# Town of Carrboro

Town Hall
301 W. Main St.
Carrboro, NC 27510

## Meeting Agenda

## Board of Aldermen

| **Tuesday, October 9, 2018** | **7:30 PM** | **Board Chambers - Room 110** |

**7:30-7:40**

**A.** **POETRY READING, RESOLUTIONS, PROCLAMATIONS,  AND ACKNOWLEDGEMENTS**

**1.**  **17-671**  Proclamation - Community Planning Month

**2.**  **17-672**  A Resolution Celebrating Marriage Equality Day in Carrboro

*Attachments:*  Marriage Equality Resolution

**7:40-7:50**

**B.**  **ANNOUNCEMENT OF UPCOMING MEETINGS**

**7:50-7:55**

**C.**  **CONSENT AGENDA**

**1.**  17-668  Approval of September 25, 2018 and October 2, 2018 Meeting Minutes

**D.**  **OTHER MATTERS**

**7:55-8:15**

**1.**  17-645  Presentation on the Town of Chapel Hill's Public Housing Master Plan

**PURPOSE:**  The purpose of this item is to share information with the Board on the development of the Town's Public Housing Master Plan.

**8:15-8:35**

**2.**  17-667  Human Services Application Funding Process

**PURPOSE:**  The purpose of the agenda item is to gather feedback/direction from the Board on possible changes to Human Services application funding process.

**8:35-9:05**

**3.**    [17-641](#)    Town of Carrboro Equity Discussion

                **PURPOSE:** The purpose of this agenda item is for the Board of Aldermen to discuss the topic of equity and determine how this standard integrates within our town governance.

                *Attachments:*    [Attachment A - Equity Report](#)

                                    [Attachment B - OC Impact_Review_Tool](#)

                                    [Attachment C - Social_Justice_Goal OC](#)

                                    [Attachment D - GARE-Racial_Equity_Toolkit](#)

**9:05-9:25**

**4.**    [17-666](#)    Discussion of Options for the 2019 Board of Aldermen Retreat

                **PURPOSE:** The purpose of this item is for the Board of Aldermen to discuss various options for a Board retreat.

                *Attachments:*    [June 16, 2018 Board Retreat Minutes](#)

**E.**      **MATTERS BY BOARD MEMBERS**

**F.**      **MATTERS BY TOWN MANAGER**

**G.**      **MATTERS BY TOWN ATTORNEY**

**H.**      **MATTERS BY TOWN CLERK**

# Town of Carrboro

## Agenda Item Abstract

## File Number:17-671

**Agenda Date:** 10/9/2018

**In Control:** Board of Aldermen

**Version:** 1

**File Type:**Agendas

Proclamation - Community Planning Month

# Town of Carrboro

## Agenda Item Abstract

**File Number:** 17-672

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**Agenda Date:** 10/9/2018

**File Type:** Agendas

**In Control:** Board of Aldermen

**Version:** 1

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A Resolution Celebrating Marriage Equality Day in Carrboro

The Town of Carrboro Board of Aldermen voted unanimously in 2014 to recognize October 12 each year as "Marriage Equality Day." Please take the time to read the founding resolution in its full text below.

A RESOLUTION CELEBRATING MARRIAGE EQUALITY DAY IN CARRBORO

WHEREAS, discriminatory marriage laws in the United States deprive same-sex couples of over 1000 federal rights and benefits automatically bestowed by civil marriage including, among others, health care coverage, tax benefits, divorce, domestic violence protections, privileges under immigration and naturalization law, inheritance rights, survivor benefits and child custody; and

WHEREAS, the denial of such benefits has been demonstrated to have significant psychological and social impact on the physical, social, and economic well-being of gay and lesbian couples and their families; and

WHEREAS, the U.S. Supreme Court recognizes marriage as one of the 'basic civil rights of man' fundamental to our very existence and survival" and "one of the vital personal rights essential to the orderly pursuit of happiness by free men"; and

WHEREAS, the love that brings and binds two people of the same, or opposite sex, together transcends gender; and

WHEREAS, as it is important for all to remember a foundational principle of our form of government: all are created equal. Consistent with the pursuit of liberty and justice for all, same-sex couples should have full and equal access to the rights and responsibilities bestowed by civil marriage; and

