



TOWN OF CHAPEL HILL

Town Council Meeting Agenda

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Mayor Pam Hemminger
Mayor pro tem Michael Parker
Council Member Jessica Anderson
Council Member Allen Buansi

Council Member Hongbin Gu
Council Member Tai Huynh
Council Member Amy Ryan
Council Member Karen Stegman

Wednesday, January 6, 2021 6:30 PM

Virtual Meeting

Virtual Meeting Notification

Town Council members will attend and participate in this meeting remotely, through internet access, and will not physically attend. The Town will not provide a physical location for viewing the meeting.

The public is invited to attend the Zoom webinar directly online or by phone. Register for this webinar:

https://us02web.zoom.us/webinar/register/WN_162IFqIATYmI1s4bPUC3Rg

After registering, you will receive a confirmation email containing information about joining the webinar in listen-only mode. Phone: 301-715-8592, Meeting ID: 862 5246 8041

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OPENING

ROLL CALL

ANNOUNCEMENTS BY COUNCIL MEMBERS

AGENDA ITEMS

1. Update on Criminal Justice Debt Program Advisory Committee. [\[21-0004\]](#)

PRESENTER: Megan Johnson, Crisis Unit Supervisor

The purpose of this item is for the Council to receive an update on the Criminal Justice Debt Program initiative and to consider the possible expansion of the program to Carrboro Residents through the addition of \$7,500 for disbursement to residents of Carrboro. Several

current restrictions of the initiative will also be discussed.

- 2.** Government Alliance on Race and Equity & County-wide Framework Update. [\[21-0005\]](#)

PRESENTER: Rae Buckley, Director of Organizational and Strategic Initiatives

Sarah Osmer Viñas, Assistant Director of Housing and Community

The purpose of this presentation is to provide information about staff participation in the Government Alliance on Race and Equity (GARE) program and to seek feedback about the County-wide Racial Equity Framework and Council's goals for racial equity planning.

- 3.** Manufactured Home Strategy Update. [\[21-0006\]](#)

PRESENTER: Sarah Osmer Viñas, Assistant Director of Housing and Community

Nate Broman-Fulks, Affordable Housing Manager

The purpose of this items is for the Council to receive this report and provide direction on priorities for continued implementation of our Manufactured Home Strategy.

REQUEST FOR CLOSED SESSION TO DISCUSS ECONOMIC DEVELOPMENT, PROPERTY ACQUISITION, PERSONNEL, AND/OR LITIGATION MATTERS



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
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Chapel Hill, NC 27514

Item Overview

Item #: 1., File #: [21-0004], Version: 1

Meeting Date: 1/6/2021

Update on Criminal Justice Debt Program Advisory Committee.

Staff:

Chris Blue, Police Chief
Megan Johnson, Crisis Unit Supervisor

Department:

Chapel Hill Police Department

Overview: In January 2020, Town Council passed a [resolution adopting the Town of Chapel Hill Criminal Justice Debt Program <https://chapelhill.legistar.com/View.ashx?M=F&ID=8027571&GUID=D69CA84E-143E-4FA7-9193-0BE215393B3A>](https://chapelhill.legistar.com/View.ashx?M=F&ID=8027571&GUID=D69CA84E-143E-4FA7-9193-0BE215393B3A) as a pilot program in which allocated funds would be used to provide justice related debt relief to indigent members of our community. An Ad hoc Advisory Committee was formed with key stakeholders in the community and feedback was requested by Council.



Recommendation(s):

That the Council consider a resolution to modify the Criminal Justice Debt Program.

Decision Points:

- Request removal of having a violent felony as an exclusionary criteria
- Request removal limiting applicants can only apply every three years.
- Consider continuing the Committee and guidance on when the Board should request this become a standing board or task force

Key Issues:

- Carrboro has indicated a desire to contribute \$7,500 to the program to serve their residents and would like to join the program. They have designated a staff liaison from Carrboro who will assist in processing applications from Carrboro residents.
- The [Program Plan <https://chapelhill.legistar.com/View.ashx?M=F&ID=8027571&GUID=D69CA84E-143E-4FA7-9193-0BE215393B3A>](https://chapelhill.legistar.com/View.ashx?M=F&ID=8027571&GUID=D69CA84E-143E-4FA7-9193-0BE215393B3A) currently states, "Individuals convicted of violent felonies will not be eligible for the fund" which has led at least one applicant to not meet minimum program criteria.



Attachments:

- Draft Staff Presentation
- Draft Resolution and Staff Recommendations

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Megan Johnson, Crisis Unit Supervisor

The purpose of this item is for the Council to receive an update on the Criminal Justice

Item #: 1., File #: [21-0004], Version: 1**Meeting Date: 1/6/2021**

Debt Program initiative and to consider the possible expansion of the program to Carrboro Residents through the addition of \$7,500 for disbursement to residents of Carrboro. Several current restrictions of the initiative will also be discussed.

TOWN COUNCIL WORK SESSION

January 6, 2021

Advisory Board Chair: Emma Ferriola-Bruckenstein, Restoration Legal Counsel

Staff Presenter: Megan Johnson, LCMHC, Police Crisis Unit Supervisor

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CRIMINAL JUSTICE DEBT PROGRAM

- Provides criminal justice-related relief to indigent members of our community who are taking steps to successfully reintegrate but whose ability to do so is hampered by debt
- Initial request is for \$20,000 for a 1-year pilot program with a 6-month report to Council
- The Crisis Unit will administer the program, establish procedures and application materials, screen applications for eligibility, and facilitate Advisory Committee meetings

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PROGRAM GOALS

- Provides help to eligible low-income individuals who have not been able to receive other available debt relief opportunities
- By recognizing this important social justice issue, the Town will be a model for other municipalities
- Fills a gap that other efforts are not able to address
- Will collect and document the level of need within Chapel Hill.
- Will enhance and offer information on other efforts that support our residents as they seek to overcome barriers and seek stability

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ELIGIBILITY CRITERIA

- Resident of Chapel Hill
- Meets court indingency standards
- Not currently incarcerated
- Has outstanding criminal justice or traffic fees or costs from Orange County or NCDMV
- Has demonstrated that he or she is on the road to stability; could be seeking services from CHPD Crisis Unit, CEF, IFC, CJRD or other local service provider (but not required)
- Other avenues for debt relief have already been pursued (e.g. driver's license restoration program)
- Assistance will have an immediate impact on the participant's stability or successful reentry into the community.

**Individuals convicted of violent felonies will not be eligible for the fund.*

***An individual will only be eligible to receive assistance from the fund once every three years.*

ELIGIBLE FEES

- Post-conviction court fees and costs
- Deferred prosecution court fees and costs
- NCDMV license restoration fees

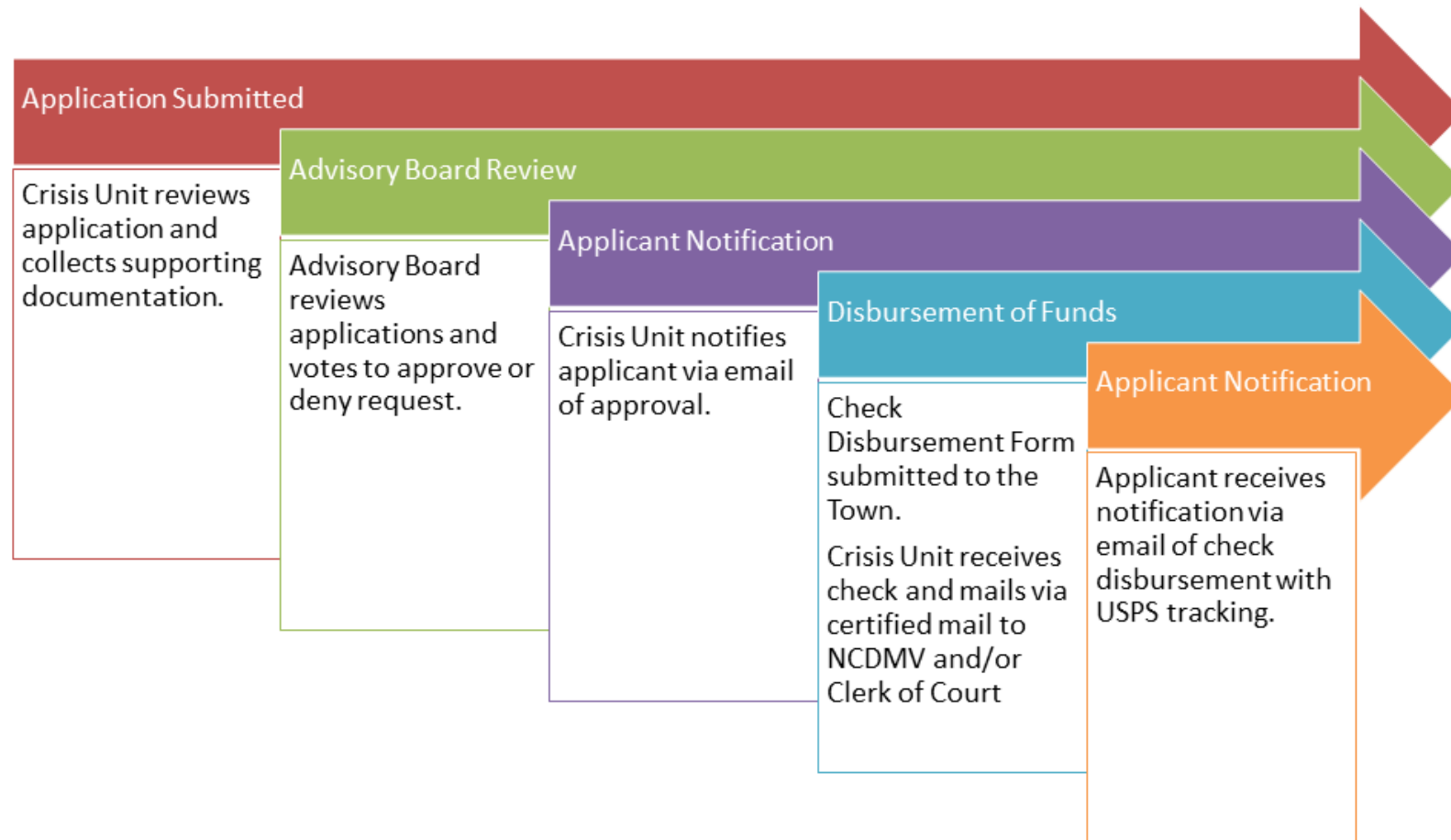
**Fines and restitution payments imposed as part of sentencing will not be eligible for the fund.*

ADVISORY COMMITTEE

- Emma Ferriola-Bruckenstein, JD Restoration Program Legal Counsel **CHAIR**
- Eliazar Posada, El Centro Hispano **VICE CHAIR**
- Donna Carrington, CEF
- Griselidy Marrero, IFC
- Mark Kleinschmidt, Orange County Clerk of Court Office
- Tiffany Bullard, Re-entry Council Case Manager
- Corey Root, Orange County Partnership to End Homelessness (OCPEH)
- Jesse Gibson, NAACP Legal Redress Committee or Criminal Justice Committee member
- Nancy Rosales, impacted community member
- Susan Friedman, Victims' advocate organization **

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PROGRAM WORKFLOW



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TIME COMMITMENT

- 36 hours from January 2020 – June 2020 preparing for the program. This included the following:
 - Filling the Advisory Board
 - Advisory Board meeting preparation and coordination
 - Drafting the application
 - Developing workflow for processing applications and fund disbursement
 - Drafting supporting internal documents (i.e. approval notification letter, disbursement request form, notification of funds sent)
- Each application takes 1 – 1.5 hours of administrative time to be fully processed from point of receiving the application through mailing the checks.

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FINANCIALS

- Total of 10 applicants thus far.
- 9 applicants approved and check disbursement request submitted
- 1 applicant denied due to violent felony.
- Total Funds Paid DMV: \$850.00
- Total Funds Paid Clerk of Court: \$1,550.50
- Total Funds Alcohol Assessment: \$100.00

Total Program Funds: \$2,500.50

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FINANCIALS

- Total Funds Requested DMV: \$850.00
- Total Funds Requested Clerk of Court: \$618.00

Program Funds Denied: \$1,468.00

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SUMMARY OF FUNDS USED

Offenses:

- Driving with a Suspended License
- DWI Fees
- DVPO Violation
- Civil Revocation
- Shoplifting/Concealment of Goods
- Larceny by Removing Anti-Inventory Device

Other Payments:

- Alcohol Assessment
- Limited Driving Privilege Court Fee
- DMV Reinstatement Fee

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ADVISORY BOARD RECOMMENDATIONS

Advisory Board makes the following recommendations after reviewing program's ability to meet community needs:

1. Expansion to Carrboro Residents (unanimous Board Approval)
 - Based on provided MoU from Carrboro Town Council, this would incorporate the addition of \$7,500 for disbursement to residents of Carrboro.
2. To remove the restriction that an applicant can only apply once every three years (unanimous Board approval)
 - Creates a situation where the Program might provide some help, but not enough for full restoration
 - Ex: applicant who needs to pay court costs, DMV fees, and then needs to schedule a DMV Hearing to restore license. DMV hearing costs hundreds of dollars, which applicant cannot afford, but it will likely be a year before applicant is ready to apply for hearing. Would need assistance at that time.

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ADVISORY BOARD RECOMMENDATIONS

Advisory Board makes the following recommendations after reviewing program's ability to meet community needs:

1. To remove the restriction on applicants with a violent felony conviction (unanimous Board approval)
 - Restriction prevents Board from considering relevant factors such as age of conviction, circumstances of conviction, and applicant's efforts post-conviction. Board seeks to have the discretion to review these circumstances and determine whether funds should be granted.
2. Consideration by Council of change allowing Program to pay debts due outside of Orange County (unanimous Board approval)
 - It is likely that, as the Program becomes more widely used, Chapel Hill residents with debts outside of Orange County will express interest in assistance.
 - Restoration Legal Counsel has encountered clients that would fall into this category
 - Board would like Council to consider this expansion of the Program's use
 - Model: Wake County has a similar Program managed by the Blanchard Community Law Clinic that assists Wake residents in paying debts across the state

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ADDITIONAL CONSIDERATIONS FOR COUNCIL

In addition to the previously stated recommendations, the Advisory Board brings the following to Council for future consideration:

1. Possibility of making this task force a Standing Committee (unanimous Board approval)
 - The Board believes in the potential for long-term positive impact on Chapel Hill Community, and supports a shift to a more permanent structure as a Standing Committee
 - The Board seeks Council's guidance on when a formal request for this shift would be appropriate

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**A RESOLUTION TO MODIFY THE CHAPEL HILL CRIMINAL JUSTICE DEBT PROGRAM
(XXXX-XX-XX/R-#)**

WHEREAS, Court fees and costs have a disparate impact on the poor; and

WHEREAS, the Town of Chapel Hill receives approximately \$25,000 on average in revenues from court costs and fees each year; and

WHEREAS, these costs and fees create barriers to community members seeking to reintegrate into the community; and

WHEREAS, African-Americans are disproportionately represented in the criminal justice system due to historic and structural racism, making this a racial equity issue; and

WHEREAS, the Chapel Hill Criminal Justice Debt Program offers a small funding resource to eligible low-income individuals who have not been able to get court or other available debt relief from fees and costs imposed due to criminal justice or traffic court involvement.

NOW, THEREFORE, BE IT RESOLVED by the Council of the Town of Chapel Hill that the Program expand to include Carrboro Residents based on the provided MOU from Carrboro Town Council, which incorporates the addition of \$7,500 for disbursement to residents of Carrboro.

BE IT FURTHER RESOLVED by the Council that the restriction be removed that an applicant can only apply once every three years in order to prevent situations in which the Program might provide some help, but not enough for full restoration.

BE IT FURTHER RESOLVED by the Council that restriction be removed for applicants with a violent felony conviction and grant the Board the discretion to review these circumstances and determine whether funds should be granted.

This the XX day of XXXXXX, 2021.

Revised Memorandum- January 6, 2021

Town of Chapel Hill Criminal Justice Debt Program

Summary

- Court fees and costs have a disparate impact on the poor. Chapel Hill's courthouse brings in funds to the Town from those fees.
- Chapel Hill values being a welcoming community with a place for everyone; the imposition of these fees and costs create significant barriers to justice-involved indigent community members seeking to reintegrate into the community.
- As with last year's support for a DACA assistance program, the Town Council has a proud history of championing social justice issues and using Town funds to help our residents address unfair systems. Because African Americans are disproportionately represented in the criminal justice system due to historic and structural racism in the US, this is also a racial equity issue.
- The proposed **Criminal Justice Debt Program** will provide criminal justice-related debt relief to indigent Chapel Hill residents who are taking steps to successfully reintegrate into the community but whose ability to do so is hampered by this debt. It will be administered by the Chapel Hill Police Crisis Unit, with support from an advisory board made up of representatives from the criminal justice and indigent services provider community in Orange County. .

Background

"All across our state, thousands of North Carolinians are jailed every year because they can't afford to pay a fine. Our counties spend more than \$1,100 on every person that is jailed for their inability to pay. But, on average, they only owe \$500. That simply does not make sense. It is costly to the public and doesn't allow people to be out working. I know that several local jurisdictions have already taken steps to end this practice, and I look forward to seeing many others join them in that effort."

-NC Chief Justice Cheri Beasley, State of the Judiciary, June 22, 2019

The issue of court fines, fees and costs imposed on the poor has long been a serious problem in North Carolina that has now become a crisis. A recently released report by the North Carolina Poverty Research Fund at UNC, entitled "[Court Fines and Fees: Criminalizing Poverty in North Carolina](#)," by Gene Nichol and Heather Hunt, explains how North Carolina is, quite literally, criminalizing poverty through the imposition of fines, fees and costs that millions cannot afford. The disproportionate impact of court fines, fees and costs on the poor is well-documented. Per the report, court fines, fees and costs work in North Carolina to burden poor individuals and their families. Those unable to pay court costs risk triggering additional fees, revoked driver's licenses, probation violations and jail time, often for offenses too minor to warrant incarceration. Defendants unable to pay their fees are sanctioned in ways that make it

even harder for them to escape their criminal justice debt. For these North Carolinians, fines, fees and costs constitute an ongoing poverty trap. Fees and costs of even a few hundred dollars can present a substantial hurdle. National, state and local criminal justice reform advocates, academics, researchers and community members have identified **the criminalization of poverty, and particularly excessive court fees and costs as a pressing issue and are seeking ways to address its disproportionate impact.** Chapel Hill has an opportunity to join this effort.

Because we have a courthouse in Chapel Hill, we inadvertently participate in – and benefit financially from – this legislatively mandated costs and fees system by collecting a facility fee on all cases that are heard in the Chapel Hill courthouse. The amount collected averages about \$20,000 annually and can vary from year to year. In response to our concern about the impact these fees and costs have on those **defendants with no ability to pay**, this proposal to mitigate the impact on court-involved Chapel Hill residents and their families is presented for Council consideration.

The ACLU's [At All Costs: The Consequences of Rising Court Fines and Fees in North Carolina](#) is another useful resource on this issue.

Proposed Plan

We propose continuing the Criminal Justice Debt Program to assist those in our community who are impacted by costs and fees and have incurred criminal justice-related debt they are unable to pay. We have engaged with Town and community partners, including the Chapel Hill Police Crisis Unit, the Orange County Criminal Justice Resource Department, the Clerk of Superior Court, and the Inter-Faith Council for Social Service (IFC) to develop a model for Council consideration that avoids duplication and fills an urgent gap in our community.

The Impact on Orange County Residents

No one is currently collecting data in North Carolina at the county or municipal levels on unpaid criminal justice debt due to inability to pay, so the exact amount of debt or number of individuals impacted is difficult to quantify. However, there are some adjacent indicators that hint at the enormity of this problem in our community. For example, over 3,000 individuals have driver's license suspensions due to Failure to Pay from Orange County traffic matters. Statewide, approximately 350,000 North Carolinians have long-term suspensions based on unpaid traffic court costs alone. As stated above, the **average debt is estimated at approximately \$500 per person.**

Per Nichol and Hunt, "data from North Carolina, while scant, indicates that fees easily reach hundreds of dollars for even small traffic infractions and misdemeanors. Court costs snowball when defendants are unable to pay the full debt amount on time and all at once. Late fees, installment payment fees, collection fees, probation supervision fees and the like hook poor people in the same way payday loans do—by keeping defendants on a never-ending debt loop... **Poor households have to juggle food, shelter, medicine, transportation and other household necessities against fines and fees.**" A component of this program is to collect and document the level of need within Chapel Hill, based on application volume and size of debt,

and also working with the advisory committee member organizations and state and local agencies to gather additional data.

Program structure

The Chapel Hill Police Department (CHPD) currently houses a robust and effective Crisis Unit, staffed by five Master's level clinicians who routinely interact with those involved in and impacted by the criminal justice system. The Police Crisis Unit staff already have an intake process in place through which they identify, among other information, a client's financial situation, and the Clerk of Court has indicated a willingness to continue collaboration with them to verify the existence and amount of criminal justice-related debt and ability to pay. Therefore, the Chapel Hill Police Crisis Unit staff are ideally placed to be the "face" of the Program, taking the lead to identify eligible beneficiaries and disperse funds. The Police Crisis Unit will continue administration of the program, maintain procedures and application materials, screen applications for eligibility, and facilitate Advisory Committee meetings. The Police Crisis Unit will continue to report program outcomes to Council at their request.

