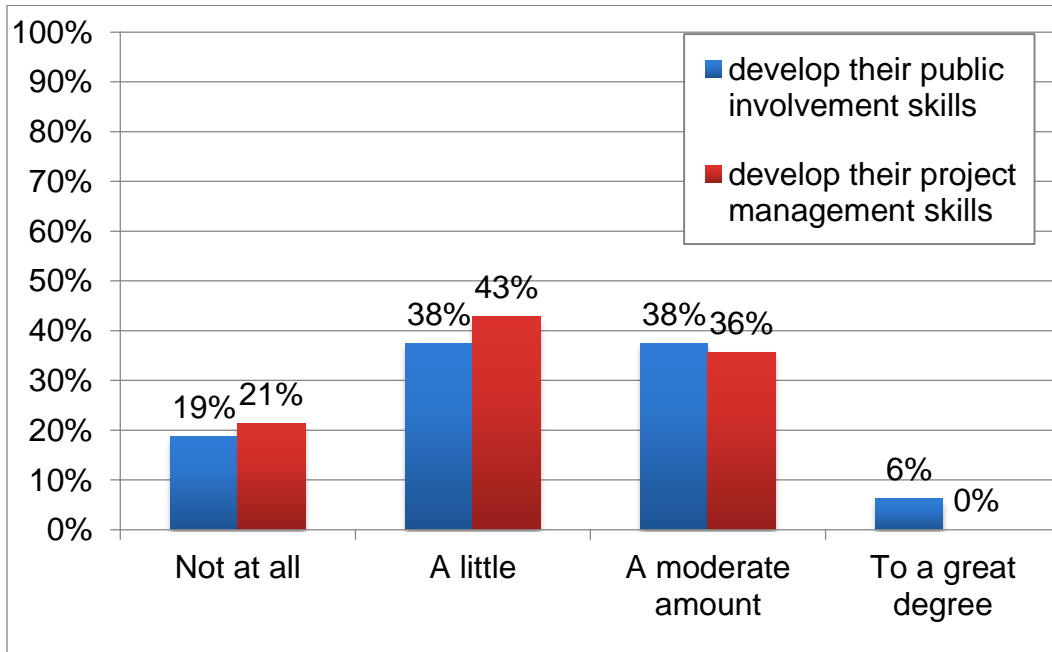
Text Response

I was able to facilitate discussion for a table of citizens who were not thrilled with the plan.

I was not invited to the public meetings.

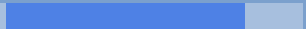
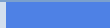



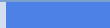



This project gave me an opportunity to help other staff...

	Not at all	A little	A moderate amount	To a great degree	Total Responses	Mean
develop their public involvement skills	3	6	6	1	16	3.31
develop their project management skills	3	6	5	0	14	3.14



	Mean	Variance	Standard Deviation	Total Responses
develop their public involvement skills	3.31	0.76	0.87	16
develop their project management skills	3.14	0.59	0.77	14

What were the best parts about the public involvement work? Check all that apply.

Answer		Response	%
Inclusion of a diversity of people and a wide range of views		11	50%
Reasonable workload for me		5	23%
Reasonable workload for my staff collaborators on this topic		1	5%
Better understanding among participants		8	36%
Information: created or compiled key material to help reach a good decision		8	36%
Promoted community values		5	23%
Created new alternatives		5	23%
Created feasible alternatives		5	23%
The changes from the developer/staff's initial proposal were clear improvements		2	9%
Other, please specify		3	14%
Timeline was not altered (no "new things" from senior administrators or Town Council)		0	0%
The outcome of the work was professionally satisfying		3	14%
Different views by participants (citizens, businesses, etc.)		5	23%

Total Responses: 22

Other, please specify
I didn't experience any of these best parts
Better and broader understanding of public concerns
There were none

2 out of 3 respondents who chose 'other' stated that there were no best parts.

4 respondents indicated that the different views by the participants were among the best parts of the public participation process. We asked them to specify how the outcome reflected different views.