WHEREAS, the Town of Carrboro Board of Aldermen has long been a proponent of equal treatment for all; and,

WHEREAS, on October 11th 1994 the Town adopted a Domestic Partnership registry, extending benefits to same-sex partners of Town employees; and,

WHEREAS, on December 2, 2009, the Town adopted a "Resolution in Support of Civil Marriage for Same-Sex Couples" and called for the legal recognition of civil marriage for same-sex couples to share fully and equally the rights of marriage across our state and nation; and, WHEREAS, on May 8, 2012 the anti-gay forces in North Carolina pushed through Amendment One, a constitutional amendment that excludes same-sex couples from marriage and prohibits same-sex couples from attaining any form of legal family status; and,

WHEREAS, on October 10, 2014, one day shy of the 20th anniversary of the implementation of Carrboro's Domestic Partnership Registry, equal rights advocates were able to declare victory over the repeal of North Carolina's Amendment One when Federal Judge Max Cogborn agreed that the ruling in favor of the freedom to marry in the 4th Circuit applies to North Carolina's Amendment One; and,

WHEREAS, upon announcement of Judge Cogborn's order, same-sex couples, and advocates for marriage equality in North Carolina, rejoiced and the Town of Carrboro celebrated alongside by victoriously hoisting the rainbow flags at Town Hall.

NOW THEREFORE BE IT RESOLVED that the Mayor and Board of Aldermen do hereby joyfully declare that October 10th, the day that love won in North Carolina, shall be celebrated annually as "Marriage Equality Day" in the Town of Carrboro, North Carolina.

## Agenda Item Abstract

## File Number: 17-668

**Agenda Date:** 10/9/2018

**In Control:** Board of Aldermen

**Version:** 1

**File Type:** Agendas

Approval of September 25, 2018 and October 2, 2018 Meeting Minutes

# Agenda Item Abstract

## File Number: 17-645

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|---|---|
| **Agenda Date:** 10/9/2018 | **File Type:** Agendas |
| **In Control:** Board of Aldermen | |
| **Version:** 2 | |

**TITLE:**

Presentation on the Town of Chapel Hill's Public Housing Master Plan

**PURPOSE:** The purpose of this item is to share information with the Board on the development of the Town's Public Housing Master Plan.

**DEPARTMENT:** Town Manager's Office

**CONTACT INFORMATION:** Rebecca Buzzard, rbuzzard@townofcarrboro.org <mailto:rbuzzard@townofcarrboro.org>, 919-918-7438

**INFORMATION:** The Town of Chapel Hill's Executive Director for Housing and Community, Loryn Clark, and the Town's Director of Public Housing, Faith Thompson, will present information on the development of the Town's Public Housing Master Plan. The purpose of the Public Housing Master Plan for the Town's public housing communities, including the Oakwood neighborhood in Carrboro, is to inform decisions regarding renovation, rehabilitation or potential redevelopment of our properties.

A Public Housing Master Plan will be presented to the Chapel Hill Town Council in the fall for review. Some of the recommendations included in the plan may affect the residents of the Oakwood community.

**FISCAL & STAFF IMPACT:** There is no fiscal or staff impact to these changes.

**RECOMMENDATION:** The Board of Aldermen receive this report and share feedback about the Town's Public Housing Master Plan.

# Agenda Item Abstract

## File Number: 17-667

**Agenda Date:** 10/9/2018

**File Type:** Agendas

**In Control:** Board of Aldermen

**Version:** 1

**TITLE:**
 Human Services Application Funding Process

**PURPOSE:** The purpose of the agenda item is to gather feedback/direction from the Board on possible changes to Human Services application funding process.

**DEPARTMENT:** Economic and Community Development

**CONTACT INFORMATION:** Annette Stone, AICP Economic and Community Development Director (919) 918-7319 astone@townofcarrboro.org

**INFORMATION:** In the Fall of 2017, Chapel Hill Town Council directed their staff to create a refined and streamlined human services funding process that was results driven and achieves the Town goals and responsive to the community needs. In June 2018, the Chapel Hill staff completed a study and presented recommendations to the Chapel Hill Town Council. The following link is to the meeting and all the back up material included.