Because the Police Crisis Unit is part of the Town structure, funds will stay "in-house" with the Budget Office managing and tracking the funds, and making payments on behalf of participants to satisfy eligible criminal justice debt. This will likely primarily be to the Clerk of Court to pay outstanding post-conviction costs and fees incurred in court matters but could also include fees owed to the NC Department of Motor Vehicles (NCDMV).

While the Police Crisis Unit will take the lead, participants can be nominated by any community group or can even self-nominate. All applicants to the program will be vetted for eligibility by the Police Crisis Unit.

Program Eligibility

The following eligibility criteria will be applied:

- Resident of Chapel Hill and to now also include Carrboro residents.
- Meets court indigency standards
- Not currently incarcerated
- Has outstanding criminal justice or traffic fees or costs
- Has demonstrated that he or she is on the road to stability; could be seeking services from CHPD Crisis Unit, CEF, IFC, CJRD or other local service provider (but not required)
- Other avenues for debt relief have already been pursued (e.g. driver's license restoration program)
- Assistance will have an immediate impact on the participant's stability or successful reentry into the community.

Eligible Fees

- Post-conviction court fees and costs

- Deferred prosecution court fees and costs
- NCDMV license restoration fees

Fines and restitution payments imposed as part of sentencing will not be eligible for the fund.

Advisory Committee

The program will maintain a ten-member advisory board made up of representatives from the Orange County criminal justice and indigent service provider community. Each of the following service providers will be able to appoint one representative to the Advisory Committee:

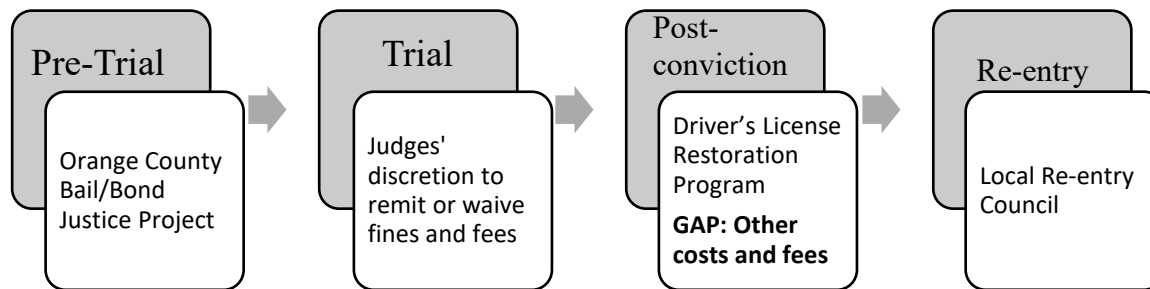
- Community Empowerment Fund (CEF)
- IFC
- Orange County Clerk of Court Office
- Re-entry Council Case Manager
- Restoration Program Legal Counsel
- Orange County Partnership to End Homelessness (OCPEH)
- NAACP Legal Redress Committee or Criminal Justice Committee member
- El Centro Hispano
- An impacted community member (could be the IFC or CEF seat)
- Victims' advocate organization (possibly law enforcement, OCRCC, Compass Center, etc.)

The role of the committee will be to do the following:

- meet monthly to review applications and recommend participants for the Program
- provide information to applicants about other resources for debt relief, where appropriate
- respond to programming questions as they arise, such as whether to have a funding cap and if so, how much
- review program data and make recommendations on improvements
- share recommendations to Council for future plans.

The Re-entry Continuum– filling a gap

We are fortunate to live in a county where local government, court stakeholders, community, and faith organizations are aware of and already working on many fronts to mitigate the disparate impact of the criminal justice system on the poor and to change the system altogether so that a need for this type of fund would no longer be needed in the future. Several programs are in place or are being established to help alleviate the worst monetary impacts throughout the criminal justice system lifecycle at pre-trial, during trial, and post-conviction:



- Pre-trial: **Orange County Bail/Bond Justice Project** led by Binkley Baptist Church is working to establish a bail fund that will assist people with bail and pretrial incarceration. It will not assist post-conviction debt from fees and costs.
- Trial: Judges have discretion to waive or remit fees and costs.
- Post-conviction: **Orange County Driver's License Restoration Program** – assists people unable to pay court costs related to traffic-related violations by asking judges to remit them for good cause.
- Re-entry: **Local Reentry Council** – assists formerly-incarcerated individuals with transportation, housing, employment training, work-related supplies, and childcare.

In addition, court stakeholders and the District Bar's Racial Justice Task Force are working to ensure best practices are in place to address ability to pay at the time of sentence or disposition. However, significant gaps still remain, and the Criminal Justice Debt Program fills an urgent one by assisting those unable to pay restoration, probation, or other fees and costs assessed as part of a traffic case or criminal case disposition. This program also helps refer eligible community members to these other services.

NEXT STEPS

The Advisory Committee has made the following recommendations after reviewing program's ability to meet community needs:

1. Expansion to Carrboro Residents based on provided MOU from Carrboro Town Council, this would incorporate the addition of \$7,500 for disbursement to residents of Carrboro.

2. To remove the restriction that an applicant can only apply once every three years as this creates a situation where the Program might provide some help, but not enough for full restoration.
3. To remove the restriction on applicants with a violent felony conviction. Restriction prevents the Board from considering relevant factors such as age of conviction, circumstances of conviction, and applicant's efforts post-conviction. The Board seeks to have the discretion to review these circumstances and determine whether funds should be granted.
4. Possibility of making this ad hoc committee a Standing Board as the Committee believes in the potential for long-term positive impact on the Towns of Chapel Hill and Carrboro, and supports a shift to a more permanent structure as a Standing Board. The Committee seeks Council's guidance on when a formal request for this shift would be appropriate.
5. Possible future consideration by Council to allow the Program to pay debts due outside of Orange County as it is likely that, as the Program becomes more widely used, Chapel Hill and Carrboro residents with debts outside of Orange County will express interest in assistance. Our current Restoration Legal Counsel has encountered clients that would fall into this category, and the Board would like Council to consider this expansion of the Program's use.

The Police Crisis Unit will continue to tracking Program evaluation metrics, in consultation with the Advisory Committee, and produce data likely including the following:

- Number of applications received
- Number of community members served
- Amount of funding requested
- Amount of funding provided
- Types and amounts of debt held by applicants and participants
- Qualitative feedback on success of program, recommendation on continuation of program and any needed adjustments (structure, eligibility, funding level, etc.)
- An estimate of the Police resources required to administer the program
- A report on any other data provided by state, local, and nonprofit agencies that help to clarify the extent of the unmet need in Chapel Hill.



TOWN OF CHAPEL HILL

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Item Overview

Item #: 2., File #: [21-0005], Version: 1

Meeting Date: 1/6/2021

Government Alliance on Race and Equity & County-wide Framework Update.

Staff:

Rae Buckley, Director, Organizational and Strategic Initiatives
Sarah Osmer Viñas, Assistant Director

Department:

Manager's Office
Housing and Community

Overview: This memorandum provides information about staff participation in the Government Alliance on Race and Equity (GARE) program. The memorandum also shares the County-wide Racial Equity Framework for Council feedback and direction.



Recommendation(s):

That the Council receive this report and provide feedback on the Racial Equity Framework and proposed next steps.

Town Commitment to Equity and Inclusion

- The Town Council identified equity as an overarching priority that should be considered in all goals and objectives of the [Strategic Plan <https://www.townofchapelhill.org/home/showdocument?id=43339>](https://www.townofchapelhill.org/home/showdocument?id=43339). Racial equity is also a cornerstone of the Town's [Community Connections Strategy <https://www.townofchapelhill.org/home/showpublisheddocument?id=44505>](https://www.townofchapelhill.org/home/showpublisheddocument?id=44505), our framework for equitable engagement.
- Additionally, the Town has intentionally focused on building out a Diversity, Equity, and Inclusion Program over the last several years, in response to Council's interest in this area.

Overview of the Government Alliance on Race and Equity (GARE) Program

- The [Government Alliance on Race and Equity <https://www.racialequityalliance.org/>](https://www.racialequityalliance.org/) (GARE) is a national network of government agencies working to advance racial equity. GARE brings together governments throughout the country to provide racial equity training and racial equity tools, sharing best practices, peer-to-peer learning, and academic resources to help strengthen work across jurisdictions. For additional information, see the attachment.
- The foundation of the GARE approach is using a Racial Equity Tool to inform and guide decision-making and resource allocation. A document about the Racial Equity Tool is attached to this memorandum.
- Orange County, Carrboro and Chapel Hill are enrolled with six other North Carolina municipalities in the 2020-21 GARE Learning Community. This is a program that uses training and team projects to learn how to build a Racial Equity Plan using GARE's racial equity tools and strategies.
- Current areas of focus include:
 - Preparing training for Town staff and elected officials on racial equity and the GARE model
 - Incorporating racial equity questions into evaluation of COVID-19 response/recovery efforts (Who benefits? Who is burdened? Who is disproportionately impacted?)
 - Piloting new approaches, including:
 - Adding racial equity questions to our affordable housing funding applications
 - Neighborhood Support Circles
 - Tracking demographic information for community engagement efforts

- Advancing the [Re-Imagining Community Safety Project](http://www.townofchapelhill.org/reimaginecommunitysafety) <<http://www.townofchapelhill.org/reimaginecommunitysafety>>
- Developing County-wide racial equity framework (see below)

County-wide Racial Equity Framework

- The GARE team leadership from Orange County, Chapel Hill, Carrboro, and Hillsborough are drafting a shared framework for building a racial equity program to be the foundation for each jurisdiction's individual Racial Equity Plans. The goal of this effort is to create a common language and set of principles for our racial equity work.
- The Framework includes the following components:
 1. **Organizational Capacity:** Identify resources to undertake racial equity work.
 2. **Racial Equity Tool:** Apply a racial equity lens to decision-making and resource allocation.
 3. **Racial Equity Index:** Use data to develop strategies and identify gaps.
 4. **Community Engagement:** Include the populations affected by racial equity strategies.
 5. **Accountability and Urgency:** Establish change as a priority and set institutional commitments for accountability.

Proposed Next Steps

- **Training:** GARE provided a Train the Trainer model that staff will provide to employees.
- **Data:** Building out a County-wide racial equity index of data that is disaggregated by race.
- **Racial Equity Framework and Plan:** Staff anticipate completing the Framework by spring of this year, after which the County teams would initiate a community led process for developing a racial equity plan. Town of Chapel Hill staff will consult with the Town Council before initiating the planning process.
- **Pilot Projects:** Staff will continue to apply the racial equity tool to existing projects.

Fiscal Impact/Resources: Building a Racial Equity program requires staff resources to lead the use of the Racial Equity Tool and provide training about racial equity goals and strategies. Funding for these resources could be considered during the Fiscal Year 2022 budget process.



Attachments:

- Draft Staff Presentation
- GARE Racial Equity Tool

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Rae Buckley, Director of Organizational and Strategic Initiatives
Sarah Osmer Viñas, Assistant Director of Housing and Community

The purpose of this presentation is to provide information about staff participation in the Government Alliance on Race and Equity (GARE) program and to seek feedback about the County-wide Racial Equity Framework and Council's goals for racial equity planning.

GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE) UPDATE

Council Work Session
January 6, 2021

DRAFT

AGENDA

1. Racial Equity Background
2. Overview of Racial Equity Program and GARE
3. Applying the Racial Equity Tool
4. County-wide Racial Equity Framework
5. Proposed Next Steps

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RACIAL INEQUITY IN THE UNITED STATES

From infant mortality to life expectancy, race predicts how well you will do...



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RACIAL EQUITY MEANS:

Eliminating racial disparities so that race does not predict one's success, while also improving outcomes for all.

To do so, we have to:

- Target strategies to focus improvements for those worse off
- Move beyond services and focus on changing policies, institutions and structures

CHAPEL HILL RACIAL EQUITY BACKGROUND

- Council Strategic Goals and Objectives overarching priority
- Priority of Community Connections Strategy
- Staff racial equity training
- Council resolution on community safety

DRAFT

GOVERNMENT ALLIANCE ON RACE & EQUITY (GARE)

- A national network of government working to achieve racial equity
- Network includes 237 local and regional government organizations
- Provide tools to put theory into action



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

DRAFT

NC COHORT PROGRAM OVERVIEW

- Year-long program for NC local government organizations
- Structured curriculum focuses on:
 1. **Normalizing** conversations about race
 2. **Organizing** internal structures to support the work of institutional culture change
 3. **Operationalizing** new practices, procedures and policies by using racial equity tools

DRAFT

COHORT PROGRAM COMPONENTS

- **In-person skill-building sessions**
- **Advancing Racial Equity Speaker Series** during skill building sessions
- **Peer-to-peer exchanges** for strategy development and problem solving
- **Homework** between sessions to build leadership for institutional change
- Schedule changed due to COVID

DRAFT

OUR TEAM

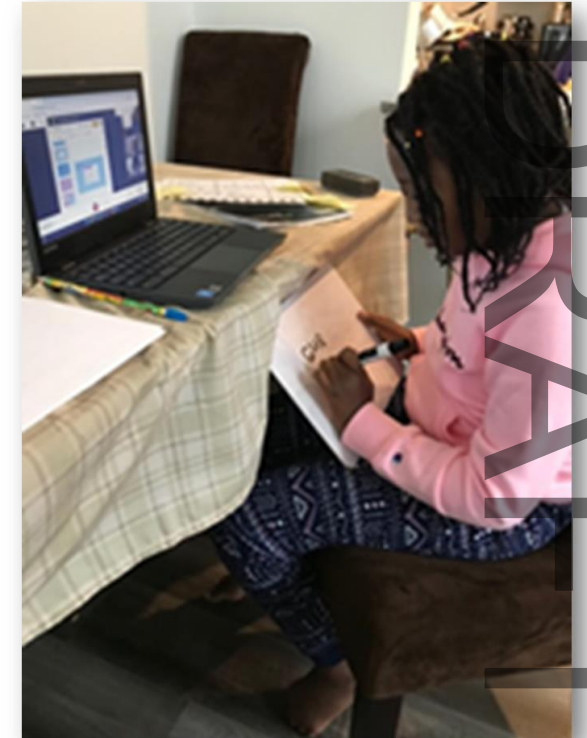
- **Rae Buckley** - Manager's Office (Team Lead)
- **Sarah Vinas** - Housing and Community (Team Lead)
- **Maurice Jones** - Manager's Office
- **Mary Jane Nirdlinger** – Manager's Office
- **John Richardson** – Manager's Office
- **Tom Clark** - Human Resources Development
- **Loryn Clark** – Housing and Community
- **Celisa Lehew** - Police
- **Johnnie Britt** - Police
- **Charlie Pardo** - Police
- **Lisa Edwards** – Public Housing
- **Shannon Bailey** – Library
- **Corey Liles** – Planning



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APPLYING RACIAL EQUITY TOOL KIT - WHAT WE'RE DOING

- Incorporating racial equity questions into evaluation of COVID-19 response efforts
 - Who benefits?
 - Who is burdened?
 - Who is disproportionately impacted?
- § Piloting new approaches
 - Adding racial equity questions to funding applications
 - Neighborhood Support Circles
 - Tracking demographic information for community engagement efforts



APPLYING RACIAL EQUITY TOOL KIT - WHAT WE'RE DOING (CONTINUED)

- Advancing the Re-Imagining Community Safety Project
www.townofchapelhill.org/reimaginecommunitysafety
- Developing County-wide racial equity framework

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RACIAL EQUITY FRAMEWORK AND PLAN

Phase One: Framework

Cross-Jurisdictional Committees

Key Stakeholder Engagement

Council Review

Phase Two: Racial Equity Plan

Community Engagement

Data Collection

Chapel Hill Racial Equity Goals and Objectives

Council Approval

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COMPONENTS OF THE COUNTY-WIDE FRAMEWORK

Shared across the all municipalities

1. Organizational Capacity
2. Racial Equity Tool
3. Racial Equity Index
4. Community Engagement
5. Accountability and Urgency

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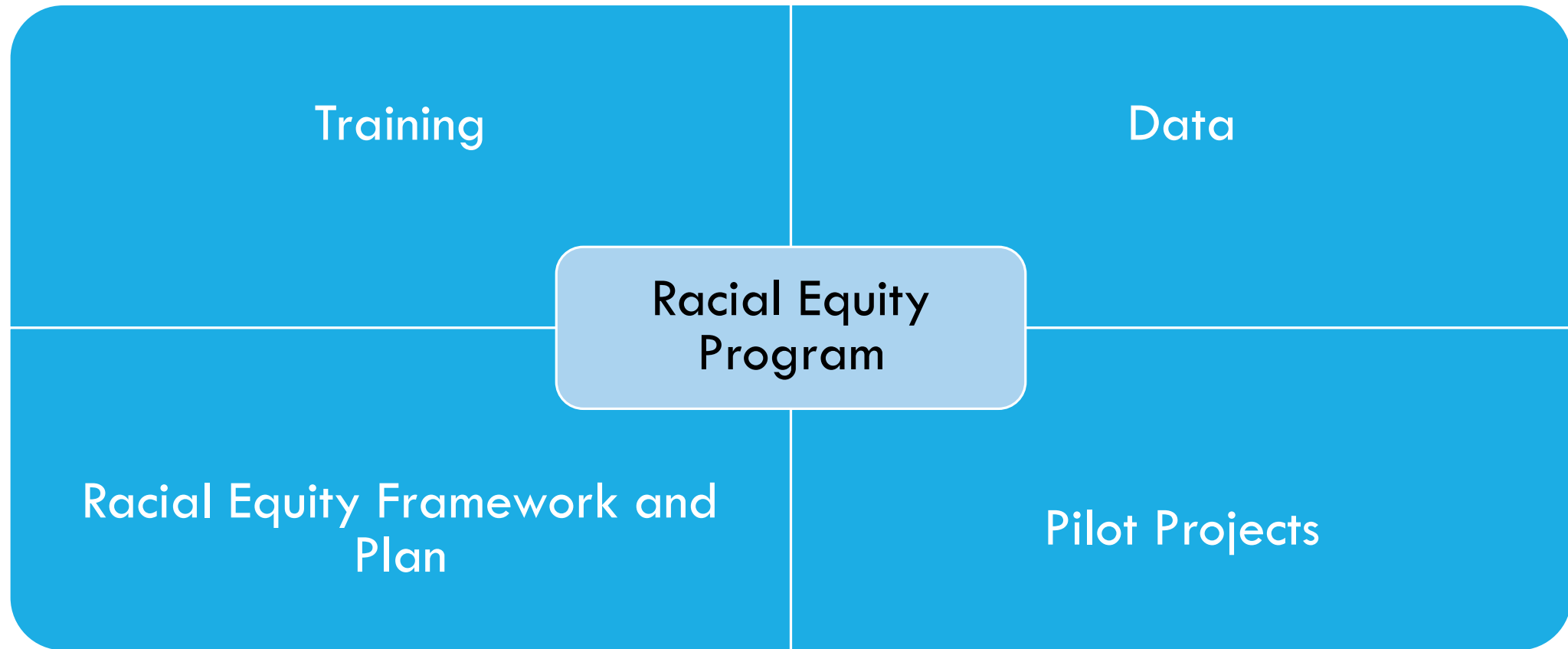
COMPONENTS OF RACIAL EQUITY PLAN

Individual municipalities

1. Desired result
2. Data analysis
3. Strategies and implementation plan
4. Accountability

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PROPOSED NEXT STEPS



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QUESTIONS FOR COUNCIL

- What feedback do you have to offer on the Framework?
- What are your racial equity priorities as we consider new approaches to pilot?

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Racial Equity Toolkit

An Opportunity to Operationalize Equity



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY



LOCAL AND REGIONAL
**GOVERNMENT ALLIANCE ON
 RACE & EQUITY**

This toolkit is published by the
 Government Alliance on Race and Equity,
 a national network of government working to
 achieve racial equity and advance opportunities for all.

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GARE IS A JOINT PROJECT OF



RACIALEQUITYALLIANCE.ORG

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ABOUT THE GOVERNMENT ALLIANCE ON RACE & EQUITY



The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. Across the country, governmental jurisdictions are:

- making a commitment to achieving racial equity;
- focusing on the power and influence of their own institutions; and,
- working in partnership with others.

When this occurs, significant leverage and expansion opportunities emerge, setting the stage for the achievement of racial equity in our communities.

GARE provides a multi-layered approach for maximum impact by:

- supporting jurisdictions that are at the forefront of work to achieve racial equity. A few jurisdictions have already done substantive work and are poised to be a model for others. Supporting and providing best practices, tools and resources is helping to build and sustain current efforts and build a national movement for racial equity;
- developing a “pathway for entry” into racial equity work for new jurisdictions from across the country. Many jurisdictions lack the leadership and/or infrastructure to address issues of racial inequity. Using the learnings and resources from jurisdictions at the forefront will create pathways for the increased engagement of more jurisdictions; and,
- supporting and building local and regional collaborations that are broadly inclusive and focused on achieving racial equity. To eliminate racial inequities in our communities, developing a “collective impact” approach firmly grounded in inclusion and equity is necessary. Government can play a key role in collaborations for achieving racial equity, centering community, and leveraging institutional partnerships.

To find out more about GARE, visit www.racialequityalliance.org.

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Racial Equity Toolkit: An Opportunity to Operationalize Equity

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I. What is a Racial Equity Tool?

Racial equity tools are designed to integrate explicit consideration of racial equity in decisions, including policies, practices, programs, and budgets. It is both a product and a process. Use of a racial equity tool can help to develop strategies and actions that reduce racial inequities and improve success for all groups.