Answer	Response	%
Participants reached a minimal compromise	3	75%
Participants reached a strong compromise	0	0%
Participants reached a consensus that went beyond obvious compromise choices	1	25%
Total	4	100%

What were the worst or least satisfying parts about the public involvement? Check all that apply.

Answer	Response	%
Interaction among participants: several instances of not listening well and/or disrespect	12	55%
My workload for this process	2	9%
Staff workload for this process	10	45%
Staff and information: individual contact by phone or email had a slow response	0	0%
Poor set of alternatives	3	14%
Town Council – did not provide clear guidance for how public input would have an impact	3	14%
Town Council – did not follow the recommendations of the group	1	5%
Other, please specify	11	50%
I did not receive the support I needed from supervisors/top administrators	0	0%
Timeline was altered (New things were added by senior administrators or Town Council)	4	18%
Town Council – did not support the process (allowed for “end runs” or favored an outcome while group was developing or considering alternatives)	2	9%
Different views by participants (citizens, businesses, etc.) were left unresolved	4	18%

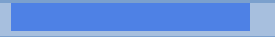


Total Responses: 22

Other, please specify
Disorganized, no one in charge, decision making structure unclear
Too much public involvement that extended timeline and increased dollars spent on this project
Contractor did not provide adequate support to Town staff, poor scheduling and understanding of citizen concerns, did not address them directly
Small group of participants did their best to steer the project off course. The Town panders to these folks too much.
Poor project management of consultant (junior staff assigned to PM), scope creep, too many people on committee, the items listed above as "Town Council" should be Town Manager (they would've been checked then)
Some members of the public and the committee were very demanding of staff time.
By checking "poor set of alternatives" I don't mean to comment on the quality of proposed development and the thought which went into it. I checked the box to say the alternatives were poor because of how they were presented and tracked over time. For example, I remember seeing land use maps that appeared to be no different from each other, but they were actually different alternatives like...A1..A2 .B1. and B 2. The only way you could tell the alternative was different was by looking at a table with its development intensity values. This method of alternative differentiation is fine for small groups or staff workflows where one can digest information at their own pace on their own computer. However, in a public presentation setting, alternatives need some other "distinguishing" factor so people readily know they are alternatives. This may come from giving them better names, the use of imagery, or by just having 2 alternatives that are really different. Does anyone today really remember the difference between B1 and B2?
did not get an opportunity to involve in this project that way that I wanted to
My participation was too limited to answer this question
minority on the committee was allowed to dominate
None of these apply to my experience

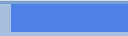
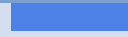
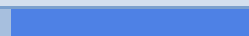
2 respondents indicated that their personal workload was among the least satisfying aspects of the public participation process. We asked them specify how they viewed their personal workload:

Answer	Response	%
More than expected	1	50%
Much more than expected	1	50%
An unreasonable overload (RE: queries from Town Council, participants or others)	0	0%
Total	2	100%

10 respondents indicated that staff workload was among the least satisfying aspects of the public participation process. We asked them how they viewed staff workload:

Answer		Response	%
More than expected		5	50%
Much more than expected		3	30%
An unreasonable overload (RE: queries from Town Council, participants or others)		2	20%
Total		10	100%

4 respondents indicated that they were unsatisfied that different views by participants were left unresolved in the public participation process. We asked them to specify:

Answer		Response	%
Staff was expected to bridge differences: this was unreasonable		1	25%
No bridging of differences – issue will just come back		1	25%
Opinions were hardened and more polarized than at start		2	50%
Total		4	100%

Lessons or other reflections to share:

Text Response
The amount of money that was spent on this project is hard to swallow.
The process took too long and was too expensive. Let a few citizens' demands slow down the process and take up too much staff time.
I think we have an opportunity to reflect from this process and learn how to manage all the special project that came out of the 2020 process. With limited resources it's hard for staff to accomplish daily tasks and then add on additional tasks staff is spread thin. We need to set priorities and work as a team to achieve them. I believe we should focus on the Permit Center an idea that we have been working on for a few years. We should accomplish this goal as a team before moving onto Special Projects such as Central West and Ephesus Fordham.
1) Start with strong facilitator and agenda up front 2) Clear Council directives regarding roles and responsibilities 3) Recognize facilitation skills necessary upfront for a diverse group.
Clearly set guidelines for public, staff and committee members. Communicate public and committee member guidelines at each meeting. Set and monitor goals with consultants to confirm project stays within budget.
I think had the Town Council set more clear guidelines for this process and topics to be considered as a part of the process the workload would have been more manageable and would have provided a better outcome for the Town as a whole. Because the guidelines were undefined, certain participants protracted out the process and used it as a personal platform rather than developing a community consensus. Ultimately the outcome of the project appears to do little to address stated Town / Council goals of creating new desirable public spaces, addressing the affordable housing in a meaningful way and supplementing the predominantly residential tax base. Had the Council, from the outset, affirmed the 2020 Comprehensive Plan's designation of this area as potential for development, I believe the public process could have focused more on balancing the Town's goals rather than quibbling over non-issues. Additionally, had the Town staff and Council communicated more clearly that this small area plan process was an outpouring of the 2020 Comprehensive Plan and a holistic alternative to case-by-case approvals; I believe the process, especially involvement from the general public, would have been much more effective. Instead, the process was largely dictated by fear and misinformation.
I'm not sure whether/how I might have helped the leader's project involvement or management skills (need an "I don't know" column in earlier question). It seems that the contractor was leaving facilitation to staff and vice versa. I believe staff worked as well with the contractor as they could, but it was not clear to the contractor what they might be getting into/working with and the strongly differing opinions that they'd need to address and try to reconcile. Alternatives were poorly thought out and didn't address concerns. Other staff brought in too late to provide adequate support.
Too many studies going on concurrently involving the same staff.
It is difficult to predict the impacts on staff capacity up front, but this process utilized a significant amount of staff time that was not anticipated. Therefore during this time, key staff was pulled off of existing projects and those projects were shuffled to other staff members or not completed. Also, it seemed as though the co-chairs of this committee did not take on as strong of a leadership role as other chairs have in the past. This could have been a major factor in why so much staff time was required to implement this

process.

The advisory boards had too much power in this process.

Seemed like too many meetings. However, this may have been the best option for Central West. Also, the lead consultant wasn't prepared to manage a small area planning process in which proposed land use alternatives would eventually serve as inputs for Traffic and Fiscal Impact models. Since both Traffic and Fiscal Impact analyses seem to be common features of the Town's current approach to planning, getting the land use data in the right format early on is important. By getting it right early, other types of consultants to come into the process and "do their thing" quickly and avoid a lot of data translation and additional assumption making. Avoiding situations like these will be a benefit to the Town from a cost and quality perspective. To put it another way, as far as I could tell, Rhodeside Harwell had no staff members devoted to Central West that were able to translate their hand drawn Land Use maps into GIS data, and GIS data is essential to planning and avoiding headaches IMO.

Edited I am [MA: specific staff role] for the Town. The staff team hired a consultant to do the [MA: work that is in my area of expertise and responsibility], but I was not given opportunity to interact and/or review the consultant work.

Public process and meetings went well beyond that initially anticipated.

Town Administration and Decision Makers (i.e. Town Council)

Timing and Council workload (choose one):

Answer	Response	%
Very accurate assessment – public participation processes did fit with timing and workload of Town Council	0	0%
Somewhat accurate assessment – (change of Council priorities, or outside factors intervened) public participation processes fit fairly well with timing and workload of Town Council	2	33%
Not very accurate assessment – (too optimistic on workload; Council took on new priorities; anticipated outside factors were disruptive) public participation processes did not fit very well with timing and workload of Town Council	4	67%
I don't know	0	0%
Total	6	100%

Staff priorities and workload (choose one):