<https://chapelhill.legistar.com/LegislationDetail.aspx?ID=3531764&GUID=BADFBEC7-1BA1-46FC-BD6F-C344C2773EEA&Options=&Search>=

Chapel Hill staff along with input from advisory board members and non-profits have developed a framework for prioritizing funding decisions. Carrboro staff has already started working with Chapel Hill and Orange County on streamlining the application, which was also recommended by the Carrboro Board of Aldermen. The key implementation strategies that could have an effect on whether we continue to jointly work with Chapel Hill and Orange County on the application process are the following and can be found on the last page of the staff report included in the link to the agenda item above.

1) Revise the funding application to align with the proposed Results Framework and reduce the number of questions to include only those essential to inform decision making.
2) For funding request below $5000, use an abbreviated application and expedited review process without an agency hearing.
3) Pilot a "High Impact Award" Grant, to provide up to 3 larger grants in the $30,000 - $50,000 range focusing on new innovative projects/programs to address specific needs.

They also would like to eventually move to an online application only, but will not be able to launch with this funding cycle.

Last year, Carrboro had a total of 56 applications.  Twenty-two of those applications were request for $5000 or less.  In all, 31 agencies received less than $5000, and 16 of those received less than $2500.

**FISCAL & STAFF IMPACT:**   None at this time.

**RECOMMENDATION:**      Staff recommends the Board hear the report and provide staff direction for the upcoming FY 2019 Human Services Funding cycle.

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## Agenda Item Abstract

### File Number: 17-641

**Agenda Date:** 10/9/2018        **File Type:** Agendas

**In Control:** Board of Aldermen

**Version:** 1

**TITLE:**
Town of Carrboro Equity Discussion
**PURPOSE:** The purpose of this agenda item is for the Board of Aldermen to discuss the topic of equity and determine how this standard integrates within our town governance.
**DEPARTMENT:** Town Management

**CONTACT INFORMATION:** Anita Jones-McNair, Recreation and Parks Director, 919-981-7381 and Rebecca Buzzard, Project Manager, 919-918-7438.

**INFORMATION:** Equity is an important principle used to shape Town of Carrboro practices and procedures. The attached staff report provides definitions pertinent to the topic of equity, background information and examples of resource programs/models. (See Attachment A) The first model - The Social Justice Goal Impact Review Tool focuses on social justice. (See Attachments B and C) The second model - Government Alliance of Race & Equity Toolkit (GARE) provides a multi-layered approach for maximum impact that focuses initially on racial equity.

In summary, the topic of equity was included during several Board Retreats and Work Sessions in 2015 and 2016:

- February 15, 2015: Retreat - the Board discussed values and decision-making strategies including the alignment around the concept of justice.
  <https://carrboro.legistar.com/MeetingDetail.aspx?ID=374813&GUID=FD5CE812-1243-434F-82D4-=
- October 20, 2015: Work Session - the Board reviewed Carrboro's Vision 2020 plan and discussed its usefulness in guiding decision-making, particularly in relation to social impact/equity.
  <https://carrboro.legistar.com/MeetingDetail.aspx?ID=414414&GUID=080F0318-625E-4B50-A8E8-=
- February 16, 2016: Work session - the Board looked at local government examples, identified questions, and additional resources that would best inform the retreat activities. A closer examination of the local government experience was identified as a way for the Board to see how equity as a community value has been examined, prioritized, and integrated into local government's operations. The focus of a staff presentation was primarily the experiences in Seattle and King County, Washington.

[<https://carrboro.legistar.com/MeetingDetail.aspx?ID=461005&GUID=F741A609-42AA-40F5-B94D-](https://carrboro.legistar.com/MeetingDetail.aspx?ID=461005&GUID=F741A609-42AA-40F5-B94D-)
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- February 28, 2016: Retreat - the Board received clarification of what equity can mean in the context of leadership and local government. Triangle JCOG gave a presentation about progress and disparity in Carrboro and Orange County.  The Board was presented with a set of concrete tools that could be used at the department and municipal level to advance equity in operations and policymaking. [<https://carrboro.legistar.com/MeetingDetail.aspx?ID=456718&GUID=2770DCA0-809E-478E-94B2-](https://carrboro.legistar.com/MeetingDetail.aspx?ID=456718&GUID=2770DCA0-809E-478E-94B2-)
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In addition, the following documents were designed with inclusivity, social justice and community needs as focal points through the years - Facilitated Small Area Plan for Carrboro's Northern Study Area, Carrboro's Vision 2020, Downtown Carrboro New Vision, Community Climate Action Plan, Policing Equity Report and The Economic Sustainability Plan.  The Board has also considered equity and social justice in discussions about a future comprehensive plan.