Too often, policies and programs are developed and implemented without thoughtful consideration of racial equity. When racial equity is not explicitly brought into operations and decision-making, racial inequities are likely to be perpetuated. Racial equity tools provide a structure for institutionalizing the consideration of racial equity.

A racial equity tool:

- proactively seeks to eliminate racial inequities and advance equity;
- identifies clear goals, objectives and measurable outcomes;
- engages community in decision-making processes;
- identifies who will benefit or be burdened by a given decision, examines potential unintended consequences of a decision, and develops strategies to advance racial equity and mitigate unintended negative consequences; and,
- develops mechanisms for successful implementation and evaluation of impact.

Use of a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

For more information on the work of government to advance racial equity, check out GARE's "Advancing Racial Equity and Transforming Government: A Resource Guide for Putting Ideas into Action" on our website. The Resource Guide provides a comprehensive and holistic approach to advancing racial equity within government. In addition, an overview of key racial equity definitions is contained in Appendix A.

II. Why should government use this Racial Equity Tool?

From the inception of our country, government at the local, regional, state, and federal level has played a role in creating and maintaining racial inequity. A wide range of laws and policies were passed, including everything from who could vote, who could be a citizen, who could own property, who was property, where one could live, whose land was whose and more. With the Civil Rights movement, laws and policies were passed that helped to create positive changes, including making acts of discrimination illegal. However, despite progress in addressing explicit discrimination, racial inequities continue to be deep, pervasive, and persistent across the country. Racial inequities exist across all indicators for success, including in education, criminal justice, jobs, housing, public infrastructure, and health, regardless of region.

Many current inequities are sustained by historical legacies and structures and systems that repeat patterns of exclusion. Institutions and structures have continued to create and perpetuate inequities, despite the lack of explicit intention. Without intentional intervention, institutions and structures will continue to perpetuate racial inequities. Government has the ability to implement policy change at multiple levels and across multiple sectors to drive larger systemic change. Routine use of a racial equity tool explicitly integrates racial equity into governmental operations.

Local and regional governmental jurisdictions that are a part of the GARE are using a racial equity tool. Some, such as the city of Seattle in Washington, Multnomah County in Oregon, and

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the city of Madison in Wisconsin have been doing so for many years:

- The Seattle Race and Social Justice Initiative (RSJI) is a citywide effort to end institutionalized racism and race-based disparities in City government. The Initiative was launched in 2004. RSJI includes training to all City employees, annual work plans, and change teams in every city department. RSJI first started using its Racial Equity Tool during the budget process in 2007. The following year, in recognition of the fact that the budget process was just the “tip of the ice berg,” use of the tool was expanded to be used in policy and program decisions. In 2009, Seattle City Council included the use of the Racial Equity Tool in budget, program and policy decisions, including review of existing programs and policies, in a resolution (Resolution 31164) affirming the City’s Race and Social Justice Initiative. In 2015, newly elected Mayor Ed Murray issued an Executive Order directing expanded use of the Racial Equity Tool, and requiring measurable outcomes and greater accountability.

See Appendix B for examples of how Seattle has used its Racial Equity Tool, including legislation that offers protections for women who are breastfeeding and use of criminal background checks in employment decisions.

Multnomah County’s Equity and Empowerment Lens is used to improve planning, decision-making, and resource allocation leading to more racially equitable policies and programs. At its core, it is a set of principles, reflective questions, and processes that focuses at the individual, institutional, and systemic levels by:

- deconstructing what is not working around racial equity;
- reconstructing and supporting what is working;
- shifting the way we make decisions and think about this work; and,
- healing and transforming our structures, our environments, and ourselves.

Numerous Multnomah County departments have made commitments to utilizing the Lens, including a health department administrative policy and within strategic plans of specific departments. Tools within the Lens are used both to provide analysis and to train employers and partners on how Multnomah County conducts equity analysis.

Madison, Wisconsin is implementing a racial equity tool, including both a short version and a more in-depth analysis. See Appendix D for a list of the types of projects on which the city of Madison has used their racial equity tool.

For jurisdictions that are considering implementation of a racial equity tool, these jurisdictions examples are powerful. Other great examples of racial equity tools are from the Annie E. Casey Foundation and Race Forward.

In recognition of the similar ways in which institutional and structural racism have evolved across the country, GARE has developed this Toolkit that captures the field of practice and commonalities across tools. We encourage jurisdictions to begin using our Racial Equity Tool. Based on experience, customization can take place if needed to ensure that it is most relevant to local conditions. Otherwise, there is too great of a likelihood that there will be a significant investment of time, and potentially money, in a lengthy process of customization without experience. It is through the implementation and the experience of learning that leaders and staff will gain experience with use of a tool. After a pilot project trying out this tool, jurisdictions will have a better understanding of how and why it might make sense to customize a tool.

For examples of completed racial equity analyses, check out Appendix B and Appendix D, which includes two examples from the city of Seattle, as well as a list of the topics on which the city of Madison has used their racial equity tool.

Please note: In this Resource Guide, we include some data from reports that focused on whites and African Americans, but otherwise, provide data for all racial groups analyzed in the research. For consistency, we refer to African Americans and Latinos, although in some of the original research, these groups were referred to as Blacks and Hispanics.

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III. Who should use a racial equity tool?

A racial equity tool can be used at multiple levels, and in fact, doing so, will increase effectiveness.

- **Government staff:** The routine use of a racial equity tool by staff provides the opportunity to integrate racial equity across the breadth, meaning all governmental functions, and depth, meaning across hierarchy. For example, policy analysts integrating racial equity into policy development and implementation, and budget analysts integrating racial equity into budget proposals at the earliest possible phase, increases the likelihood of impact. Employees are the ones who know their jobs best and will be best equipped to integrate racial equity into practice and routine operations.
- **Elected officials:** Elected officials have the opportunity to use a racial equity tool to set broad priorities, bringing consistency between values and practice. When our elected officials are integrating racial equity into their jobs, it will be reflected in the priorities of the jurisdiction, in direction provided to department directors, and in the questions asked of staff. By asking simple racial equity tool questions, such as “How does this decision help or hinder racial equity?” or “Who benefits from or is burdened by this decision?” on a routine basis, elected officials have the ability to put theory into action.
- **Community based organizations:** Community based organizations can ask questions of government about use of racial equity tool to ensure accountability. Elected officials and government staff should be easily able to describe the results of their use of a racial equity tool, and should make that information readily available to community members. In addition, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



Government staff



Elected officials



Community

IV. When should you use a racial equity tool?

The earlier you use a racial equity tool, the better. When racial equity is left off the table and not addressed until the last minute, the use of a racial equity tool is less likely to be fruitful. Using a racial equity tool early means that individual decisions can be aligned with organizational racial equity goals and desired outcomes. Using a racial equity tool more than once means that equity is incorporated throughout all phases, from development to implementation and evaluation.

V. The Racial Equity Tool

The Racial Equity Tool is a simple set of questions:

1. **Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?
2. **Data:** What's the data? What does the data tell us?
3. **Community engagement:** How have communities been engaged? Are there opportunities to expand engagement?
4. **Analysis and strategies:** Who will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?
5. **Implementation:** What is your plan for implementation?

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6. **Accountability and communication:** How will you ensure accountability, communicate, and evaluate results?

The following sections provide a description of the overall questions. Once you are ready to jump into action, please check out the worksheet that can be found in Appendix C.

STEP #1

What is your proposal and the desired results and outcomes?

While it might sound obvious, having a clear description of the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps) at hand is critical.

We should also be vigilant in our focus on impact.

The terminology for results and outcomes is informed by our relationship with Results Based Accountability™. This approach to measurement clearly delineates between community conditions / population accountability and performance accountability / outcomes. These levels share a common systematic approach to measurement. This approach emphasizes the importance of beginning with a focus on the desired “end” condition.

- Results are at the community level are the end conditions we are aiming to impact. Community indicators are the means by which we can measure impact in the community. Community indicators should be disaggregated by race.
- Outcomes are at the jurisdiction, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels:
 - a. Quantity—how much did we do?
 - b. Quality—how well did we do it?
 - c. Is anyone better off?

We encourage you to be clear about the desired end conditions in the community and to emphasize those areas where you have the most direct influence. When you align community indicators, government strategies, and performance measures, you maximize the likelihood for impact. To ultimately impact community conditions, government must partner with other institutions and the community.

You should be able to answer the following questions:

1. Describe the policy, program, practice, or budget decision under consideration?
2. What are the intended results (in the community) and outcomes (within your organization)?
3. What does this proposal have an ability to impact?
 - Children and youth
 - Community engagement
 - Contracting equity
 - Criminal justice
 - Economic development
 - Education
 - Environment
 - Food access and affordability
 - Government practices
 - Health
 - Housing
 - Human services
 - Jobs
 - Planning and development
 - Transportation
 - Utilities
 - Workforce equity

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STEP #2

What's the data? What does the data tell us?

Measurement matters. When organizations are committed to racial equity, it is not just an aspiration, but there is a clear understanding of racial inequities, and strategies and actions are developed and implemented that align between community conditions, strategies, and actions. Using data appropriately will allow you to assess whether you are achieving desired impacts.

Too often data might be available, but is not actually used to inform strategies and track results. The enormity of racial inequities can sometimes feel overwhelming. For us to have impact in the community, we must partner with others for cumulative impact. The work of government to advance racial equity is necessary, but not sufficient. Nevertheless, alignment and clarity will increase potential impact. We must use data at both levels; that is data that clearly states 1) community indicators and desired results, and 2) our specific program or policy outcomes and performance measures.

Performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. As indicated in Step 1, performance measures respond to three different levels:

Quantity—how much did we do?

Quality—how well did we do it?

Is anyone better off?

Although measuring whether anyone is actually better off as a result of a decision is highly desired, we also know there are inherent measurement challenges. You should assess and collect the best types of performance measures so that you are able to track your progress.

In analyzing data, you should think not only about quantitative data, but also qualitative data. Remember that sometimes missing data can speak to the fact that certain communities, issues or inequities have historically been overlooked. Sometimes data sets treat communities as a monolithic group without respect to subpopulations with differing socioeconomic and cultural experience. Using this data could perpetuate historic inequities. Using the knowledge and expertise of a diverse set of voices, along with quantitative data is necessary (see Step #3).

You should be able to answer the following questions about data:

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

Data Resources

Federal

- **American FactFinder:** The US Census Bureau's main site for online access to population, housing, economic and geographic data. <http://factfinder.census.gov>
- **US Census Quick Facts:** <http://quickfacts.census.gov/qfd/index.html>
- **Center for Disease Control (CDC)** <http://wonder.cdc.gov>

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State

- **American FactFinder** and the **US Census** website also have state data.
<http://factfinder.census.gov>
- Other sources of data vary by state. Many states offer data through the Office of Financial Management. Other places to find data include specific departments and divisions.

Local

- **American FactFinder** and the **US Census** website also have local data.
<http://factfinder.census.gov>
- Many jurisdictions have lots of city and county data available. Other places to find data include specific departments and divisions, service providers, community partners, and research literature.

STEP #3

How have communities been engaged? Are there opportunities to expand engagement?

It is not enough to consult data or literature to assume how a proposal might impact a community. Involving communities impacted by a topic, engaging community throughout all phases of a project, and maintaining clear and transparent communication as the policy or program is implemented will help produce more racially equitable results.

It is especially critical to engage communities of color. Due to the historical reality of the role of government in creating and maintaining racial inequities, it is not surprising that communities of color do not always have much trust in government. In addition, there is a likelihood that other barriers exist, such as language, perception of being welcome, and lack of public transportation, or childcare. For communities with limited English language skills, appropriate language materials and translation must be provided.

Government sometimes has legal requirements on the holding of public meetings. These are often structured as public hearings, with a limited time for each person to speak and little opportunity for interaction. It is important to go beyond these minimum requirements by using community meetings, focus groups, and consultations with commissions, advisory boards, and community-based organizations. A few suggestions that are helpful:

- When you use smaller groups to feed into a larger process, be transparent about the recommendations and/or thoughts that come out of the small groups (e.g. Have a list of all the groups you met with and a summary of the recommendations from each. That way you have documentation of what came up in each one, and it is easier to demonstrate the process).
- When you use large group meetings, provide a mix of different ways for people to engage, such as the hand-held voting devices, written comments that you collect, small groups, etc. It is typical, both because of structure and process, for large group discussions to lead to the participation of fewer voices. Another approach is to use dyads where people “interview” each other, and then report on what their partner shared. Sometimes people are more comfortable sharing other people’s information.
- Use trusted advocates/outreach and engagement liaisons to collect information from communities that you know are typically underrepresented in public processes. Again, sharing and reporting that information in a transparent way allows you to share it with

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others. For communities that have concerns about documentation status and interaction with government in general, this can be a particularly useful strategy.

Here are a few examples of good resources for community engagement:

- The City of Seattle Inclusive Outreach and Public Engagement Guide
- The City of Portland's Public Engagement Guide

You should be able to answer the following questions about community engagement and involving stakeholders:

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

STEP #4

Who benefits from or will be burdened by your proposal? What are your strategies for advancing racial equity or mitigating unintended consequences?

Based on your data and stakeholder input, you should step back and assess your proposal and think about complementary strategies that will help to advance racial equity.

Governmental decisions are often complex and nuanced with both intended and unintended impacts. For example, when cities and counties face the necessity of making budget cuts due to revenue shortfalls, the goal is to balance the budget and the unintended consequence is that people and communities suffer the consequences of cut programs. In a situation like this, it is important to explicitly consider the unintended consequences so that impacts can be mitigated to the maximum extent possible.

We often tend to view policies, programs, or practices in isolation. Because racial inequities are perpetuated through systems and structures, it is important to also think about complementary approaches that will provide additional leverage to maximize the impact on racial inequity in the community. Expanding your proposal to integrate policy and program strategies and broad partnerships will help to increase the likelihood of community impact. Here are some examples:

- Many excellent programs have been developed or are being supported through health programs and social services. Good programs and services should continue to be supported, however, programs will never be sufficient to ultimately achieve racial equity in the community. If you are working on a program, think about policy and practice changes that can decrease the need for programs.
- Many jurisdictions have passed “Ban-the-Box” legislation, putting limitations on the use of criminal background checks in employment and/or housing decisions. While this is a policy that is designed to increase the likelihood of success for people coming out of incarceration, it is not a singular solution to racial inequities in the criminal justice system. To advance racial equity in the criminal justice system, we need comprehensive strategies that build upon good programs, policies, and partnerships.

You should be able to answer the following questions about strategies to advance racial equity:

1. Given what you have learned from the data and stakeholder involvement, how will the

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proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?

2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with the your community outcomes defined in Step #1?

STEP #5

What is your plan for implementation?

Now that you know what the unintended consequences, benefits, and impacts of the proposal and have developed strategies to mitigate unintended consequences or expand impact, it is important to focus on thoughtful implementation.

You should be able to answer the following about implementation:

1. Describe your plan for implementation.
2. Is your plan:
 - realistic?
 - adequately funded?
 - adequately resourced with personnel?;
 - adequately resourced with mechanisms to ensure successful implementation and enforcement?
 - adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

STEP #6

How will you ensure accountability, communicate, and evaluate results?

Just as data was critical in analyzing potential impacts of the program or policy, data will be important in seeing whether the program or policy has worked. Developing mechanisms for collecting data and evaluating progress will help measure whether racial equity is being advanced.

Accountability entails putting processes, policies, and leadership in place to ensure that program plans, evaluation recommendations, and actions leading to the identification and elimination of root causes of inequities are actually implemented.

How you communicate about your racial equity proposal is also important for your success. Poor communication about race can trigger implicit bias or perpetuate stereotypes, often times unintentionally. Use a communications tool, such as the Center for Social Inclusion's [Talking About Race Right Toolkit](#) to develop messages and a communications strategy.

Racial equity tools should be used on an ongoing basis. Using a racial equity tool at different phases of a project will allow new opportunities for advancing racial equity to be identified and implemented. Evaluating results means that you will be able to make any adjustments to maximize impact.

You should be able to answer the following questions about accountability and implementation:

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1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long haul?

VI. What if you don't have enough time?

The reality of working in government is that there are often unanticipated priorities that are sometimes inserted on a fast track. While it is often tempting to say that there is insufficient time to do a full and complete application of a racial equity tool, it is important to acknowledge that even with a short time frame, asking a few questions relating to racial equity can have a meaningful impact. We suggest that the following questions should be answered for “quick turn around” decisions:

- What are the racial equity impacts of this particular decision?
- Who will benefit from or be burdened by the particular decision?
- Are there strategies to mitigate the unintended consequences?

VII. How can you address barriers to successful implementation?

You may have heard the phrase, “the system is perfectly designed to get the outcomes it does.” For us to get to racially equitable outcomes, we need to work at the institutional and structural levels. As a part of institutions and systems, it is often a challenge to re-design systems, let alone our own individual jobs. One of the biggest challenges is often a skills gap. Use of a racial equity tool requires skill and competency, so it will be important for jurisdictions to provide training, mentoring, and support for managers and staff who are using the tool. GARE has a training curriculum that supports this Toolkit, as well as a “train-the-trainer” program to increase the capacity of racial equity advocates using the Toolkit.

Other barriers to implementation that some jurisdictions have experienced include:

- a lack of support from leadership;
- a tool being used in isolation;
- a lack of support for implementing changes; and,
- perfection (which can be the enemy of good).

Strategies for addressing these barriers include:

- building the capacity of racial equity teams. Training is not just to cultivate skills for individual employees, but is also to build the skill of teams to create support for group implementation and to create a learning culture;
- systematizing the use of the Racial Equity Tool. If the Racial Equity Tool is integrated into routine operations, such as budget proposal forms or policy briefing forms, then management and staff will know that it is an important priority;
- recognizing complexity. In most cases, public policy decisions are complex, and there are numerous pros, cons and trade-offs to be considered. When the Racial Equity Tool is used on an iterative basis, complex nuances can be addressed over time; and,

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- maintaining accountability. Build the expectation that managers and directors routinely use the Racial Equity Tool into job descriptions or performance agreements.

Institutionalizing use of a racial equity tool provides the opportunity to develop thoughtful, realistic strategies and timelines that advance racial equity and help to build long-term commitment and momentum.

VIII. How does use of a racial equity tool fit with other racial equity strategies?

Using a racial equity tool is an important step to operationalizing equity. However, it is not sufficient by itself. We must have a much broader vision of the transformation of government in order to advance racial equity. To transform government, we must normalize conversations about race, operationalize new behaviors and policies, and organize to achieve racial equity.

GARE is seeing more and more jurisdictions that are making a commitment to achieving racial equity, by focusing on the power and influence of their own institutions, and working in partnership across sectors and with the community to maximize impact. We urge you to join with others on this work. If you are interested in using a racial equity tool and/or joining local and regional government from across the country to advance racial equity, please let us know.

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APPENDICES

TOOLKIT

**Racial Equity
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APPENDIX A

Glossary of Frequently Used Terms

Bias

Prejudice toward one group and its members relative to another group.

Community Indicator

The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, if possible.

Contracting Equity

Investments in contracting, consulting, and procurement should benefit the communities a jurisdiction serves, proportionate to the jurisdictions demographics.

Equity Result

The condition we aim to achieve in the community.

Explicit Bias

Biases that people are aware of and that operate consciously. They are expressed directly.

Implicit Bias

Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Individual Racism

Pre-judgment, bias, or discrimination based on race by an individual.

Institutional Racism

Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

Performance Measure

Performance measures are at the county, department, or program level. Appropriate performance measures allow monitoring of the success of implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels: 1) Quantity—how much did we do?; 2) Quality—how well did we do it?; and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

Racial Equity

Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

Racial Inequity

Race can be used to predict life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism

A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Workforce Equity

The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

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**Racial Equity
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APPENDIX B

City of Seattle Racial Equity Toolkit

On the following pages you will find an excerpt of the racial equity tool used by the City of Seattle as an example of what such tools can look like in practice. As discussed in Section 3 of the Resource Guide, the Seattle City Council passed an ordinance in 2009 that directed all City departments to use the Racial Equity Toolkit, including in all budget proposals made to the Budget Office. This directive was reaffirmed by an executive order of Mayor Ed Murray in 2014.

The Racial Equity Tool is an analysis applied to City of Seattle's policies, programs, and budget decisions. The City of Seattle has been applying the Racial Equity Toolkit for many years but as the City's Race and Social Justice Initiative (RSJI) becomes increasingly operationalized, the expectation and accountabilities relating to its use are increasing. In 2015, Mayor Murray required departments to carry out four uses of the toolkit annually. This will also become a part of performance measures for department heads.

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APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT



RACE & SOCIAL JUSTICE
INITIATIVE

Racial Equity Toolkit

to Assess Policies, Initiatives, Programs, and Budget Issues

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending [individual racism](#), [institutional racism](#) and [structural racism](#). The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?

Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?

With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:



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APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

Racial Equity Toolkit Assessment Worksheet

Title of policy, initiative, program, budget issue: _____

Description: _____

Department: _____ Contact: _____

Policy Initiative Program Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable **community outcomes** related to the issue? (Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p.4)

1b. Which racial equity **opportunity area(s)** will the issue primarily impact?

