

1 **Implementation Strategy: Getting to YES**

2 RENA/Jackson Center/Rogers Road Partnership Proposal

3
4 **EXHIBIT A: Work Program**

5
6 **1. OVERVIEW**

7
8 The objective of the Marian Cheek Jackson Center (MCJC) is to work in
9 partnership with Rogers Eubanks Neighborhood Association (RENA) to
10 undertake an extensive community engagement initiative in the Rogers Road
11 Community. This initiative will connect to all 86 historic Rogers Road parcels
12 and involve an even broader number of stakeholders in discussion about
13 implications of potential development. This effort will be grounded in a
14 collaborative and participatory process with the community. It will leverage
15 RENA’s strengths and connections, and it will utilize the experience that the
16 Jackson Center has gained through the Northside Project and the Sustaining
17 OurSelves coalition work. We will also collaborate with (and contract)
18 mapmakers and technical support to ensure that the deliverables and synthesis
19 documents last far beyond the Jackson Center’s active role.

20
21 **2. OBJECTIVES**

22 The main objectives of this effort will be:

- 23 1) To affirm neighborhood interests and aspirations throughout the
24 community in collaboration with RENA and other Rogers Road leaders.
25 2) To reach and engage owners of all 86 parcels identified in the historic
26 Rogers Road plans in discussions about implications of upcoming
27 development, as well as conglomerate and synthesize needed data for any
28 proposed municipal plans.
29 3) To engage, preserve, and organize the history of the Rogers-Eubanks
30 Community.
31 4) To help prepare for an implementation strategy for water and sewer
32 installation and a broader community development framework with all
33 municipal partners that is just, inclusive, and financially feasible
34 5) To lay the community groundwork for a master plan that explores the
35 possibilities of the development of the Green Tract and proposes ways to
36 protect existing residents from displacement
37 6) To provide technical support to RENA and the Town of Chapel Hill to
38 meet broad-based goals in timely and comprehensive manner.
39 7) To synthesize data, feedback, and strategies in forms that will be useful
40 for the community and all three municipalities moving forward.

43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78
79
80
81
82
83
84

3. SCOPE OF SERVICES

Concentration 1: Historical Research and Stakeholder Connection

Leaders from across Rogers Road have organized the community for decades. Our collaborative model builds on the history and strengths of their past and present organizing and community work. We will begin with an initial intensive review of historical efforts and archival documents. We will connect with key community and municipal stakeholders to understand interests and map existing networks. We utilize community-based oral history projects, interactive performance, and civil rights education to honor and mobilize history in ways that engage residents and other stakeholders and opens dialogue. We see this work as foundational to coalition-building and planning processes.

The scope of work will include the following:

- Review extensive historical documents from RENA and municipal archives
- Research past and current community organizing efforts to map networks and identify gaps in outreach efforts and household data sources
- Conduct a series of oral history interviews and host small group meetings with key stakeholders, municipal leaders, long-term, and newer neighbors to engage history of efforts and develop a clear sense of current interests, concerns, and aspirations of various stakeholders.
- Conglomerate most useful historical information and identified gaps as guide to engagement and communication efforts

Concentration 2: Broad-based community engagement and communication

This will be the primary focus of our effort: three months of intensive outreach, communication, and engagement. We will use broad-based communication (community newspapers, door-to-door conversations, small and large group community forums, church outreach), community-mapmaking, and data organization to deepen civic engagement, address identified outreach gaps, and ensure that all historical parcels are reached. We will focus conversations on implications of various development options and plans for prudent and equitable growth.

The scope of work will include the following:

- Support and implement broad-based communication strategies that have been successful in Northside. These efforts will allow us to reach and involve households across the neighborhood, with a particular focus on the 86 identified historical parcels.

- 85 • Gather and conglomerate household and community data into a
86 community-owned database that also provides necessary information on
87 all parcels for potential municipal plans.
- 88 • Initiate a community mapmaking initiative to utilize neighborhood
89 expertise, assess potential options for development, and engage
90 neighborhood interests (by contracting mapmaker with extensive
91 expertise in coalition-building through mapping)

92

93 **Concentration 3: Synthesis and groundwork for master planning**

94 In our initial analysis, the key to moving forward is: 1) synthesis of community
95 aspirations, feedback and strategies to address concerns, and data on parcels and
96 households transparent for all municipalities, and 2) laying the community
97 groundwork for a larger master plan. The primary goals of the Task Force was
98 to identify ways to provide water and sewer and to support/sustain the
99 community center. Neither of these goals will be fully possible without a master
100 plan that makes these goals financially feasible for the municipalities, ensures
101 inclusivity, and provides protections for the historic Rogers Road community.
102 Self Help and other potential master planning partners will not get involved
103 until the groundwork is laid and initial steps are taken by the municipalities that
104 frame the parameters of a master plan. Our efforts will lay the groundwork for
105 such a plan. It allow all three major municipalities to see that the “gives” and
106 “gets” of all options are being discussed, considered, and clarified by neighbors
107 as we all move toward implementation.

108

109 The scope of work will include the following:

- 110 • Provide weekly intensive technical assistance to RENA and other
111 community leaders to clarify action steps and host conversations about
112 the implications of different development
- 113 • Coordinate monthly meetings between community stakeholders and key
114 staff of each of the municipalities to discuss ongoing efforts and lingering
115 questions
- 116 • Consolidate partnerships in the Rogers-Eubanks community for more
117 effective creation of an implementation strategy.
- 118 • Identify potential make-up of a future “compass” group, including key
119 neighbors outside of the public eye willing to take a stake
- 120 • Create synthesis document that includes clear summary of interests and
121 aspirations, community maps, relevant data of the historic neighborhood,
122 and initial strategy plans for implementation
- 123 • Present synthesis document and groundwork planning to the
124 municipalities before the summer session (mid/late June if possible).
125 Incorporate feedback with Rogers Road leaders as basis for action plan.

126
127
128
129
130
131
132
133
134
135
136
137
138
139
140
141
142
143
144
145
146
147
148
149
150
151
152

153
154
155
156
157
158
159
160
161
162
163

EXHIBIT B: Timeline and Compensation

Timeline for 3 areas of concentration and intensive engagement:

March 15 – June 30*

Benchmarks will be decided on in collaboration with partners.

*We will provide additional technical support for RENA and the Town beyond scope of the contract but the deliverables will be completed by July.

Compensation:

Our model for compensation balances several pieces:

- 1) We will be utilizing our most experienced staff for nearly full-time intensive work over 3.5 months to ensure that work is completed in a timeline and comprehensive manner (over 700 hours of professional staff time).
- 2) We will be sub-contracting RENA for significant weekly neighborhood organizing and connection, historical exploration, and capacity building. Like our initiative with Self-Help, our subcontract with RENA will go beyond staffing time to include program support that enable their staff to fully participate in this effort and forward overall community goals.
- 3) We will be sub-contracting professional mapping and design services and other technical expertise that will be necessary for effective synthesis, neighborhood connections

<i>Area 1: Historical Research and Stakeholder Connection</i>	\$8,600
<i>Area 2: Broad-based community engagement and communication</i>	\$30,500
<i>Area 3: Synthesis and groundwork for master planning</i>	<u>\$10,850</u>
Total Compensation:	\$49,950

*The total compensation includes all staff costs, sub-contracts (RENA, mapping, database, technical and design, etc) and program support that will enable this initiative to be successful.

164 Initial advance: We are requesting initial payment of at least \$13,175 (Area 1 plus
165 15% of area 2) to enable full immediate staffing commitment. The rest of
166 disbursements can be along the way as benchmarks are completed.
167