 The Board of Aldermen and town departments continue to find ways to create a welcoming and inclusive environment that enhances the overall social, physical and mental well-being of our community.

**FISCAL & STAFF IMPACT:**  None at this time.  Any fiscal impact will vary based on specified follow-up actions.

**RECOMMENDATION:**    Staff recommends that the Board of Aldermen accept the Equity Report, discuss the topic of equity and provide staff direction on how to integrate equity in future town governance.

## Town of Carrboro

301 W. Main St.
Carrboro, NC

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Report to Inform Town Direction Regarding Equity

# Definition of Terms[i]:

In order to begin/continue a discussion on any topic, it is important to come to the table with a common understanding of terms. The following is the commonly used vernacular when discussing social equity issues.

## Equality

Equality Is the state of being equal, especially in status, rights, and opportunities. For example, an organization aiming for racial equality would be one that promotes similar treatment and equal rights to individuals of all races.

## Equity

Equity is justice according to natural law or right; specifically the freedom from bias or favoritism. Social equity is not based on treating all persons or communities the same. Instead, it is giving the same opportunities to all and although through social or economic conditions there might be an imbalance in who can receive those benefits, it is an equitable distribution.

## The Difference between Equality and Equity

According to Mary Guy and Sean McCandless of the Public Administration Review, "the difference is one of nuance: while equality can be converted into a mathematical measure in which equal parts are identical in size or number, equity is a more flexible measure allowing for equivalency while not demanding sameness."[ii] While equity deals with an adjustable quantification, it also deals with fairness and justice on a societal level.

Equity is giving everyone what he or she needs to be successful. Equality is treating everyone the same.

Equality aims to promote fairness, but it can only work if everyone starts from the same place and needs the same help. Equity appears unfair, but it actively moves everyone closer to success by "leveling the playing field."
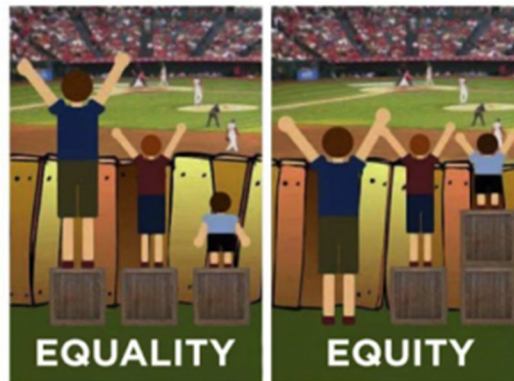


## Inclusion

The action or state of including or of being included within a group or structure. Inclusion is involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive Town promotes and sustains a sense of belonging; it values and practices respect for the beliefs, backgrounds, and ways of living of its citizens.

## Social Justice

Justice in terms of the distribution of wealth, opportunities, and privileges within a society. More specifically, "Social justice is the virtue which guides us in creating those organized human interactions we call institutions. In turn, social institutions, when justly organized, provide us with access to what is good for the person, both individually and in our associations with others. Social justice also imposes on each of us a personal responsibility to collaborate with others, at whatever level of the "Common Good" in which we participate, to design and continually perfect our institutions as tools for personal and social development."[iii]

## Privilege

Privilege is a special right, advantage, or immunity granted or available only to a particular person or group of people.

Privilege is when we make decisions that benefit enough people, but not all people. Privilege is allowed to continue when we wrap it up with actions of equality.

## Oppression

Oppression is the systemic and pervasive intentional or unintentional mistreatment of individuals in a disadvantaged group. Institutional imbalances in power contribute to this mistreatment.

## Racial Equity

The Center for Social Inclusion defines Racial Equity "As both an outcome and a process. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes; when everyone has what they need to thrive, no matter where they live. As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives."[iv]

# Background:

The notion of equity has been important to the community and Board of Aldermen for some time.  More recently, the topic was discussed during several Board Retreats and Work Sessions:

February 15, 2015: Retreat – the Board discussed values and decision-making strategies including the alignment around the concept of justice.  .