- | | |
|--|---|
| <input type="checkbox"/> Education | <input type="checkbox"/> Criminal Justice |
| <input type="checkbox"/> Community Development | <input type="checkbox"/> Jobs |
| <input type="checkbox"/> Health | <input type="checkbox"/> Housing |
| <input type="checkbox"/> Environment | |

1c. Are there impacts on:

- | | |
|---|---|
| <input type="checkbox"/> Contracting Equity | <input type="checkbox"/> Immigrant and Refugee Access to Services |
| <input type="checkbox"/> Workforce Equity | <input type="checkbox"/> Inclusive Outreach and Public Engagement |

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? Yes No

Check all neighborhoods that apply (see map on p.5):

- | | | |
|--|---|--|
| <input type="checkbox"/> All Seattle neighborhoods | <input type="checkbox"/> Lake Union | <input type="checkbox"/> East District |
| <input type="checkbox"/> Ballard | <input type="checkbox"/> Southwest | <input type="checkbox"/> King County (outside Seattle) |
| <input type="checkbox"/> North | <input type="checkbox"/> Southeast | <input type="checkbox"/> Outside King County |
| <input type="checkbox"/> NE | <input type="checkbox"/> Delridge | Please describe: |
| <input type="checkbox"/> Central | <input type="checkbox"/> Greater Duwamish | |

2b. What are the racial demographics of those living in the area or impacted by the issue?

(See Stakeholder and Data Resources p. 5 and 6)

2c. How have you involved community members and **stakeholders**? (See p.5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)

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APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people's lives and should be taken into consideration? (See Data Resources on p.6. *King County Opportunity Maps* are good resource for information based on geography, race, and income.)

2e. What are the root causes or factors creating these racial inequities?

Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement

Step 3. Determine Benefit and/or Burden.

Given what you have learned from data and from stakeholder involvement...

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity? What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department's community outcomes that were defined in Step 1.?

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity? What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies? _____

Policy Strategies? _____

Partnership Strategies? _____

Step 5. Evaluate. Raise Racial Awareness. Be Accountable.

5a. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Step 6. Report Back.

Share analysis and report responses from Q.5a. and Q.5b. with Department Leadership and Change Team Leads and members involved in Step 1.

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APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

Creating Effective Community Outcomes

Outcome = the result that you seek to achieve through your actions.

Racially equitable community outcomes = the specific result you are seeking to achieve that advances racial equity in the community.

When creating outcomes think about:

- What are the greatest opportunities for creating change in the next year?
- What strengths does the department have that it can build on?
- What challenges, if met, will help move the department closer to racial equity goals?

Keep in mind that the City is committed to creating racial equity in seven key opportunity areas: **Education, Community Development, Health, Criminal Justice, Jobs, Housing, and the Environment.**

Examples of community outcomes that increase racial equity:

OUTCOME	OPPORTUNITY AREA
Increase transit and pedestrian mobility options in communities of color.	Community Development
Decrease racial disparity in the unemployment rate.	Jobs
Ensure greater access to technology by communities of color.	Community Development, Education, Jobs
Improve access to community center programs for immigrants, refugees and communities of color.	Health, Community Development
Communities of color are represented in the City's outreach activities.	Education, Community Development, Health, Jobs, Housing, Criminal Justice, Environment
The racial diversity of the Seattle community is reflected in the City's workforce across positions.	Jobs
Access to City contracts for Minority Business Enterprises is increased.	Jobs
Decrease racial disparity in high school graduation rates	Education

Additional Resources:

- **RSJI Departmental Work Plan:** <http://inweb/rsji/departments.htm>
- **Department Performance Expectations:** <http://web1.seattle.gov/DPETS/DPETSWEBHome.aspx>
- **Mayoral Initiatives:** <http://www.seattle.gov/mayor/issues/>

4

TOOLKIT

Racial Equity Toolkit: An Opportunity to Operationalize Equity

Government Alliance on Race and Equity

APPENDIX B: CITY OF SEATTLE RACIAL EQUITY TOOLKIT

Identifying Stakeholders + Listening to Communities of Color

Identify Stakeholders

Find out who are the **stakeholders** most affected by, concerned with, or have experience relating to the policy, program or initiative? Identify racial demographics of neighborhood or those impacted by issue. (See *District Profiles in the [Inclusive Outreach and Public Engagement Guide](#) or refer to U.S. Census information on p.7)*

Once you have identified your stakeholders

Involve them in the issue.

Describe how historically underrepresented community stakeholders can take a leadership role in this policy, program, initiative or budget issue.

Listen to the community. Ask:

1. What do we need to know about this issue? How will the policy, program, initiative or budget issue burden or benefit the community? (*concerns, facts, potential impacts*)
2. What factors produce or perpetuate racial inequity related to this issue?
3. What are ways to minimize any negative impacts (harm to communities of color, increased racial disparities, etc) that may result? What opportunities exist for increasing racial equity?

Tip: Gather Community Input Through...

- Community meetings
- Focus groups
- Consulting with City commissions and advisory boards
- Consulting with Change Team

Examples of what this step looks like in practice:

- A reduction of hours at a community center includes conversations with those who use the community center as well as staff who work there.
- Before implementing a new penalty fee, people from the demographic most represented in those fined are surveyed to learn the best ways to minimize negative impacts.

For resources on how to engage stakeholders in your work see the **Inclusive Outreach and Public Engagement Guide**: <http://inweb1/neighborhoods/outreachguide/>



APPENDIX C

Racial Equity Tool Worksheet

22

Step #1**What is your proposal and the desired results and outcomes?**

1. Describe the policy, program, practice, or budget decision (for the sake of brevity, we refer to this as a “proposal” in the remainder of these steps)
2. What are the intended results (in the community) and outcomes (within your own organization)?
3. What does this proposal have an ability to impact?

Children and youth	Health
Community engagement	Housing
Contracting equity	Human services
Criminal justice	Jobs
Economic development	Parks and recreation
Education	Planning / development
Environment	Transportation
Food access and affordability	Utilities
Government practices	Workforce equity
Other _____	

Step #2**What's the data? What does the data tell us?**

1. Will the proposal have impacts in specific geographic areas (neighborhoods, areas, or regions)? What are the racial demographics of those living in the area?
2. What does population level data, including quantitative and qualitative data, tell you about existing racial inequities? What does it tell you about root causes or factors influencing racial inequities?
3. What performance level data do you have available for your proposal? This should include data associated with existing programs or policies.
4. Are there data gaps? What additional data would be helpful in analyzing the proposal? If so, how can you obtain better data?

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APPENDIX C: RACIAL EQUITY TOOL WORKSHEET

Step #3

How have communities been engaged? Are there opportunities to expand engagement?

1. Who are the most affected community members who are concerned with or have experience related to this proposal? How have you involved these community members in the development of this proposal?
2. What has your engagement process told you about the burdens or benefits for different groups?
3. What has your engagement process told you about the factors that produce or perpetuate racial inequity related to this proposal?

Step #4

What are your strategies for advancing racial equity?

1. Given what you have learned from research and stakeholder involvement, how will the proposal increase or decrease racial equity? Who would benefit from or be burdened by your proposal?
2. What are potential unintended consequences? What are the ways in which your proposal could be modified to enhance positive impacts or reduce negative impacts?
3. Are there complementary strategies that you can implement? What are ways in which existing partnerships could be strengthened to maximize impact in the community? How will you partner with stakeholders for long-term positive change?
4. Are the impacts aligned with your community outcomes defined in Step #1?

Step #5

What is your plan for implementation?

1. Describe your plan for implementation.
2. Is your plan:
 - Realistic?
 - Adequately funded?
 - Adequately resourced with personnel?
 - Adequately resources with mechanisms to ensure successful implementation and enforcement?
 - Adequately resourced to ensure on-going data collection, public reporting, and community engagement?

If the answer to any of these questions is no, what resources or actions are needed?

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APPENDIX C: RACIAL EQUITY TOOL WORKSHEET

Step #6**How will you ensure accountability, communicate, and evaluate results?**

1. How will impacts be documented and evaluated? Are you achieving the anticipated outcomes? Are you having impact in the community?
2. What are your messages and communication strategies that will help advance racial equity?
3. How will you continue to partner and deepen relationships with communities to make sure your work to advance racial equity is working and sustainable for the long-haul?

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APPENDIX D

Applications of a Racial Equity Tool
in Madison, WI

Agency/ Organization	Project	Tool(s) Used	Purpose & Outcomes (if applicable)
Clerk's Office	2015–2016 work plan	Equity & Empowerment Lens (Mult. Co.)	Adopted new mission, vision, work plan, and evaluation plan with racial equity goals
Streets Division	Analysis of neighborhood trash pickup	RESJI analysis (comprehensive)	Recommendations to adjust large item pickup schedule based on neighborhood & seasonal needs
Madison Out of School Time (MOST) Coalition	Strategic planning	RESJI analysis (fast-track)	Adopted strategic directions, including target populations, informed by racial equity analysis
Public Health Madison & Dane County	Dog breeding & licensing ordinance	RESJI analysis (comprehensive)	Accepted recommendation to table initial legislation & develop better policy through more inclusive outreach; updated policy adopted
Fire Department	Planning for new fire station	RESJI analysis (comprehensive)	Recommendations for advancing racial equity and inclusive community engagement; development scheduled for 2016–2017
Metro Transit	Succession planning for management hires	RESJI equitable hiring checklist	First woman of color promoted to Metro management position in over 20 years
Human Resources Department	2015 & 2016 work plans	RESJI analysis (fast-track & comprehensive)	2015 plan reflects staff input; 2016 work plan to include stakeholder input (est. 10/15)
Human Resources Department	City hiring process	RESJI analysis (comprehensive)	Human Resources 2015 racial equity report: http://racialequityalliance.org/2015/08/14/the-city-of-madisons-2015-human-resources-equity-report-advancing-racial-equity-in-the-city-workforce/
Economic Development Division	Public Market District project	RESJI analysis (comprehensive)	10 recommendations proposed to Local Food Committee for incorporation into larger plan
Public Health Madison & Dane County	Strategic planning	RESJI analysis (fast-track)	Incorporation of staff & stakeholder input, racial equity priorities, to guide goals & objectives (est. 11/15)

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**Racial Equity
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APPENDIX D: APPLICATIONS OF A RACIAL EQUITY TOOL IN MADISON, WI

Agency/ Organization	Project	Tool(s) Used	Purpose & Outcomes (if applicable)
Planning, Community & Econ. Devel. Dept.	Judge Doyle Square development (public/private, TIF-funded)	RESJI analysis (fast-track); ongoing consultation	Highlight opportunities for advancement of racial equity; identify potential impacts & unintended consequences; document public-private development for lessons learned and best practices
Parks Division	Planning for accessible playground	TBD	Ensure full consideration of decisions as informed by community stakeholders, with a focus on communities of color and traditionally marginalized communities, including people with disabilities.
Fire Department	Updates to promotional processes	TBD	Offer fair and equitable opportunities for advancement (specifically Apparatus Engineer promotions)

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The Haas Institute for a Fair and Inclusive Society at the University of California, Berkeley brings together researchers, community stakeholders, policymakers, and communicators to identify and challenge the barriers to an inclusive, just, and sustainable society and create transformative change. The Institute serves as a national hub of a vibrant network of researchers and community partners and takes a leadership role in translating, communicating, and facilitating research, policy, and strategic engagement. The Haas Institute advances research and policy related to marginalized people while essentially touching all who benefit from a truly diverse, fair, and inclusive society.

HAASINSTITUTE.BERKELEY.EDU / 510.642.3011



The Center for Social Inclusion's mission is to catalyze grassroots community, government, and other institutions to dismantle structural racial inequity. We apply strategies and tools to transform our nation's policies, practices, and institutional culture in order to ensure equitable outcomes for all. As a national policy strategy organization, CSI works with community advocates, government, local experts, and national leaders to build shared analysis, create policy strategies that engage and build multi-generational, multi-sectoral, and multi-racial alliances, and craft strong communication narratives on how to talk about race effectively in order to shift public discourse to one of equity.

CENTERFORSOCIALINCLUSION.ORG / 212.248.2785



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 3., **File #:** [21-0006], **Version:** 1

Meeting Date: 1/6/2021

Manufactured Home Strategy Update.

Staff:

Loryn B. Clark, Executive Director
Sarah Osmer Viñas, Assistant Director
Nate Broman-Fulks, Affordable Housing Manager

Department:

Housing and Community

Overview: Staff is providing an update on our Manufactured Home Strategy implementation and requesting Council direction on priorities for implementation.



Recommendation(s):

That the Council provide direction on priorities for continued implementation of our Manufactured Home Strategy.

Overview of our Manufactured Home Strategy

- In 2018, as development pressures increased for the northern part of Chapel Hill, the Town began creating a strategy to proactively engage residents and owners of the four manufactured home communities in Town to develop a relocation plan should future redevelopment occur on any of these sites.
- Our Manufactured Home Strategy includes four components:
 - Engage manufactured home community residents, owners, potential developers, and neighbors to create proactive solutions.
 - Develop a menu of housing options for the Council to consider if manufactured home residents get displaced.
 - Identify potential sites for development of new affordable housing that meet key criteria (i.e. within the Chapel Hill/Carrboro School System, on a public transit line, existing access to water and sewer, walkable to services and amenities). These sites could assist with manufactured home relocation.
 - Develop a coordinated plan to apply to any manufactured home community faced with redevelopment.
 -

Implementation Progress

Our progress is detailed in the attached report. Highlights include:

- Conducting extensive outreach and engagement with residents, owners, potential developers, and neighbors.
- Prioritizing three Town-owned sites for affordable housing development.
- Findings from the Resident Engagement Report were used to inform the applicant's resident relocation plan at 1200 Martin Luther King Jr Blvd (Tar Heel), which if approved would accommodate all existing residents on site and ensure no displacement will occur for 15 years. This would give the Town substantial time to explore options for relocation or preservation of the neighborhood before the end of this period.
- Collaborating with our local government and community partners, and national organizations with expertise in this field to explore creative solutions to the threat of resident displacement due to

redevelopment, including land use regulation options, a shared equity model, and zero-displacement redevelopment scenarios.

Fiscal Impact/Resources: Housing and Community staff have dedicated staff resources to carry out our Manufactured Home Strategy to this point. Based on direction received from Council, additional resources may be needed for implementation.

**Attachments:**

- Draft Staff Presentation
- Manufactured Home Strategy Staff Report
- Resident Engagement Report
- Menu of Housing Options - Land Purchase Report
- Orange County Coordinated Manufactured Home Resident Relocation Strategy
- Manufactured Home Community Map
- Site Analysis Report
- Map of Properties Prioritized for Affordable Housing

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Sarah Osmer Viñas, Assistant Director of Housing and Community
Nate Broman-Fulks, Affordable Housing Manager

The purpose of this items is for the Council to receive this report and provide direction on priorities for continued implementation of our Manufactured Home Strategy.

MANUFACTURED HOME STRATEGY DISCUSSION

DRAFT

Council Work Session Presentation
January 6, 2021



Agenda

1. Background

2. Strategy Overview and Implementation Progress

3. Guiding Questions and Discussion

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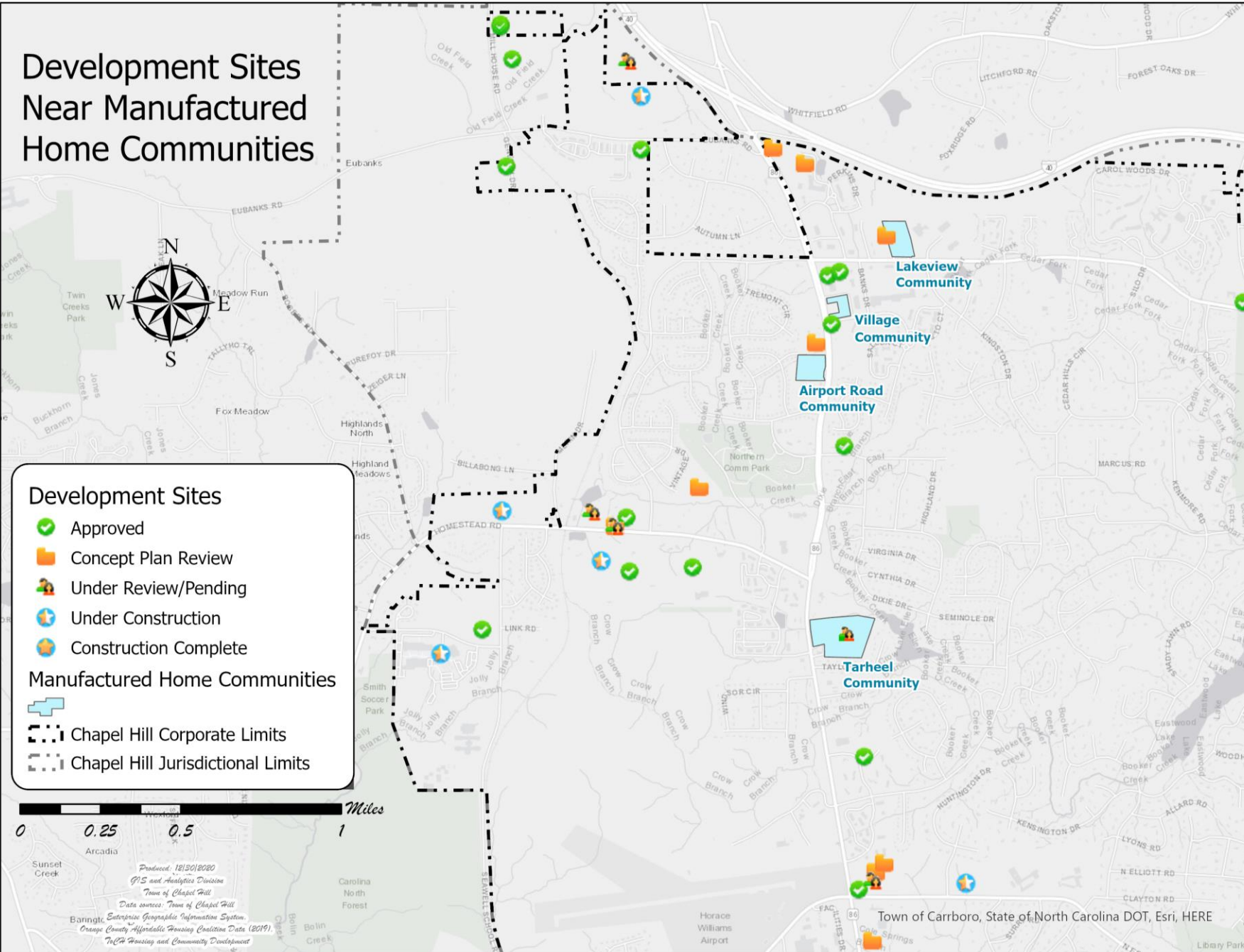
Background

- **Manufactured housing** (commonly known as mobile homes) is a type of prefabricated housing that is largely assembled in factories and then transported to sites
- **Mobile home** is the term used for manufactured homes produced prior to 1976
- **Trailers** are designed to be moved frequently and are typically used for traveling



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Development Sites Near Manufactured Home Communities



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Manufactured Home Strategy Overview



Engagement



Housing
Options



Site Analysis

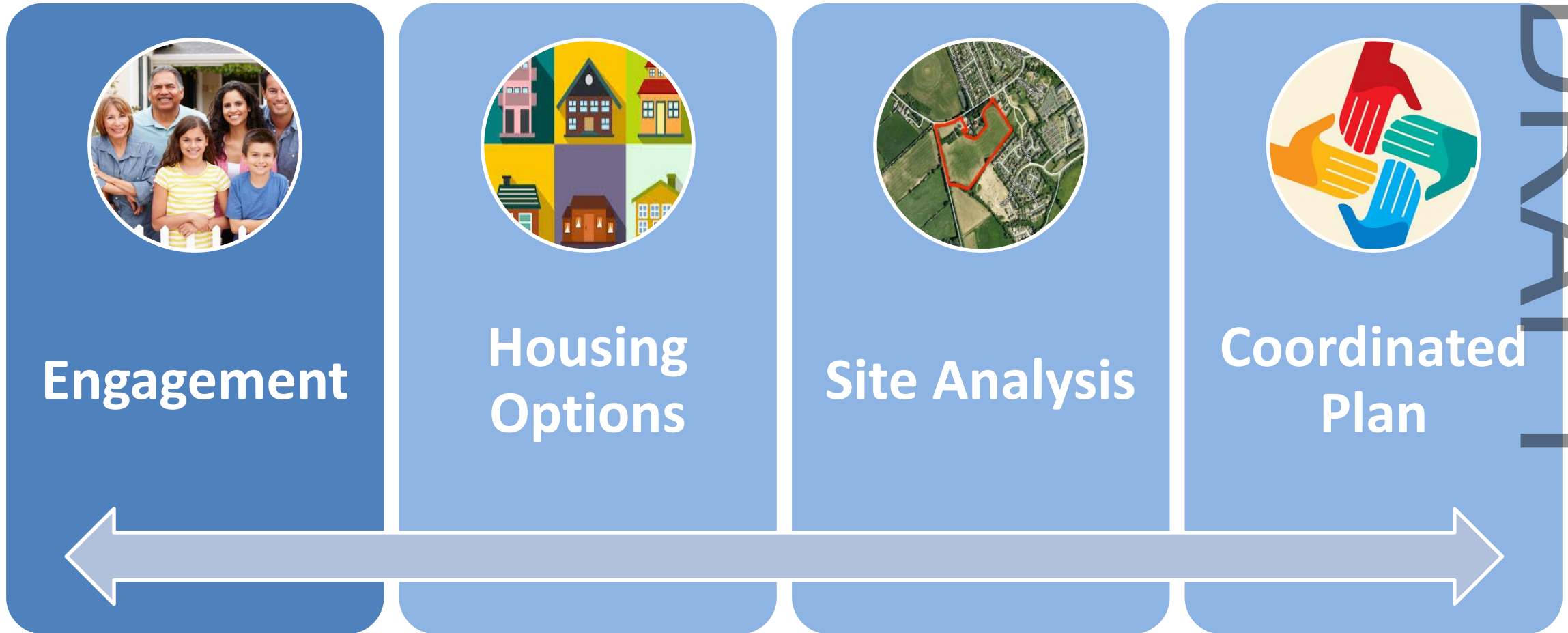


Coordinated
Plan



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1. Engage manufactured home park residents, owners, and developers