Answer	Response	%
Very accurate assessment – realistic fit of public participation processes with project staff priorities and workload	0	0%
Somewhat accurate assessment – (change of scope of project, or a bit optimistic about staff workload, or staff change) public participation processes fit fairly well with project staff priorities and workload	0	0%
Not very accurate assessment – (too optimistic on workload; New priorities for staff; outside factors were disruptive) public participation processes did not fit very well with project staff priorities and workload	6	100%
I don't know	0	0%
Total	6	100%

Comments:

Text Response

I don't think the consultants did as much of the work as was expected, without staff picking up an extraordinary share

The Advisory Committee(s) on this public participation effort (choose one):


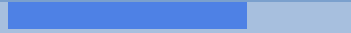
Answer	Response	%
Role was appropriate: Common, clear understanding of the public participation goals and how the Advisory Committee(s) would work to involve Chapel Hill residents, businesses, etc.	0	0%
Role was somewhat appropriate: fairly clear understanding of the public participation goals. Advisory Committee(s) work was OK, could have been better.	4	67%
Role was not appropriate/ did not work well: clashing views on understanding of the public participation goals and Advisory Committee(s) role. Significant glitches.	2	33%
I don't know	0	0%
Total	6	100%

6. Lessons for next time?

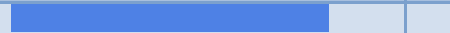


Text Response

The problem was who was appointed to committee. In particular there was one member bent on disrupting the process

7. Given the history of the situation/issue and the people and groups that chose to be involved on Central West Focus Area Plan, the outcome of the public involvement was:

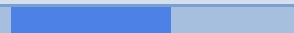
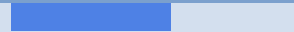

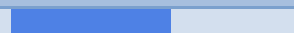
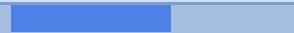


Answer		Response	%
The best that could be expected due to many complicated and contentious factors		3	50%
Better than I expected		0	0%
Worse than I expected		3	50%
Total		6	100%

9. The outcome of the public involvement (report or recommendation or other material) met the needs of the Town Council to take action.

Answer		Response	%
Very much so		0	0%
A medium amount		4	67%
Somewhat		1	17%
Very little		1	17%
Not at all		0	0%
Total		6	100%

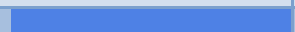
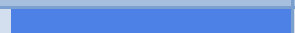
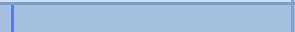
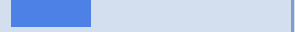
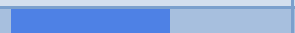
Mean 2.5, Standard deviation 084

What were the best parts about the public involvement work? Choose all that apply.

Answer		Response	%
Inclusion of a diversity of people and a wide range of views		2	33%
Better understanding among participants		2	33%
Information: created or compiled key material to help reach a good decision		1	17%
Promoted important community values		2	33%
Created new alternatives		2	33%
Created feasible alternatives		3	50%
The changes from the developer/staff's initial proposal were clear improvements		1	17%
Other, please specify:		0	0%

Total responses: 6

What were least satisfying parts about the public involvement work? Choose all that apply.

Answer		Response	%
Interaction among participants: several instances of not listening well and/or disrespect		4	67%
Staff workload for this process		4	67%
Poor set of alternatives		0	0%
Town Council's ability to provide clear guidance for the work		1	17%
Other, please specify		2	33%

Total Responses: 6

Other, please specify

Apparent discord between community and standing committee

Consulting firm did not understand NC or CH

Staff workload for this process was...

Answer	Response	%
More than expected	0	0%
Much more than expected	2	50%
Very high/unreasonable (RE: queries from Town Council, participants or others)	2	50%
Total	4	100%

The time I invested in this project was...

Answer	Response	%
Too much	1	17%
About right	4	67%
Too little	1	17%
Total	6	100%

15. This project gave me an opportunity to...

Question	Not at all	A little	A moderate amount	To a great degree	Total Responses	Mean
Help other staff develop their public involvement skills	0	0	0	1	1	5.00
Help other staff develop their project management skills	0	0	0	1	1	5.00