October 20, 2015: Work Session – the Board reviewed Carrboro's Vision 2020 plan and discussed its usefulness in guiding decision-making, particularly in relation to social impact/equity.

February 16, 2016: Work session – the Board looked at local government examples, identified questions, and additional resources that would best inform the retreat activities. A closer examination of the local government

experience was identified as a way for the Board of Aldermen to see how equity as a community value has been examined, prioritized, and integrated into local government's operations. The focus of a staff presentation was primarily the experiences in Seattle and King County, Washington.

February 28, 2016: Retreat – the Board received clarification of what equity can mean in the context of leadership and local government. Triangle J COG gave a presentation about progress and disparity in Carrboro and Orange County. The Board was presented with a set of concrete tools that could be used at the department and municipal level to advance equity in operations and policymaking.

On January 9, 2018 and April 10, 2018 the Board also considered equity and social justice in discussions about a future comprehensive plan.

# Current Town Programs/Tools/Projects

 The following documents were designed with inclusivity, social justice and community needs as focal points through the years:

1. Facilitated Small Area Plan for Carrboro's Northern Study Area (adopted 5/26/1998). This document incorporates the consensus of a two day facilitated conference including Town of Carrboro, Town of Chapel Hill and Orange County under the terms of the joint planning agreement. The plan is unique because it incorporated the needs and desires of the Town of Carrboro, Citizens of Carrboro and the residents of the unincorporated areas to produce a policy document that was adopted by the participating jurisdictions. The document guides future land considerations within the Carrboro's northern growth area, referred to as the Northern Study area.

2. Carrboro's Vision 2020 (adopted on 12/5/2000). Vision2020 is a policy-making document designed to help shape the future. It is a caretaking tool, as well, designed to preserve the Town's history and qualities in an atmosphere of desirable growth. The Town invited the community to participate in a facilitated, citizen-based brainstorming session about programming, services, amenities, development, economic development, transportation, environmental protection, promotion and housing.

3. Downtown Carrboro: New Vision (adopted 3/21/2002). This report was developed as a result of a downtown community visioning process. Citizens and staff had multiple opportunities to voice concerns and contribute their ideas to define a vision of the future for the downtown core. Diversity and inclusiveness were identified as top values. Other values also surfaced - live in a friendly place that is green, walkable, safe, and beautiful, art, music and a sense of community.

Participants defined downtown development priorities as well such as building heights, traffic, business diversity and green spaces.

4. <u>Community Climate Action Plan</u> – the Board of Aldermen accepted the plan on 1/24/17.  It recommends integrating climate actions and social/equity initiatives into the community, for example lowering utility bills to increase affordability of housing. It provides for future presentations that will lay out the town's responsibilities as measured through a social equity lens and the urgency of $CO_2$ reduction per the latest science.

5. <u>Policing Equity Report</u> – This report was given to the Board of Aldermen on 4/17/17.  The report provided an update on the Police Department's efforts as it relates to bias-free policing.  The department has been collecting data on racial discrimination in policing practices since 2012.  Using the "veil of darkness" hypothesis the Town was able to conduct a racial profiling study.  The veil of darkness suggests that police are less likely to know the race of a motorist before making a stop after dark than they are during daylight. The results did not suggest racial disproportionality in traffic stops within Carrboro.

6. <u>The Economic Sustainability Plan</u> - (adopted 11/28/17). The plan includes social justice in the purpose statement and equity as a guiding principle.  The document uses quality of life measurements to represent principles that guide the Town's economic sustainability work. The plan uses the Racial Equity Tools' definition of Equity As the goal to which we aspire where one is race, gender, age, creed, national origin, disability, sexual orientation, gender identity/expression or economic status is not a predictor in how a person fares in life. We will practice social justice as the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all.