Manufactured Home Resident Engagement Highlights

- Approximately 650 residents live in manufactured homes
- 40% of manufactured home households responded to our surveys
- 4 community meetings



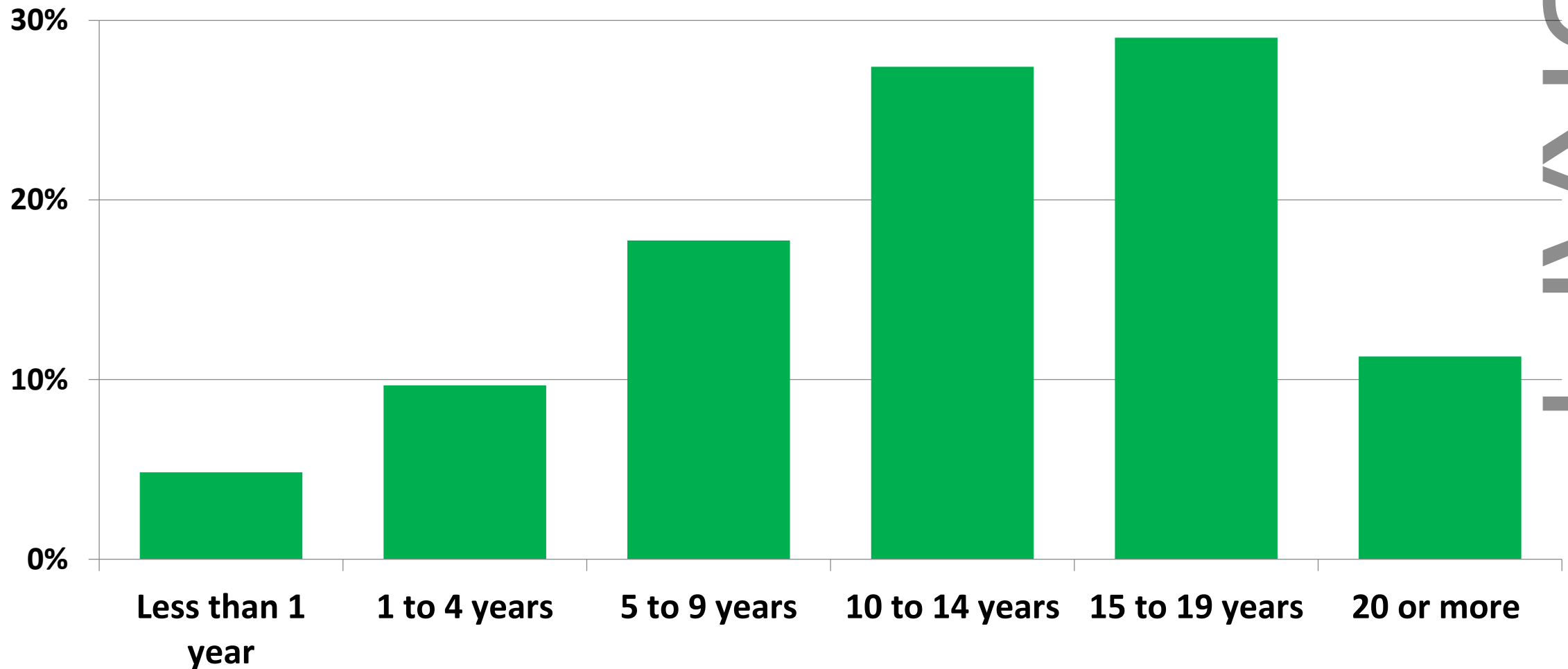
Resident Survey Key Findings

- Average household size is 4
- Average annual income is \$31,418
- Average monthly housing cost is \$604
- 90% own their home



Most Manufactured Home Residents are Long-Time Community Members

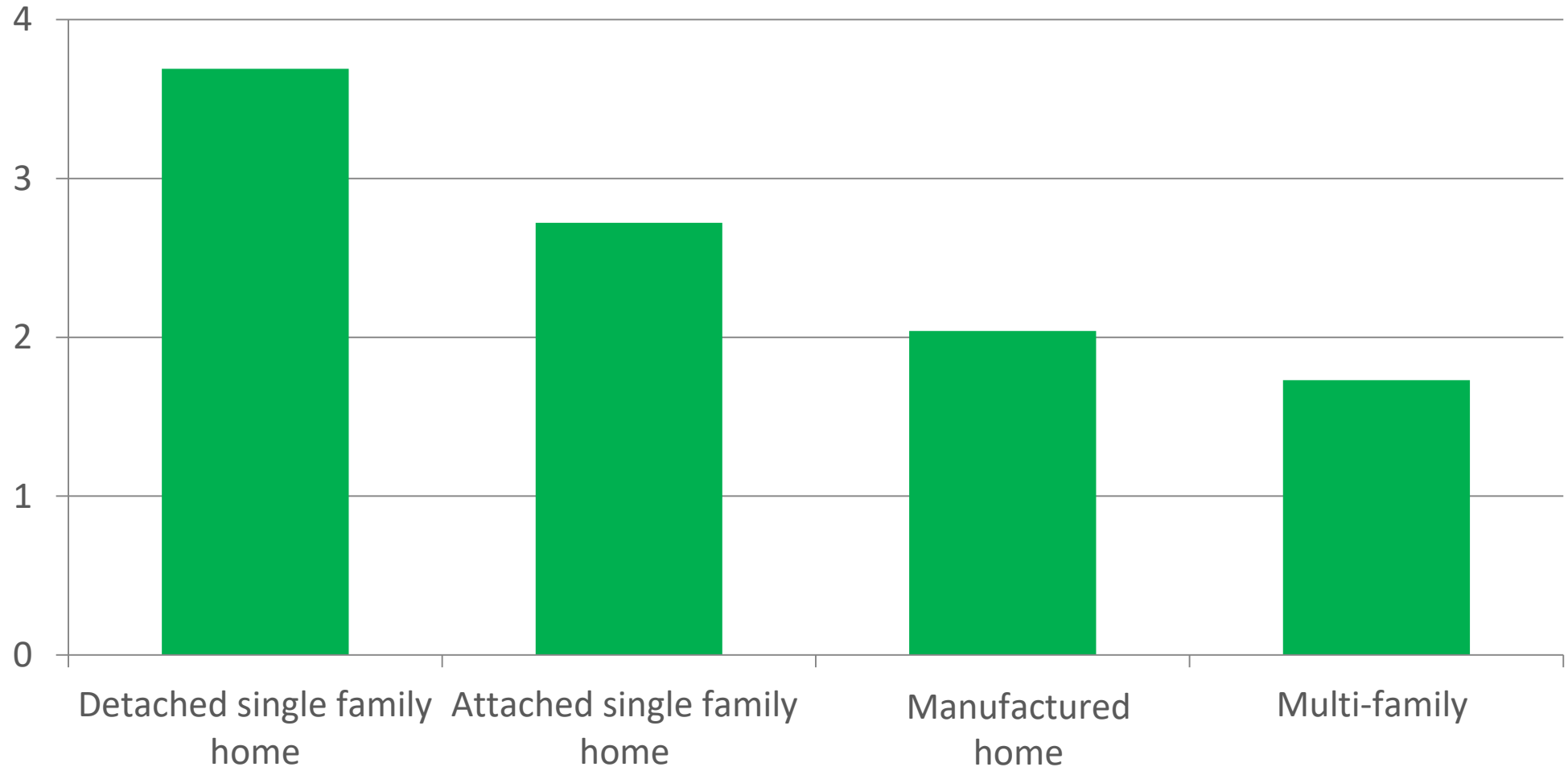
How long have you lived in your home?



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Residents Prefer Single-Family Attached and Detached Homes

Rank which housing type would be your ideal living situation, regardless of costs.



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Additional Engagement Efforts



Tar Heel Community

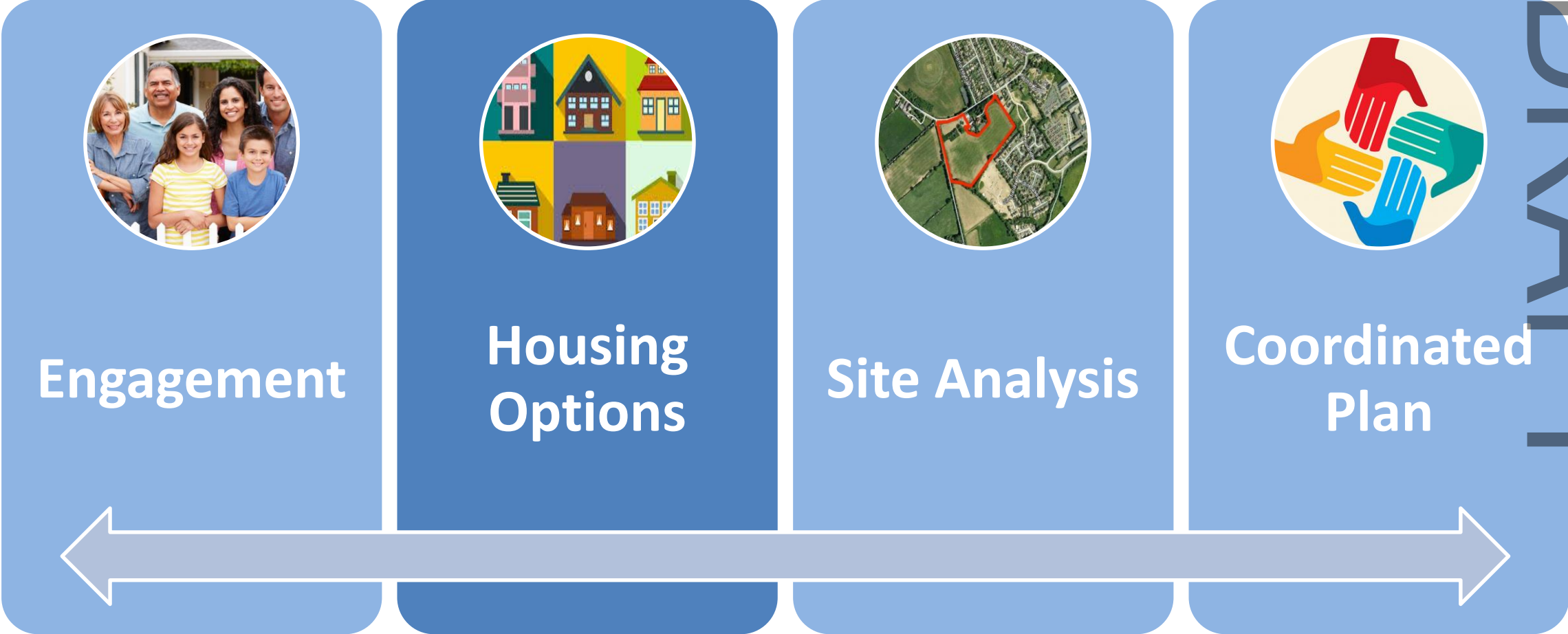
- Staff have held several community meetings with residents
 - Ensure residents have opportunity to participate in review process
 - Incorporate their thoughts and concerns into the project discussion

Developers

- Multiple meetings with Tar Heel applicant
- Shared finding from resident engagement report to incorporate into their relocation plan

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2. Develop a Menu of Housing Options



Menu of Housing Options

- Financial assistance for relocation
- Land purchase
- Onsite unit construction as part of redevelopment
- Off-site unit construction



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Menu of Housing Options – Relocation Assistance

- Relocation Assistance Options
 - One-time grant to relocate
 - Assistance relocating a manufactured home
 - Subsidy to move to another manufactured home neighborhood
- Work with developers to contribute to any relocation strategy
 - Tar Heel applicant created proactive relocation strategy to keep residents onsite



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Menu of Housing Options – Land Purchase

- Town pursued possibility of purchasing Lakeview Community
- Researched other options for gaining site control and redeveloping
- Land Purchase Report – 3 models to consider



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Menu of Housing Options – Land Purchase



1. Town-Led Model – Boulder, CO

- City purchased the 68 home Ponderosa Mobile Home Park
- Used resident engagement as foundation for development of project solutions
- Plan to develop a mix of housing types allowing residents housing choices
- Phased development approach with Habitat for Humanity to ensure no resident displacement



One-For-One Home Replacement

Phasing of the project allows people to move from their current home to a new home without having to leave Ponderosa for a long construction period.



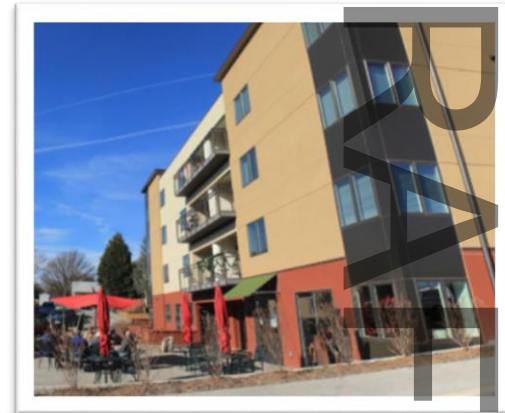
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Menu of Housing Options – Land Purchase



2. Nonprofit-Led Model – Charlottesville, VA

- In 2012, Habitat for Humanity successfully redeveloped the 16 home Sunrise Park community without resident displacement
- Phased development of a mixed-income, mixed-use community
- Building on this model with the Southwood community
 - 800 residential units
 - 200,000 sq. ft. of commercial space



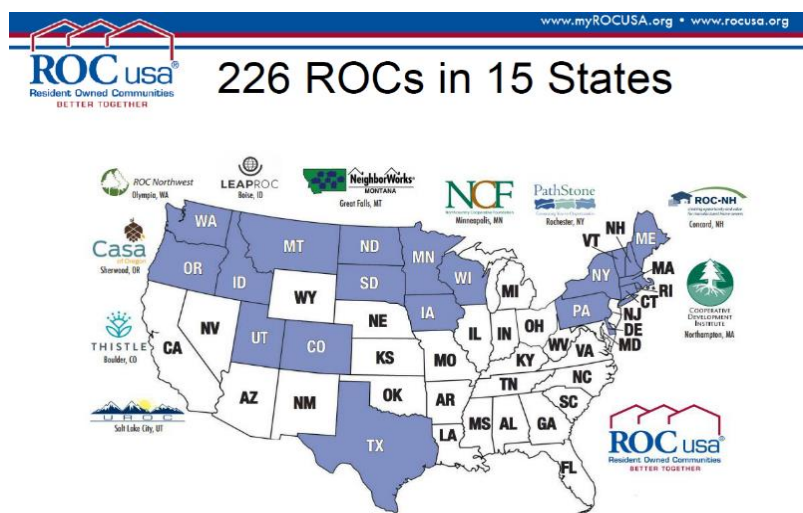
Menu of Housing Options – Land Purchase

3. Resident-Owned Community Model – ROC, USA

- National organization with regional affiliates providing lending and technical assistance
- Residents purchase and manage their communities
- Homeowners form and join a non-profit cooperative association

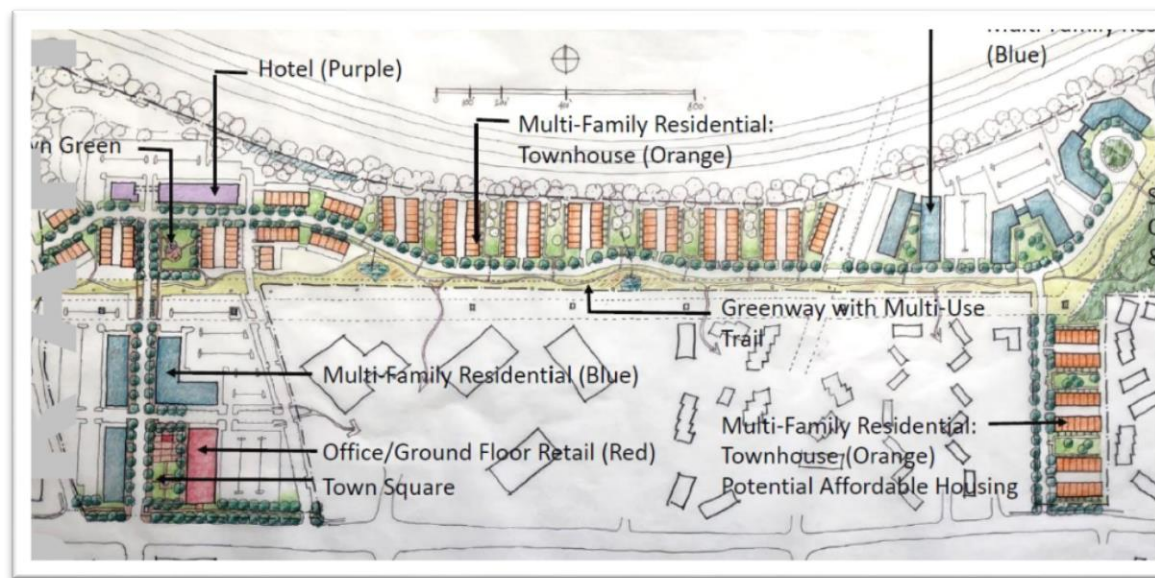


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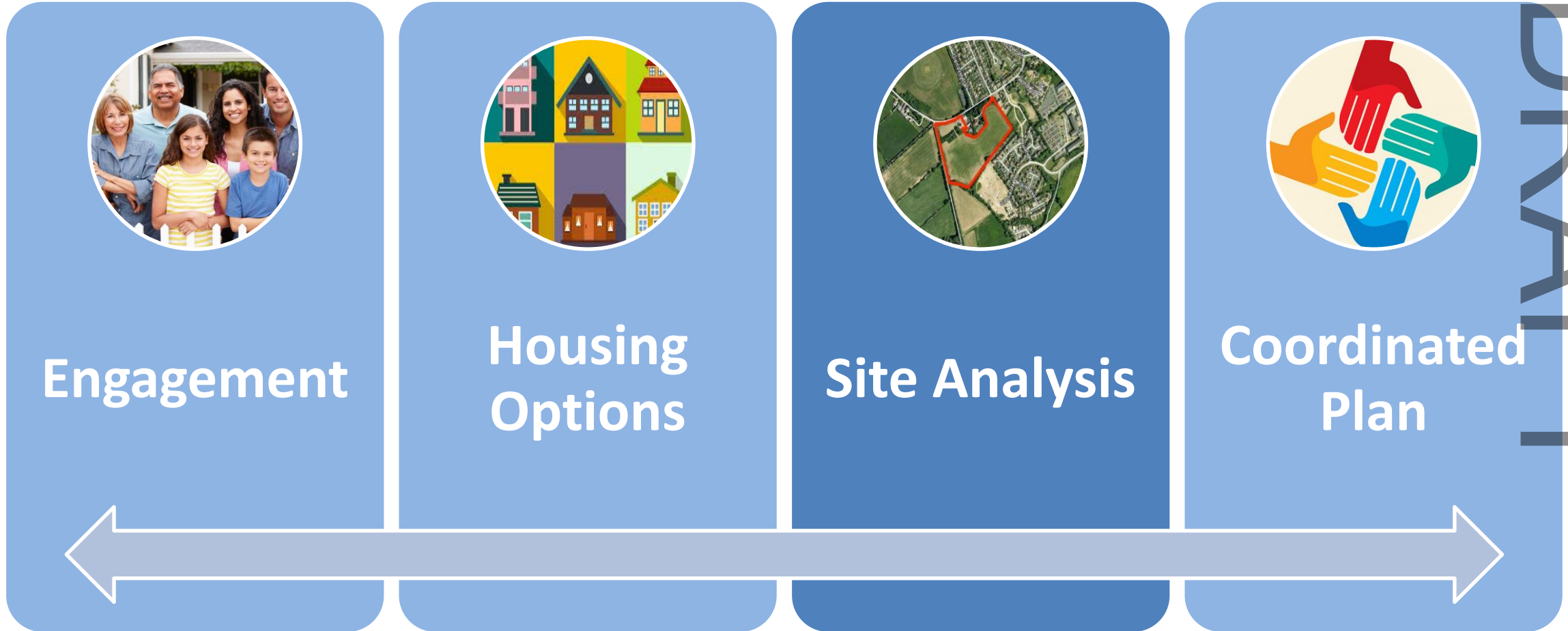
Menu of Housing Options - Construction as Part of Redevelopment

- Chapel Hill North
 - Process to proactively create opportunities for affordable housing construction as part of any redevelopment for area on Weaver Dairy
- Option to discuss with potential developer of other communities



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3. Identify Sites for Development of New Housing