In additional to the above plans and reports, the Board of Aldermen and town departments continue to create a welcoming and inclusive environment that enhances the overall social, physical and mental well-being of our community.  Here are examples of what that looks like:

- Town-wide Initiatives:
  - Mayor Lavelle is a member of Governor Cooper's Commission on Inclusion.
  - Town Clerk is the LGBTQ Issues Liaison to the Board of Aldermen.
  - The Town participates in the Human Rights Commission Municipal Annual Equality Index Ranking.
  - Various dates in 2016/2017: Staff participated in an Organizing Against Racism training as per Board direction.
  - The Town provided additional opportunities for employees or Advisory Board members to attend Racial Equity Institute training.
  - Have a diverse group of employees attend job fairs, high school career days, etc.
  - Have a diverse panel during promotional and hiring processes.
  - Provide broad-based marketing to ensure community is reached.
  - When possible, provide Spanish speaking personnel or language translators during community events, such as child passenger seat installs and smoke alarms, completing paper work and public education events.

- o Provide inclusive options for staff– respecting dietary needs, etc.
  - o Provide written, verbal information and emergency notifications in languages prevalent in the community.
  - o Deliver supplies to the community (for example water during the OWASA water crisis).
  - o Vacant town building spaces are used by community group gatherings when needed.
  - o Provide safety messages and other notifications when needed including senior facilities.
  - o Provide programs for all populations, including free opportunities with meals for seniors.
  - o Utilize handicap-accessible van.
  - o Collaborate with many agencies and businesses in the community to assist with including all citizens and provide comprehensive, inclusive, educational, lifestyle driven opportunities.
- o Fire Department staff:
  - o Fire Chief serves on the Human Relations Committee for the International Association of Fire Chiefs, which is charged with making the recommendations for the diversity and inclusion efforts of the IAFC.
  - o Restructure department in October to create a Community Risk Reduction division dedicated to community and inclusive outreach.
- IT Department staff:
  - o Partnered with Chapel Hill Carrboro City School system to connect schools located in Carrboro through fiber optic cabling providing unlimited data and bandwidth between schools to keep in pace with current and future technology based learning initiatives.
  - o Partnered with CHCCS and Orange County to address digital divide – a). Install, maintain and support office lab and Wi Fi (RENA) computer systems at the Rogers Road Community Center; b) The Next 2018 showcase – brought together students of diverse backgrounds to educate and entertain; and c) find solutions to address limited internet access for families of students living in apartment complexes.
  - o Collaborated with UNC to connect various off campus programs to campus resources.  This removes significant ongoing monthly expenditures.  The savings are redirected to core missions. For example – UNC TEACCH Autism Program, UNC Horizons Program and Frank Porter Graham Child Development Institute.
  - o Collaborating with the NCCU School of Law to bring Virtual Justice Program to Carrboro.
  - o The Town of Carrboro has maintained a free and widely accessible public Wi-Fi service for over a decade.
  - o Collaborating with CASA Affordable Housing in Carrboro to explore and offer alternate no-cost internet option to residents.
- o Police Department staff:
  - o Attend Strategies to Improve Law Enforcement Interactions and Relationships with Minority Youth.
  - o Attend in-service state mandated training designed to heighten sensitivity and inclusivity.
  - o Attend Equality in Policing training.

- - Attend Communication Skills with Persons in Crisis – De-escalation Techniques training.
    - Participate in Faith ID drives.
    - Yearly analyze bias free policing data and create procedures to address any findings.
  - Recreation and Parks Department:
    - Staff patterns activities and opportunities around mission statement and community inclusion statement emphasizing a welcoming atmosphere to the community.
    - Offer affordable programs and services.
    - Offer Financial Assistance Program for families to participate in recreation and parks activities.
    - Strive to provide accessible parks, facilities and programs.

# Resource Programs

Many non-profit, private, government based, and university organizations provide specific opportunities to help the community.  Some municipalities have tools in place to ensure equity in the planning, implementation, and analysis of public policy. Here are two tool-based programs that could help shape the direction of the Town of Carrboro's Equity Toolkit.

# Social Justice Goal Impact Review Tool – Orange County, North Carolina

Orange County uses a Social Justice Goal Impact Review Tool to assess government policies and procedures. On September 02, 2010, their Board of County Commissioners (BoCC) unanimously adopted five social justice goals. The goals are intended to provide a framework for the BoCC, County government employees, as well as local residents and other stakeholders, to ensure that social justice is paramount in decision- and policy-making. To ensure common understanding of what social justice is, the Orange County Human Relations Commission has defined social justice in Orange County as a community that actively seeks to eliminate oppression  and create equal opportunity; where individuals may sufficiently provide for their physical and mental needs and the needs of their dependents; where individuals live in physically and mentally safe communities; where the environment and economy are sustainable and where all are able to participate civically.

The five goals are:

**1. Foster a community culture that rejects oppression and inequity:** The fair treatment and meaningful involvement of all people regardless of race or color; religious or philosophical beliefs; sex, gender or sexual orientation; national origin or ethnic background; age; military service; disability; and familial, residential or economic status.

**2. Ensure economic self-sufficiency:** The creation and preservation of infrastructure, policies, programs and funding necessary for residents to provide shelter, food, clothing and medical care for themselves and their dependents.

**3. Create a safe community the** reduction of risks from vehicle/traffic accidents, childhood and senior injuries, gang activity, substance abuse and domestic violence.


**4. Establish sustainable and equitable land-use and environmental policies:** The fair treatment and meaningful involvement of people of all races, cultures, incomes and educational levels with respect to the development and enforcement of environmental laws, regulations, policies, and decisions. Fair treatment means that no group of people should bear a disproportionate share of the negative environmental consequences resulting from industrial, governmental and commercial operations or policies.


**5. Enable full civic participation:** Ensure that Orange County residents are able to engage government through voting and volunteering by eliminating disparities in participation and barriers to participation.

The SOCIAL JUSTICE GOAL IMPACT REVIEW TOOL (SJGIRT) is both a process and a tool to identify, evaluate, and communicate the potential impacts – both positive and negative – of a new Orange County policy, program, project, or the modification/revision to an existing policy, program, or project. The Town of Carrboro could use this tool as a template in the creation of a similar model.

COST: FREE

# Government Alliance on Race & Equity Toolkit

Collaborating with GARE is another consideration that provides a multi-layered approach for maximum impact. The initial focus is on racial equity.

Taking an excerpt from the resource guide - ***Why race?*** *Race is complicated. It is a social construct, and yet many still think of it as biological. Racial categories have evolved over time, and yet many think of race as static. Race is often "on the table," and yet fairly rarely discussed with shared understanding. More frequently, it is the elephant in the room.*

*Race, income, and wealth are closely connected in the United States. However, racial inequities are not just about income. When we hold income constant, there are still large inequities based on race across multiple indicators for success, including education, jobs, incarceration, and housing. For us to advance racial equity, it is vital that we are able to talk about race. We have to both normalize conversations about race, and operationalize strategies for advancing racial equity.*

*In addition, we must also address income and wealth inequality, and recognize the biases that exist based on gender, sexual orientation, ability and age, to name but a few. Focusing on race provides an opportunity to also address other ways in which groups of people are marginalized, providing the opportunity to introduce a framework, tools, and resources that can also be applied to other areas of marginalization. This is important, because to have maximum impact, focus and specificity are necessary. Strategies to achieve racial equity differ from those to achieve equity in other areas. "One-size-fits all" strategies are rarely successful.*

*A racial equity framework that is clear about the differences between individual, institutional, and structural racism, as well as the history and current reality of inequities, has applications for other marginalized groups. Race can be an issue that keeps other marginalized communities from effectively coming together. An approach that recognizes the inter-connected ways in which marginalization takes place will help to achieve greater unity across communities.*

The Government Alliance on Race and Equity (GARE) is a national network of governments working to achieve racial equity and advance opportunities for all. The Alliance is a joint project of the new Race Forward and the Haas Institute for a Fair & Inclusive Society. The City of Charlotte, Mecklenburg County, City of Asheville, City of Raleigh, City of Durham, and Durham County are current members.

The Alliance believes that "developing a network of governments focusing on racial equity is critically important to getting to different outcomes in our communities. The goal must be beyond closing the gaps; we must lift up overall outcomes, focusing efforts on those who are faring worst. Deeply racialized systems are costly and depress outcomes and life chances for us collectively. To advance equity, government must focus not only on individual programs, but also on policy and institutional strategies that are driving the production of inequities."

A racial equity tool though GARE:

• 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.