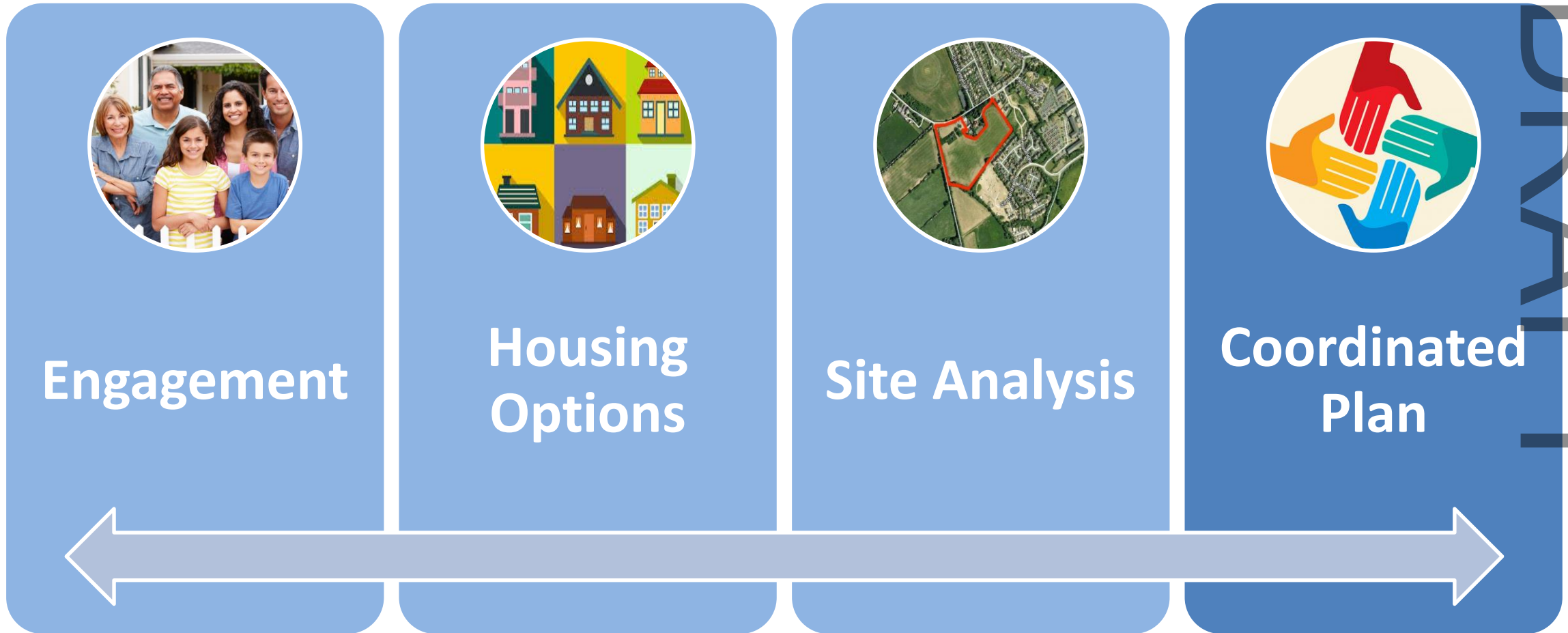


Site Analysis

- Goal –increase affordable housing supply to create additional relocation options if residents are displaced
- Evaluate Town-owned sites
 - Three sites prioritized for affordable housing
 - Jay Street, Bennett Road, Dogwood Acres Drive
 - 2200 Homestead Road
 - Public Housing redevelopment
 - Other potential options
 - Legion Road property
 - Greene Tract

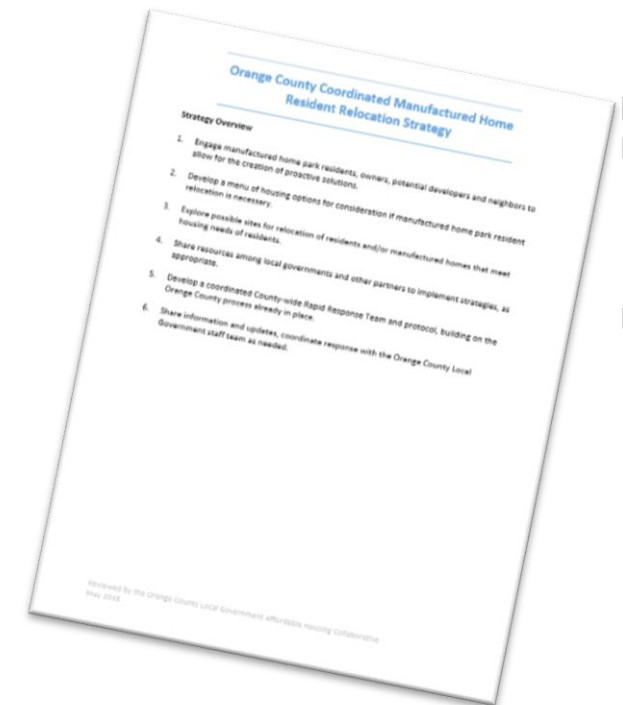


4. Develop Coordinated Plan



Coordinated Plan Highlights

- Local Government Affordable Housing Collaborative has developed a coordinated strategy
- Town staff continue to work closely with partners in engagement efforts:
 - Family Success Alliance
 - EmPOWERment, Inc.
 - School System



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Questions for Council

1. What does a successful solution to the redevelopment threats look like to you?
2. Which strategies should staff focus more time and resources on going forward?
3. What's missing or could be changed within our existing Strategy?

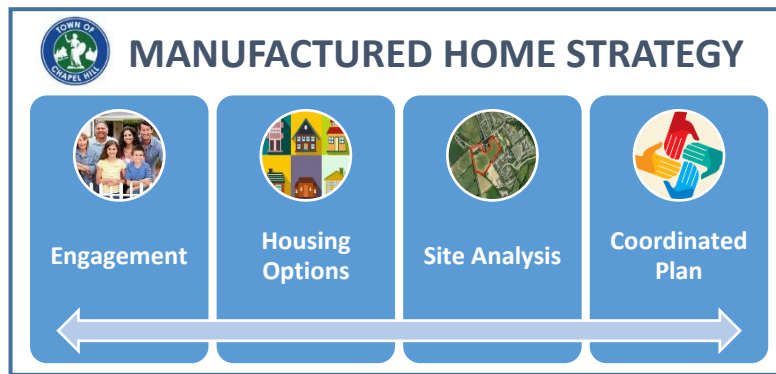


MANUFACTURED HOME STRATEGY DISCUSSION

DRAFT

Council Work Session Presentation
January 6, 2021





STAFF REPORT – JANUARY 2021

Background

The Town initiated efforts in 2018 to develop a Strategy for proactively engaging residents and owners of the four manufactured home communities in Town and developing a plan to address the redevelopment threats facing these communities. The purpose of this report is to provide an overview of our strategy and an update on its implementation.

Strategy Overview and Implementation Progress

Our Manufacturing Housing Strategy includes four components: 1) engagement, 2) housing options, 3) site analysis, and 4) coordinated planning. This represents a holistic approach to addressing the redevelopment threat facing all of the manufactured home communities in Town, that prioritizes resident preferences, minimizes displacement and community disruption, considers financial feasibility, and aligns with existing Council-approved plans and priorities.



1. Engage manufactured home park residents, owners, potential developers, and neighbors to create proactive solutions.

Implementation Progress

A. Resident engagement efforts:

- I. Housing and Community staff, in collaboration with Family Success Alliance and Empowerment Inc., held four community meetings in 2018 with manufactured home park residents to gain a foundational understanding of the neighborhoods and the housing needs and preferences of the households who live in them.

These meetings facilitated the development of relationships with residents and allowed us to gain an understanding of what successful housing options could look like for them. For additional details, please see our attached *Resident Engagement Report*. The information in the Resident Engagement Report is the foundation for the manufactured home strategies pursued by staff. Key findings from our resident engagement efforts include:

- Most manufactured home residents are not interested in being relocated to another manufactured home community, mainly due to concern over future displacement.
- Most residents prefer a detached or attached single-family home within Chapel Hill that is close to employment, amenities, public transit, and schools.

- Potential options under consideration should be suitable for families with children, affordable to low-income households, and accessible to those with barriers to many traditional housing options (without a substantial credit history or documentation status).

II. In 2019 and 2020, Housing and Community and Planning staff held several resident engagement meetings related to the 1200 Martin Luther King Jr Blvd (Tar Heel) development proposal throughout the project review process. These meetings have been designed to provide residents information on the project and the Town development review process, and to learn about residents' thoughts, concerns, and interests in the project to help guide project design and decision-making.

B. Owner/Developer engagement efforts:

- I. Over the last two years, Housing and Community staff held conversations with owners of the manufactured home communities to establish relationships and learn about their interests.
- II. In collaboration with Orange County, Carrboro, Hillsborough, and the Mobile Home Park Work Group, staff convened a meeting for all manufactured home park owners in Orange County in 2018 to share our strategies and resources and discuss opportunities for collaboration.
- III. Town staff had several meetings throughout the 1200 MLK project with the owner and applicant. In these meetings, we shared what we have learned from our engagement with residents for the applicant to incorporate into their relocation plan for existing residents on this site. Those conversations resulted in the current plan that does not displace residents on the site for at least 15 years. We also discussed other aspects of the development proposal, including the current condition of the site, options for addressing resident concerns, and amenities to be added to the site such as a play area for children. Staff are prepared to replicate and build on our developer engagement efforts for any redevelopment concepts for the other mobile home communities.



2. Develop a menu of housing options for the Council to consider as manufactured home residents face displacement, including but not limited to:

- *Financial assistance for relocation*
- *Land purchase*
- *Onsite unit construction as part of redevelopment*
- *Off-site unit construction*

Implementation Progress

A. Financial assistance for relocation

- I. Staff explored financial assistance options for residents that could be displaced by future manufactured home redevelopment. These options include:
 - relocation assistance in the form of a one-time cash grant
 - subsidy to live in another manufactured neighborhood
 - assistance for relocation of mobile homes

These strategies would likely involve contributions from the developer to assist with any relocation strategy tailored to a project.

The 1200 Martin Luther King Jr (Tar Heel) applicant has proactively relocated the households within the neighborhood that would be affected by their development proposal. The relocation options for these residents were to have their homes moved, with all costs covered by the Tar Heel owner, to buy a new home at cost with no interest agreements, or to purchase a used home from someone in the unaffected area.

B. Land purchase

- I. The Town pursued the possibility of purchasing the Lakeview community from its current owner. These negotiations were not successful.
- II. Staff have researched additional options for gaining site control of mobile home communities and the strategies that could be pursued, if site control was gained by the Town or an affordable housing partner. See the attached *Menu of Housing Options – Land Purchase Report* for additional information on these options.

C. Onsite and off-site unit construction as part of redevelopment

- I. To proactively create opportunities for onsite unit construction as part of redevelopment, the Town has initiated a Chapel Hill North Master Planning Process, which includes the Lakeview Mobile Home Community. This planning process is still in its early stages but could be beneficial for ensuring affordable housing options are created as part of the development of the Chapel Hill North sites that could serve as potential relocation options for current Lakeview residents.



3. Identify potential sites for development of new housing.

- *Evaluate Town-owned sites*
- *Work with Orange County to identify sites*
- *Determine if existing manufactured home communities have additional capacity*

Implementation Progress

A. Evaluate Town-owned sites.

- I. In 2018, an interdepartmental staff team evaluated Town-owned land for the purpose of increasing the supply of affordable housing in Chapel Hill, which would allow for the possibility of additional relocation options for displaced residents. As a result, Town Council prioritized three sites for affordable housing development, one near Jay Street, one on Bennett Road, and one on Dogwood Acres Drive.

Staff have been moving these projects forward and are executing a Memorandum of Understanding with a potential development partner of the Jay Street site with concept planning set to begin in the winter and spring of 2021. The next step for Bennett Road is to begin implementing a community visioning process for that site and staff plans to bring a plan for conducting the visioning to Council in the spring. Dogwood Acres Drive is a longer-term project and staff will be analyzing the possibility of how to best integrate affordable housing and parks benefits on the site.

B. Work with Orange County to identify sites

- I. Staff continue to explore additional property options for potential relocation throughout Orange County.
- C. Determine if existing manufactured home communities have additional capacity
 - I. Empowerment, Inc. has conducted extensive research of manufactured home community capacity and found a scarcity of vacant lot spaces throughout Orange County.
 - II. The 1200 MLK applicant has found additional capacity on their site as part of their re-development proposal, although the additional sites would need to be placed within the Town's Resource Conservation District.



D. Develop a coordinated plan to apply to any manufactured home community faced with redevelopment. Partners include:

- *Internal partners*
- *Housing Advisory Board*
- *Government partners*
- *Nonprofit organizations*
- *Resident associations*

Implementation Progress

- A. In 2018, the Orange County Local Government Affordable Housing Collaborative partners (Chapel Hill, Carrboro, Hillsborough and Orange County) developed the *Coordinated Manufactured Home Resident Relocation Strategy* (attached) for collaboratively responding to manufactured home communities that may face displacement due to redevelopment.
- B. Housing and Community staff continue to work closely with Family Success Alliance, Empowerment, Inc., and Chicle Language Services, and the Chapel Hill-Carrboro City School System to coordinate outreach and communication efforts with manufactured home community residents.
- C. Housing and Community staff have shared this Strategy and updates on our efforts with manufactured home residents, with the Housing Advisory Board, and will continue to do so.



Manufactured Home Park Resident Engagement Report

May 2018

The purpose of this report is to summarize the results from the survey and focus groups conducted by the Town of Chapel Hill Office for Housing and Community of manufactured home park residents in the winter and spring of 2018 on household composition and housing preferences.

SUMMARY OF RESPONSES

- More than two out of three (68 percent) of households have lived in their home for at least ten years.
- The average household size is four people for surveyed households.
- Surveyed households like most that their current living situation is close to work, safe, affordable, and close to shopping and services.
- The average annual income for surveyed households is \$31,418.
- 90 percent of surveyed households own their manufactured home.
- The average monthly housing cost is \$604 and the median is \$575.
- A majority of surveyed households prefer either an attached or detached single family home as an ideal living situation.
- Regarding potential relocation options respondents would consider, responses vary widely but include: moving to an affordable apartment or house in town, not having an option, and moving to a different park in town.
- If funding was available to move their household and existing manufactured home, a majority of surveyed households indicated they would not apply.

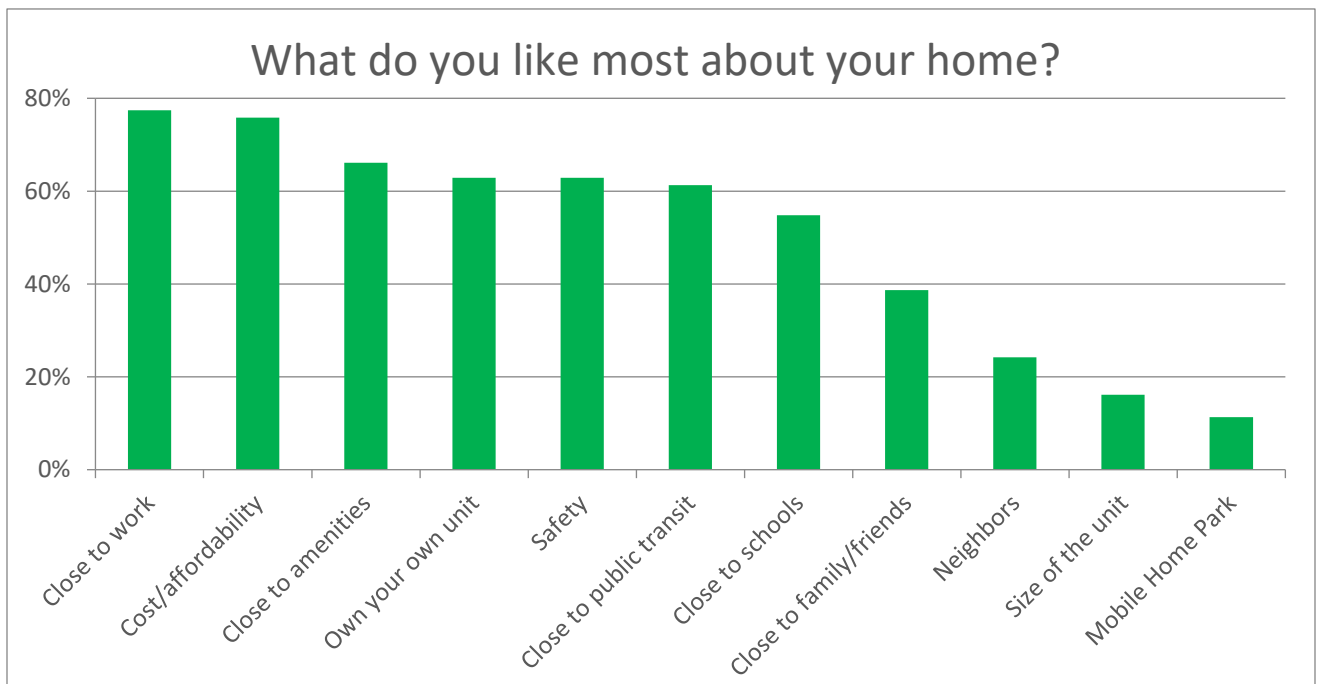
RESPONSE ANALYSIS

To date there have been 62 responses out of 162 homes in Chapel Hill, for a response rate of almost 40%.

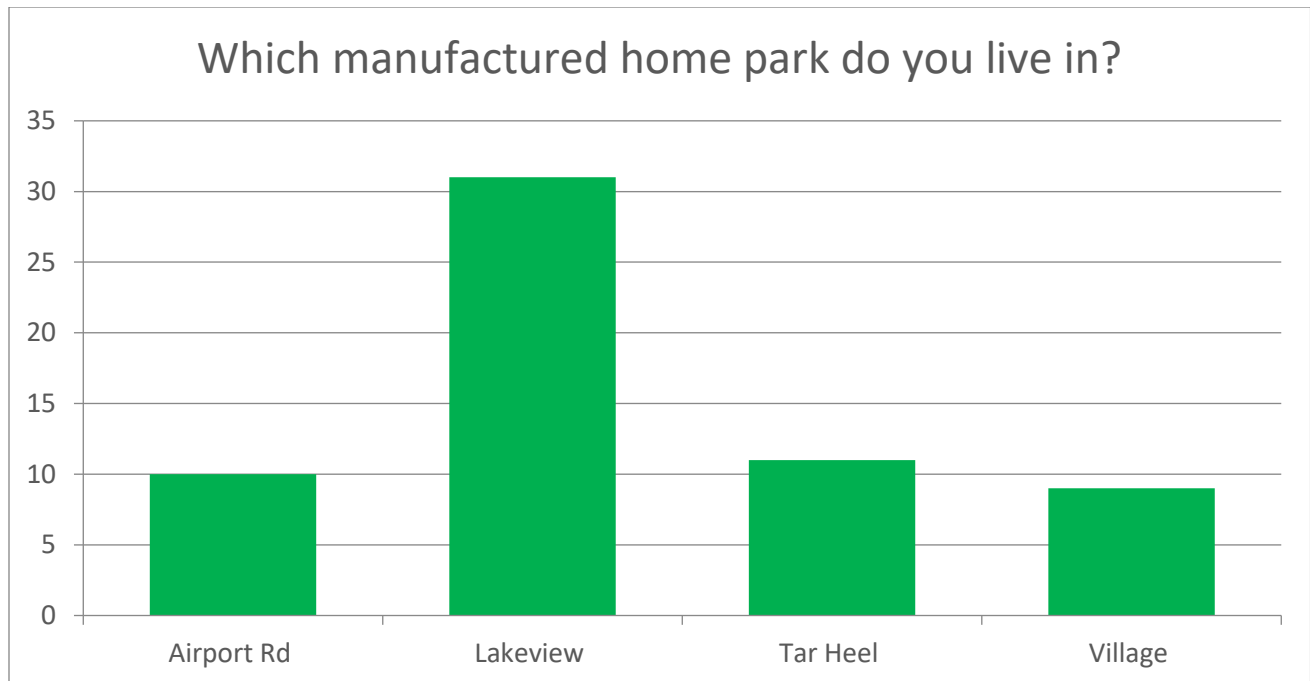
What do you like most about living in Chapel Hill?



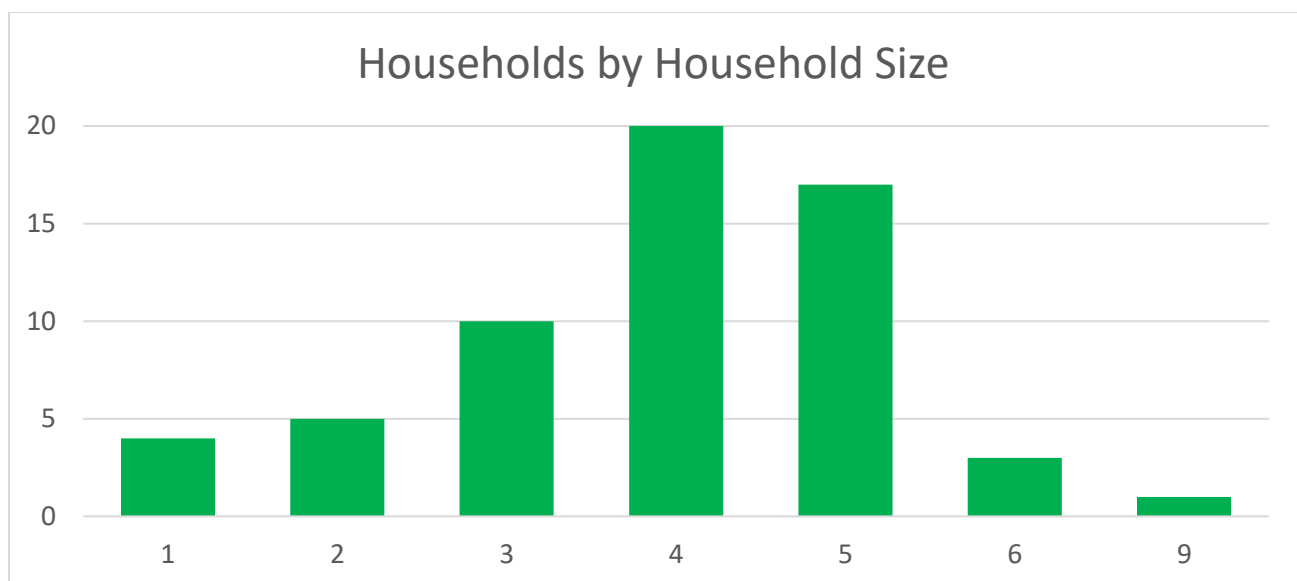
Surveyed households like their proximity to work, schools, safety, hospitals, and transportation.



Surveyed households like most that their current homes are close to work, safe, affordable, and close to shopping and services.

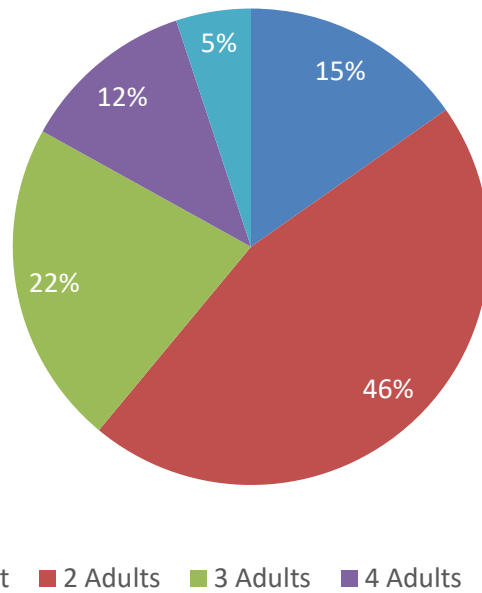


There were 62 responses from four different manufactured home parks.



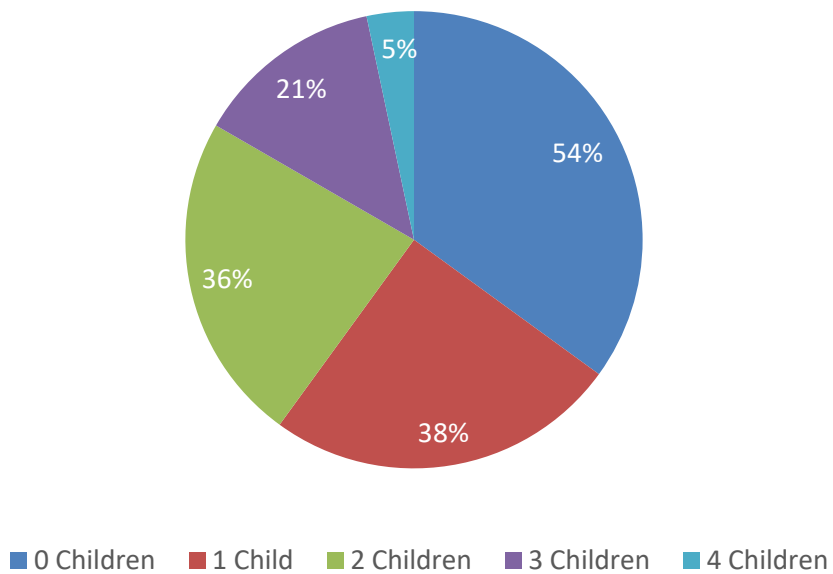
The average number of people per household of surveyed households is approximately four, with the largest being 9 people.

Percent of Households by Household Size - Adults

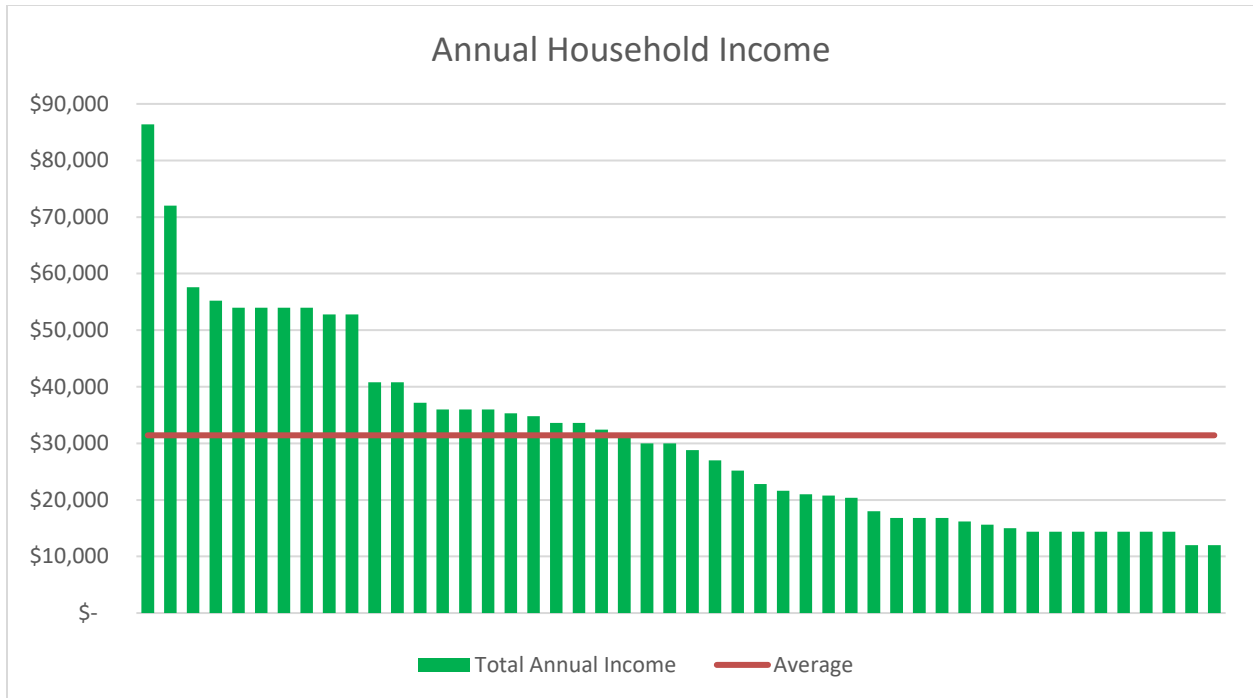


85 percent of surveyed households have a household including at least two adults. 46 percent of households have two adults.

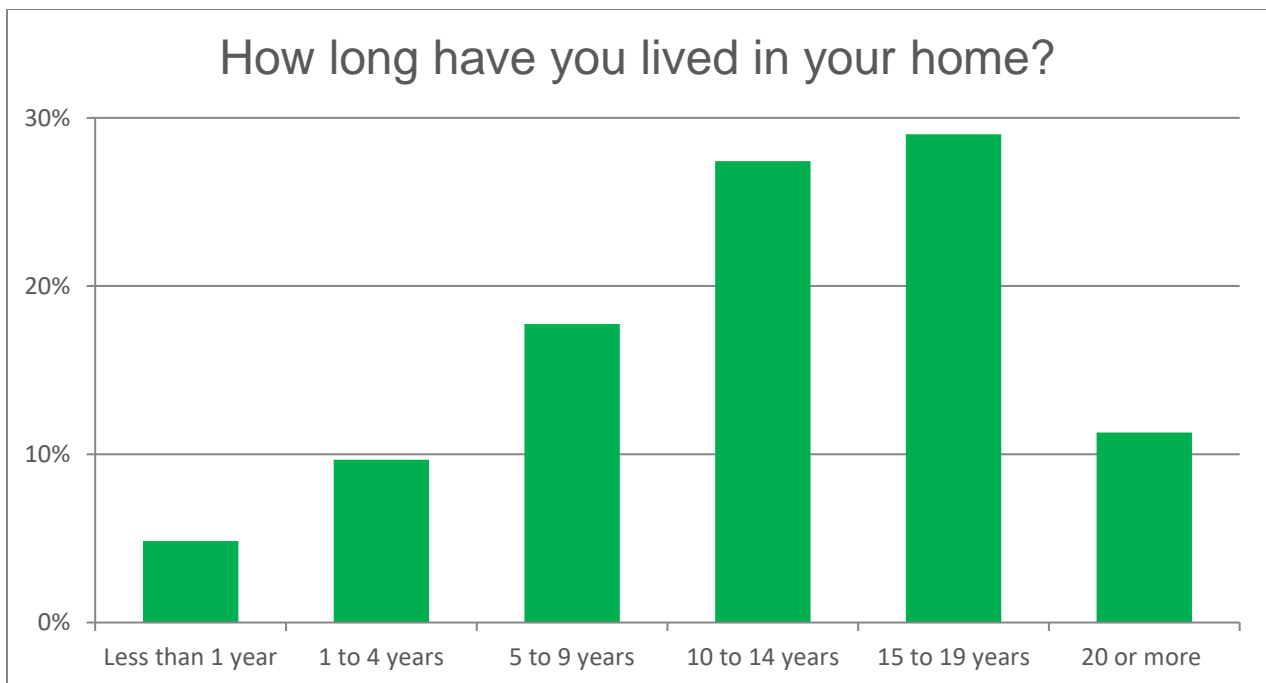
Percentage of Households by Household Size - Children



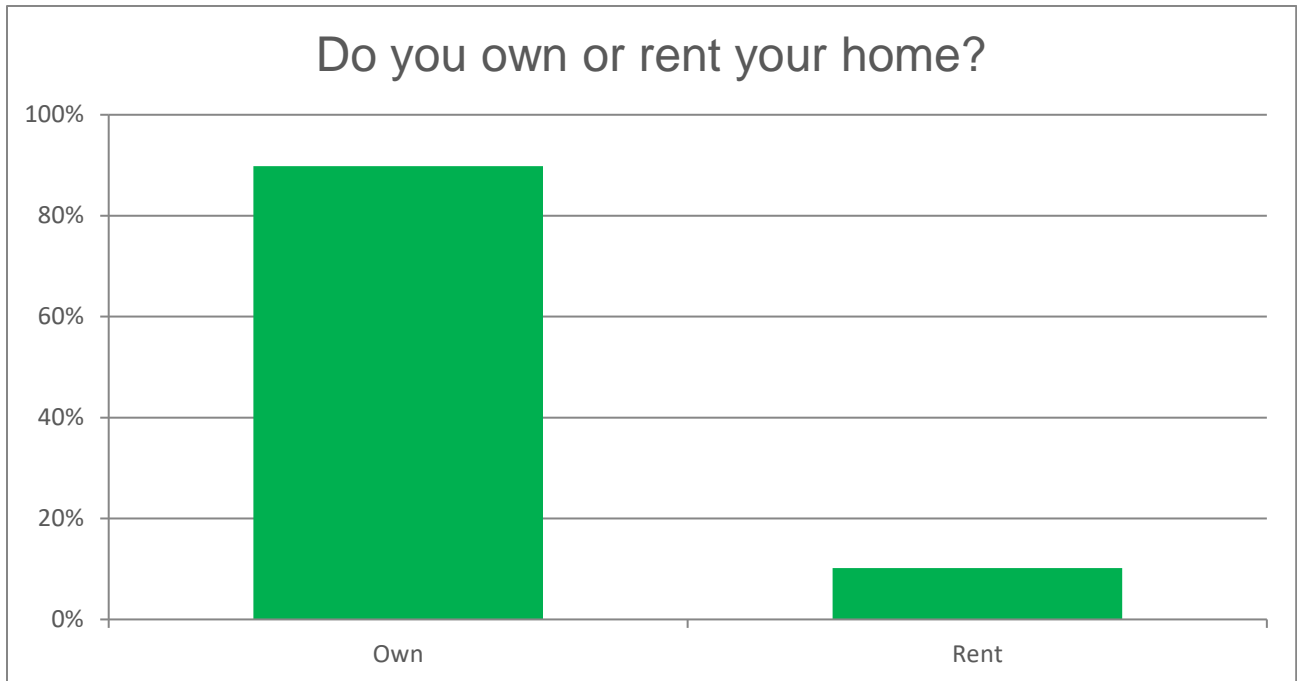
Approximately two out of three (62 percent) surveyed households have children.



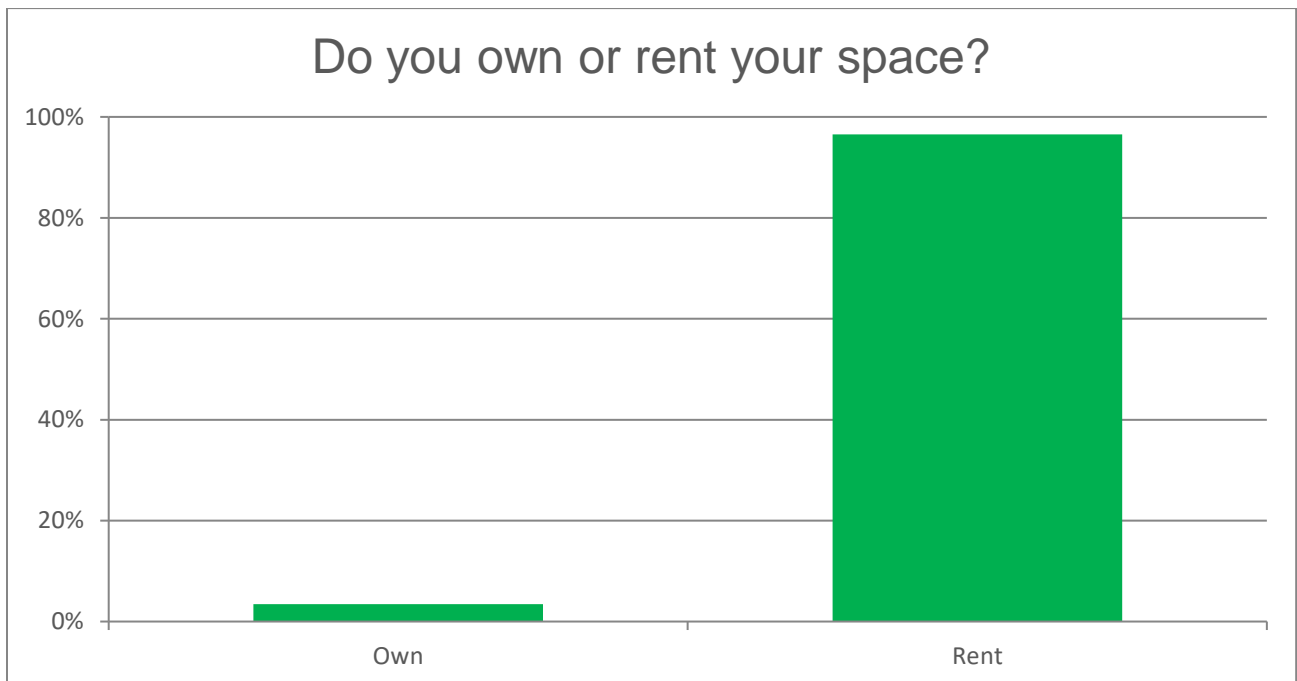
The average annual household income for surveyed households is \$31,418; the median annual household income is \$29,400. Annual household income ranges from \$12,000 to \$86,400. For the average 4 person household, that equates to a household income around 35% of the Area Median Income.



More than two out of three (68 percent) of households have lived in their manufactured home for at least ten years.



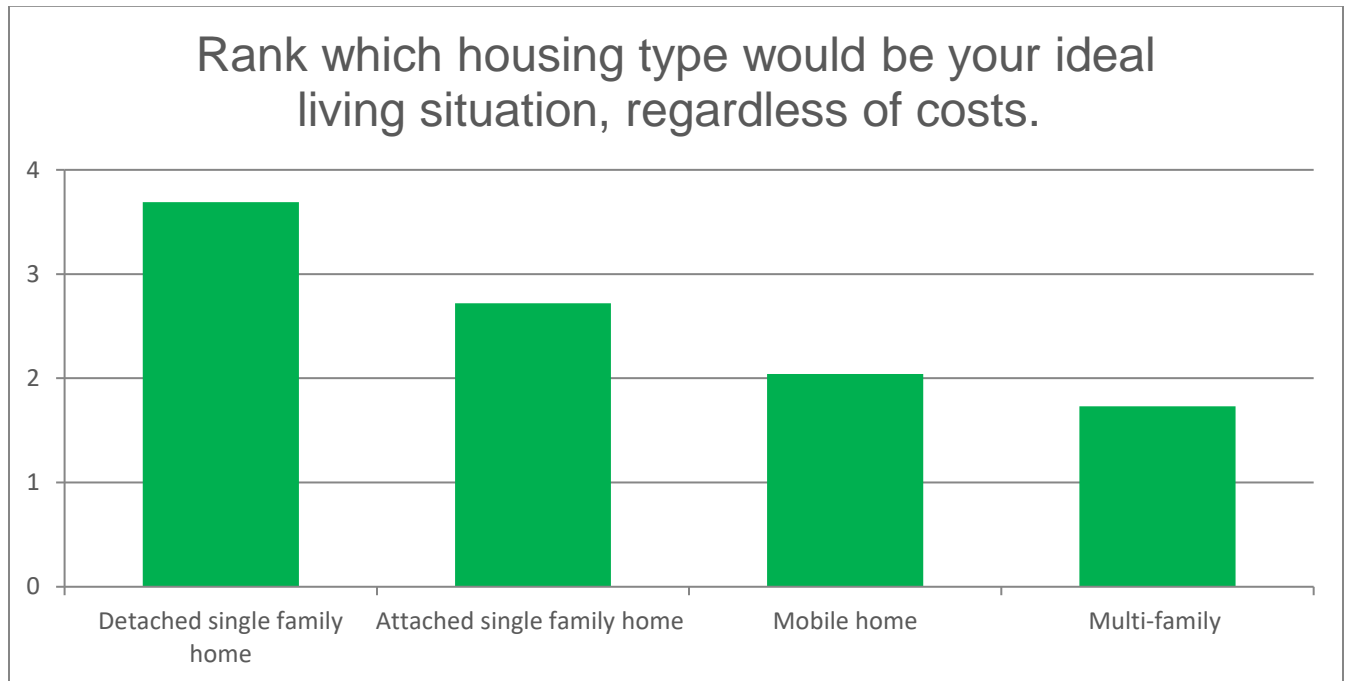
A large majority (90 percent) of surveyed households own their manufactured home.



Almost all of surveyed households indicated they rent their manufactured home space.

What is your total housing cost per month?

- Housing costs typically range from \$450 - \$850. The average monthly housing cost is \$604 and the median is \$575.



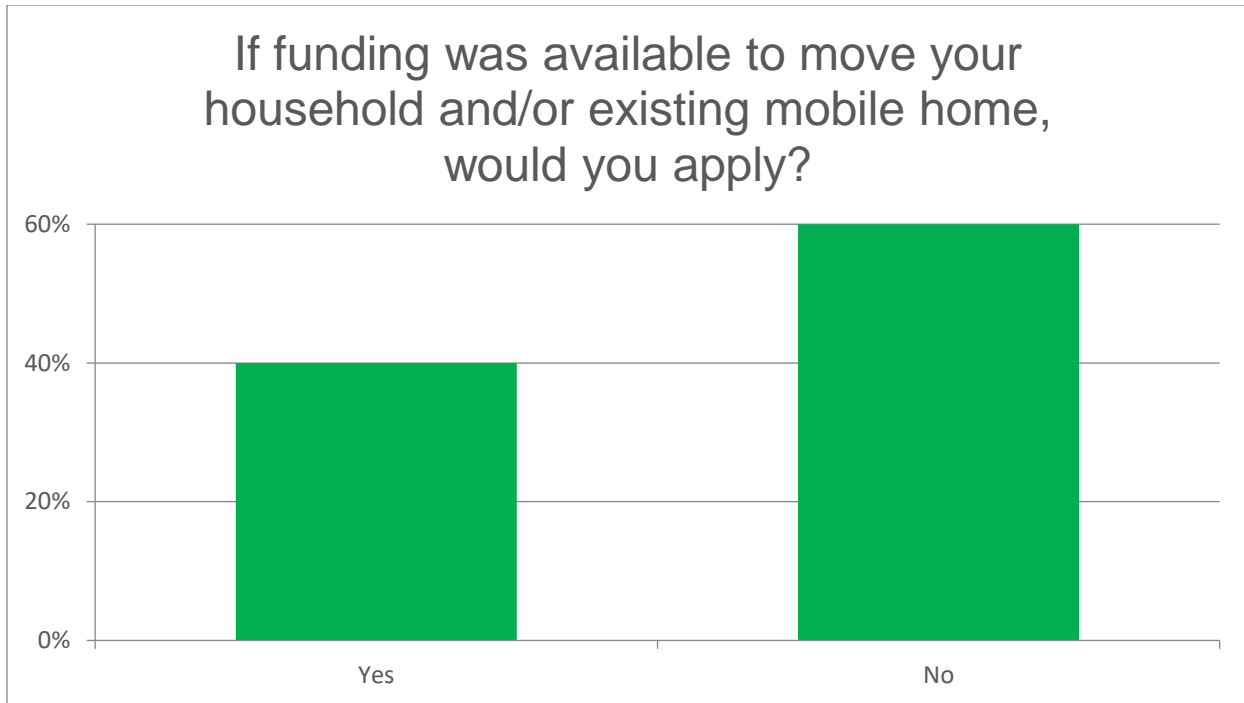
A majority of surveyed households would prefer a detached single family home or attached single family home as their ideal living situation. Some of the primary interests expressed in the focus groups related to residents' preference for a single family home included:

- If residents owned their own home, they would not have to worry about being displaced due to redevelopment or ongoing rent increases.
- Having the ability to pass their homes on to their children, so they can continue to have a home and live in Chapel Hill.
- Having their own space and sense of privacy. One resident said, "Where we live now, the houses aren't far from each other, but we have our own space."
- Not hearing the noise from neighbors if the houses are not connected.
- Having adequate space for children.

Top 5 relocation options you would consider if your park closed.



The most preferred potential relocation options that surveyed households would consider include: moving to an affordable apartment or house in town, moving to a different park in town, or moving to a different park in the county. However, many responded that they do not have an option.



A majority (60 percent) of surveyed households would not apply if funding was available to move their household and existing manufactured home. We discussed this question in the focus groups and learned:

- Residents had concerns about the age and condition of their manufactured homes, which might make moving them to another location prohibitive.
 - Many residents did not see manufactured homes as a permanent housing solution and were concerned if they relocated to another manufactured home park, that park would soon be redeveloped and they would be forced to move again.
 - Some residents expressed an interest in receiving funding, if it was to assist them with finding a single family home.
-



Manufactured Housing Strategy
Menu of Housing Options – Land Purchase
August 2019



Overview: This memo introduces three housing models for the Town to consider applying to the manufactured home communities in Chapel Hill facing the threat of redevelopment. This memo analyzes how these three housing models accommodate economic development interests while also preserving existing affordable housing and limiting resident displacement and disruption.

The Town's [Manufactured Home Strategy](#) calls for developing a menu of housing options for Council to consider to address the threat of redevelopment in local manufactured home communities. Staff identified the three housing models described below based on their ability to successfully meet the Town's economic development and affordable housing interests around these sites, including:

1. Compatibility with needs and preferences of the manufactured home residents, detailed in the [Resident Engagement Report](#) presented to Council in June 2018.
2. Creating certainty for residents' future
3. Minimizing displacement of and disruption to residents
4. Preserving existing and creating new affordable housing
5. Stimulating economic development
6. Alignment with future land use plans and Bus Rapid Transit
7. Minimize costs and dollars invested from the Town

The matrix at the end of the memo analyzes how each of these models could meet the Town's goals.

Models

1. Town-Led Mixed-Income Redevelopment Project – City of Boulder, CO

Background: In August 2017, the City of Boulder purchased the [Ponderosa Mobile Home Park](#) with plans to preserve long-term affordability and replace outdated infrastructure. The City committed to working with the community of 68 Ponderosa households (190 residents) to develop and implement a plan for addressing the housing needs of the community while ensuring minimal displacement. The Park was purchased for \$4.2 million with funding from the City and CDBG Disaster Recovery assistance for infrastructure replacement.

Goals: This purchase was informed by several goals and drivers identified through engagement with Ponderosa residents, including:

- Minimize disruption to the owners and residents
- Minimize displacement
- Improve community resiliency
- Retain affordability
- Create certainty for the future
- Minimize costs to the Town and maximize dollars invested



How it Works: Boulder's plan used resident engagement as the foundation for the development of project solutions, believing that understanding the community and its needs would lead to the best solutions. Through extensive resident engagement by Boulder City staff and consultants, Boulder created [a plan](#) to

develop a mix of housing types on the property that allows residents a range of housing choices, including single-family, duplexes, and carriage houses.

The plans call for a phased redevelopment to ensure no residents are displaced in the process. The City anticipates partnering with the local Habitat for Humanity to construct the residential units. The homes will be owned by the residents. The development plan is currently in the development review phase and construction is expected to begin in early 2020.



One-For-One Home Replacement

Phasing of the project allows people to move from their current home to a new home without having to leave Ponderosa for a long construction period.



2. Nonprofit-Led Mixed-Use Redevelopment Project – Habitat for Humanity - Charlottesville, VA

Background: In 2012, [Habitat for Humanity of Greater Charlottesville](#) successfully implemented the transformation of a manufactured home park without resident displacement. Sunrise Park, near downtown Charlottesville, was a mobile home community of 16 households threatened by redevelopment. Habitat purchased the community for \$1.24 million through Habitat funds, a loan from the Virginia Housing Development Authority, and private donations. Habitat developed a mixed-income, mixed-use community with extensive resident engagement. Habitat is now replicating and building on this model in the [Southwood](#) community in Charlottesville.

Goals:

- Serve as a national blueprint for redevelopment without displacement
- Create affordable homeownership options
- Create small business opportunities

How it Works: [The Sunrise plan](#) called for a phased mixed-income project so that the original sunrise residents could remain on site while their future housing was constructed. The resulting 70 unit mixed-income neighborhood includes housing options that maximize land use and affordable housing stock, including single-family homes, apartments, and condominiums, while building on the strengths of the original mobile home court, including shared community outdoor spaces.



The Southwood [planned redevelopment](#) will have 800 residential units, more than half of which will be affordable, and as much as 200,000 square feet of commercial space. The affordable units will be built by Habitat directly or provided by private developers. Current residents will receive right of first refusal on affordable units, and will be offered mortgages with affordable terms. Habitat is also in the process of negotiating five years of free rent in the commercial space for mobile home park residents who want to start a business.

AARP has created a [Resource Guide](#), building on the lessons learned at Sunrise Park, which offers tools and strategies to enable organizations to transform mobile home parks into successful mixed-income communities without displacement.



3. Resident-Owned Community – ROC USA - Nationwide

Background: [ROC USA](#), is national organization with regional affiliates providing lending and technical assistance to residents in purchasing and managing their manufactured home communities. ROC USA has assisted in the creation of over 225 resident owned manufactured home communities in 15 states across the country.

Goals: Benefits of resident owned communities:

- Control of monthly lot rent, community repairs and improvements
- Lifetime security against unfair eviction
- Liability protection (members are not personally liable for association loans)
- Building a strong sense of community

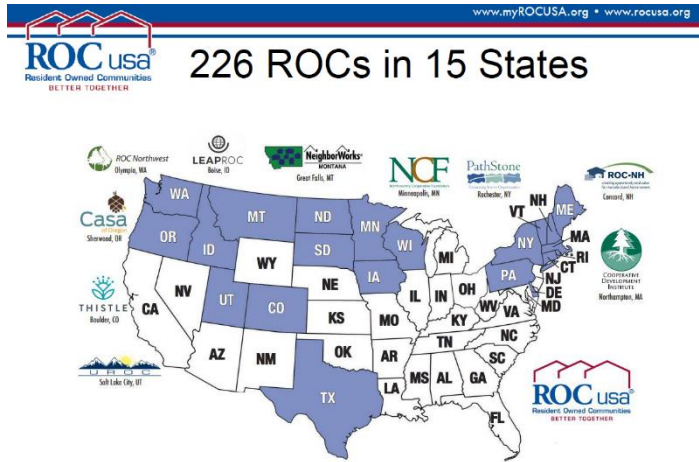


How it Works: In a resident-owned community, homeowners form and join a non-profit cooperative association. The cooperative borrows the money for purchase from ROC USA Capital, whose sole mission is lending to resident owned community. Each cooperative member contributes a maximum \$1,000 joining fee while their lot fees go toward paying off the mortgage and running the new business that is their community. ROC USA Capital has financed 55 resident-owned community purchases with an average loan of \$2.67 million.

Each household is a member of the cooperative, which owns the land and manages the community. Members continue to own their own homes individually and an equal share of the land beneath the entire neighborhood.

Residents make major decisions by democratic vote. Members elect a board of directors, which appoints committees to carry out various tasks and manage the day-to-day operations of the organization.

[Carolina Common Enterprise](#), based in Durham, is in the process of affiliating with ROC USA. If this nonprofit secures its affiliate status, the first in the state, they could provide the technical assistance needed to community residents to successfully own and manage their community.



Town Goals Analysis

Below is an analysis of how each model could meet the Town’s goals, if the Town were to gain site control of any of the Manufactured Home Communities in Chapel Hill.

Goal	Project Model		
	Boulder Mixed-Income	Charlottesville Mixed-Use	Resident-Owned
Meet Resident Housing Needs and Preferences	Green	Green	Green
Create Certainty for Residents Future	Green	Green	Green
Minimize Displacement	Green	Green	Green
Minimize Disruption to Residents	Yellow	Yellow	Green
Preserve Affordable Housing	Green	Green	Green
Create New Affordable Housing	Yellow	Green	Red
Stimulate Economic Development	Yellow	Green	Red
Meet Future Land Use Plans along BRT	Yellow	Green	Red
Minimize Costs and Maximize Dollars Invested	Red	Yellow	Green

- = High achievement of the goal
- = Moderate achievement of the goal
- = Low achievement of the goal

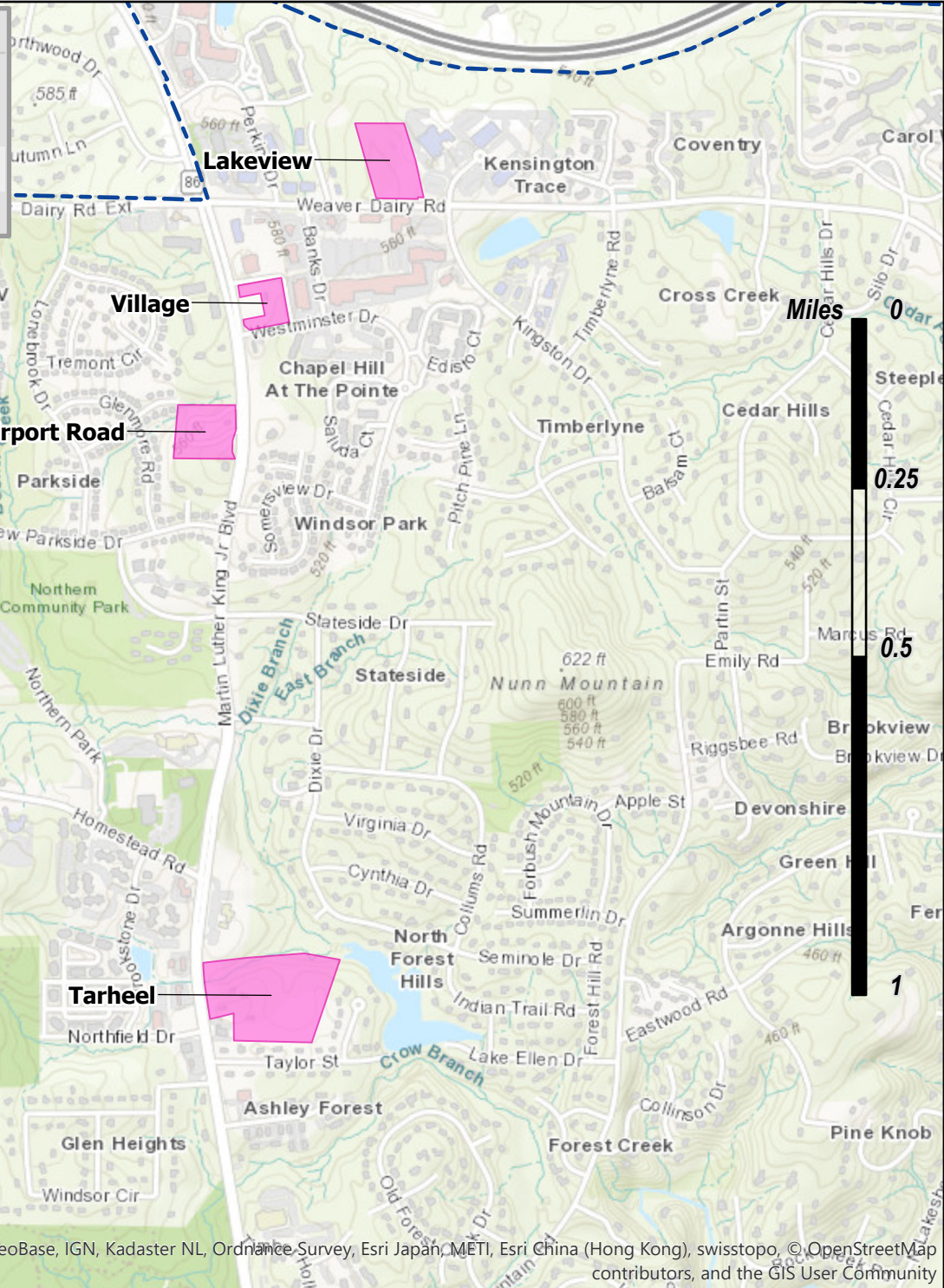
Coordinated Manufactured Home Resident Relocation Strategy

Strategy Overview

1. Engage manufactured home community residents, owners, potential developers and neighbors to allow for the creation of proactive solutions.
2. Develop a menu of housing options for consideration if manufactured home resident relocation is necessary.
3. Explore possible sites for relocation of residents and/or manufactured homes that meet housing needs of residents.
4. Share resources among local governments and other partners to implement strategies, as appropriate.
5. Develop a coordinated County-wide Rapid Response Team and protocol, building on the Orange County process already in place.
6. Share information and updates, coordinate response with the Orange County Local Government staff team as needed.

Manufactured Home Communities

Name	Address	Occupied Sites
Tarheel	1208 Martin Luther King Jr Blvd	72
Airport Road	1575 Martin Luther King Jr Blvd	33
Lakeview	1000 Weaver Dairy Rd	33
Village	1660 Martin Luther King Jr Blvd	24



Manufactured Home Communities
 Corporate Limits



Produced 5/31/2018
 GIS and Analytics
 Town of Chapel Hill
 Datasources: Orange County CoStar
 Smith
 Town of Chapel Hill
 Enterprise Geographic Information System



Manufactured Home Update Site Analysis Report – June 2018

Overview

This report presents the methodology used and the properties identified by staff as potentially suitable options for development of housing for relocation of manufactured home community or other displaced residents, if needed. The three sites that have been identified are Town-owned properties on Bennett Road, Jay Street, and Dogwood Acres Drive.

Methodology

Staff implemented a strategic multi-layered approach to analyzing property that could be suitable for relocation of manufactured home residents. Below is an outline of the criteria used in the analysis:

1. Potential for Exploration

- a. The initial step in the screening process applied broad criteria to identify properties with potential for exploration. The initial screening criteria utilized by staff required that the sites be:
 - Publicly or institutionally owned
 - ≥ 3 acres
 - Within 100 feet of water/sewer service
 - Within Chapel Hill-Carrboro City Schools District

2. Development Constraints

- a. The subset of parcels that met these criteria were then screened for absolute constraints to development, including: regulatory floodplain, state and local stream buffers, utility easements, parcels managed for conservation purposes, and properties with ongoing or planned development.

3. Suitability for Housing for this Purpose

- a. Of the remaining parcels, Town staff ran an analysis using a combination of key information gathered from manufactured home park resident surveys and focus groups along with site evaluation criteria from the North Carolina Low-Income Housing Tax Credit application. These criteria were utilized to assess the suitability for housing for these particular residents.

4. Existing Plans for Use of the Property

- a. Staff worked collaboratively to identify any potential existing or competing uses of the sites. The Town Properties Task Force Report, previous Council direction and interdepartmental meetings were held to review and discuss potential plans or competing uses of any of the remaining properties.



Findings

Utilizing the methodology described above, staff has identified three sites that meet all the criteria described in the methodology and appear to be suitable for developing housing for the purpose of relocation of manufactured home parks or other displaced affordable housing residents, if needed. The three parcels identified were Town owned sites near Jay Street, Bennett Road, and Dogwood Acres Drive.

Jay Street Property Evaluation

Evaluation Category	Finding
Publicly Owned	Town owned
≥ 3 acres	7.34 acres
Within 100 feet of water/sewer service	✓
Within Chapel Hill-Carrboro City Schools District	✓
Absolute Development Constraints	None identified
Suitability for Development of this Purpose	<ul style="list-style-type: none"> • Scored well on Low-Income Housing Tax Credit criteria • Scored well on criteria identified as important by manufactured home residents
Existing Plans for Use of the Property	Town Properties Task Force Recommendation: <ul style="list-style-type: none"> • 3 small parcels <ul style="list-style-type: none"> ○ Partner with a non-profit provider and offer the lots on Jay Street as potential affordable housing opportunities. • Large parcel (7.34 acres) <ul style="list-style-type: none"> ○ Due to potentially difficult access issues, continue to manage portions of the property as open space and preserve the corridor of the future campus-to-campus bike trail.

Bennet Road Property Evaluation

Evaluation Category	Finding
Publicly Owned	Town owned
≥ 3 acres	7.37 acres
Within 100 feet of water/sewer service	✓
Within Chapel Hill-Carrboro City Schools District	✓
Absolute Development Constraints	None identified
Suitability for Development of this Purpose	<ul style="list-style-type: none"> • Scored well on Low-Income Housing Tax Credit criteria



	<ul style="list-style-type: none"> Scored well on criteria identified as important by manufactured home residents
Existing Plans for Use of the Property	Town Properties Task Force Recommendation: <ul style="list-style-type: none"> Land-bank the property for possible future consideration unless a compelling proposal is made.

Dogwood Acres Drive Property Evaluation

Evaluation Category	Finding
Publicly Owned	Town owned
≥ 3 acres	24.5 acres total
Within 100 feet of water/sewer service	✓
Within Chapel Hill-Carrboro City Schools District	✓
Absolute Development Constraints	None identified
Suitability for Development of this Purpose	<ul style="list-style-type: none"> Scored well on Low-Income Housing Tax Credit criteria Scored well on criteria identified as important by manufactured home residents
Existing Plans for Use of the Property	<ul style="list-style-type: none"> Currently preserved as open space, walking trails, and Frisbee golf course part of Southern Community Park.

Public Properties Near Jay Street

121

Carrboro City Limits

Chapel Hill City Limits

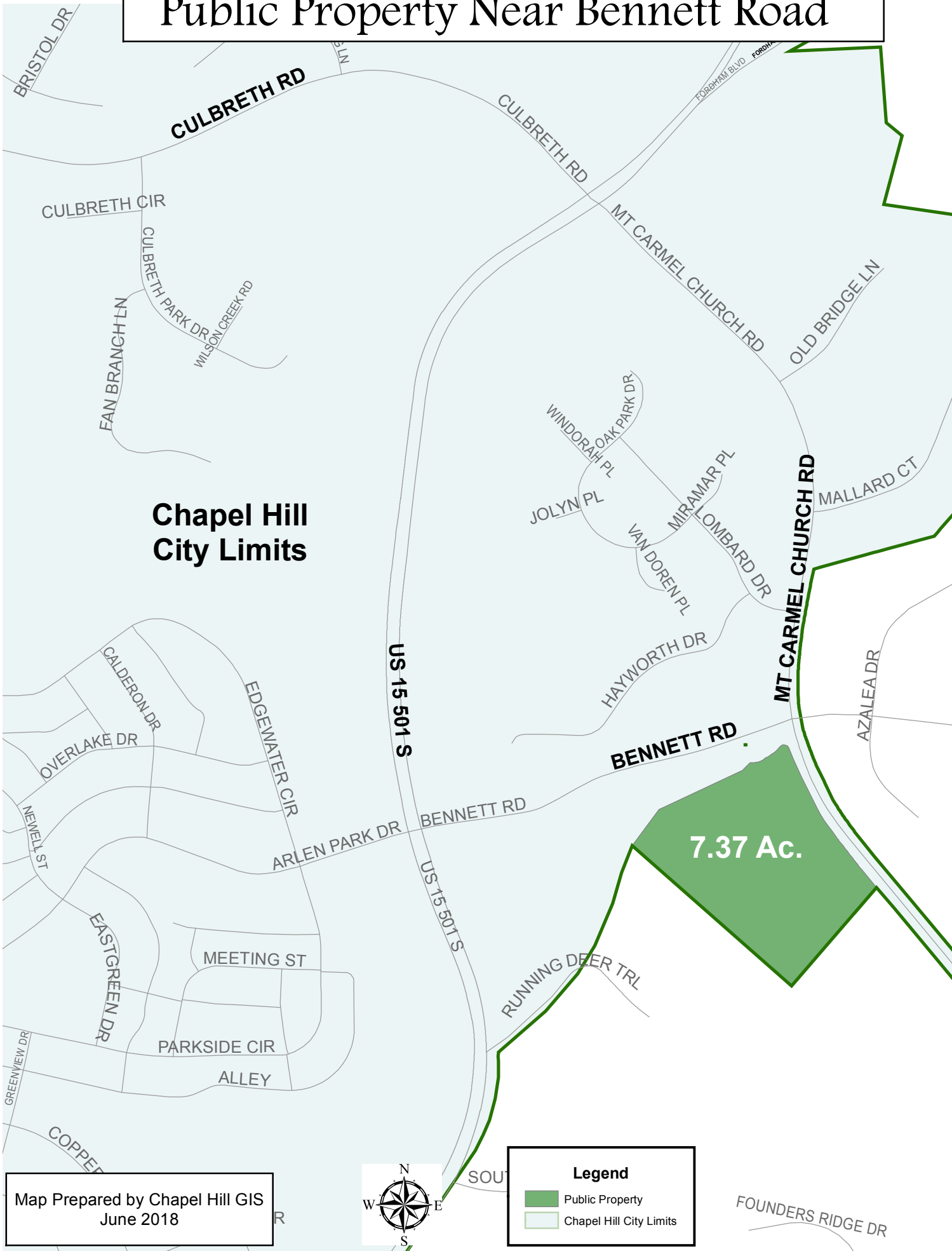


Map Prepared by Chapel Hill GIS
June 1, 2018

Legend

- Public Property
- Cemetery
- Chapel Hill City Limits
- Carrboro City Limits

Public Property Near Bennett Road



**Chapel Hill
City Limits**

7.37 Ac.

Legend

- Public Property
- Chapel Hill City Limits

Map Prepared by Chapel Hill GIS
June 2018



Public Property Near Dogwood Acres Dr

Chapel Hill City Limits