The following six strategies are critical:

**1. Use a racial equity framework:** Jurisdictions use a racial equity framework that clearly articulates racial equity, implicit and explicit bias, and individual, institutional and structural racism.

**2. Build organizational capacity:** Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and top officials is critical, changes take place on the ground, and infrastructure that creates racial equity experts and teams throughout local and regional government is necessary.

**3. Implement racial equity tools:** Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. Tools must be used to change the policies, programs and practices that are perpetuating inequities. New policies and programs must also be developed with a racial equity tool.

**4. Be data-driven:** Measurement must take place at two levels – first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals and measure progress towards goals. Use of data in this manner is necessary for accountability.

**5. Partner with other institutions and communities:** The work of local and regional government on racial equity is necessary, but it is not sufficient. To achieve racial equity in the community, local and regional government needs to work in partnership with communities and other institutions to achieve meaningful results.

**6. Operate with urgency and accountability:** While there is often a belief that change is hard and takes time, we have seen repeatedly, that when change is a priority and urgency is felt, change is embraced and can take place quickly. Building in institutional accountability mechanisms via a clear plan of action will allow accountability. Collectively, we must create greater urgency and public will to achieve racial equity.[v]

COST:  Minimum package - $1000/Year to become a Core Member (provides access to tools, resources, webinars, and opportunities to learn from peer jurisdictions).

GARE operates nationwide and is a well-respected organization facilitating change in local governments. They offer the basic membership described above, plus the option to engage in a more intensive training program, priced according to need.

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[i] Definitions adapted from: https://www.merriam-webster.com/dictionary
[ii] https://patimes.org/social-equity-strengthen-dont-understand-meaning/
[iii] http://www.cesj.org/learn/definitions/defining-economic-justice-and-social-justice/
[iv] https://www.centerforsocialinclusion.org/our-work/what-is-racial-equity/
[v]i https://www.racialequityalliance.org/about/our-approach/

# ORANGE COUNTY

# SOCIAL JUSTICE GOAL IMPACT REVIEW TOOL

*FEBRUARY 2011*

**Introduction**

On September 02, 2010, the Board of County Commissioners (BoCC) unanimously adopted the social justice goals outlined in the Orange County Social Justice Goal. The Social Justice Goal is intended to provide a framework for the BoCC and other County government employees, as well as local residents and other stakeholders to ensure that social justice is paramount in decision- and policy-making.

To ensure common understanding of what social justice is, the Orange County Human Relations Commission has defined social justice in Orange County as a community that actively seeks to eliminate oppression[1] and create equal opportunity; where individuals may sufficiently provide for their physical and mental needs and the needs of their dependents; where individuals live in physically and mentally safe communities; where the environment and economy are sustainable and where all are able to participate civically.

The **SOCIAL JUSTICE GOAL IMPACT REVIEW TOOL** (SJGIRT) is both a process and a tool to identify, evaluate, and communicate the potential impacts – both positive and negative – of a new Orange County policy, program, project, or the modification/revision to an existing policy, program, or project.
This SJGIRT has three (3) stages:

**STAGE I     What is the impact of the policy/program/project on the elements of social justice?**
The aim of the first stage is to determine whether the proposed policy, program, or project will have an impact on social justice or not.

**STAGE II     Assessment:  Who is affected?**
This stage identifies who is likely to be affected by the policy/program/project.

**STAGE III     IMPACT REVIEW**
The third stage involves identifying the impacts of the policy/program/project from a social justice perspective.  The goal is to develop a list of likely impacts and actions to ensure that negative impacts are mitigated and positive impacts are enhanced.

In completing the SJGIRT, certain resources such as census data, GIS maps, department specific data, etc. may be used, *but not required*, to help you determine who may be impacted.

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- [1] Oppression is the systemic and pervasive intentional or unintentional mistreatment of individuals in a disadvantaged group. Institutional imbalances in power contribute to this mistreatment.

**Stage I:** **WHAT IS THE IMPACT OF THE POLICY/PROGRAM/PROJECT ON THE ELEMENTS OF SOCIAL JUSTICE?**

| TITLE OF POLICY/PROGRAM/PROJECT: |
|---|

| RESPONSIBLE DEPARTMENT: |
|---|

*A.* *Describe the policy/program/project (include objectives, general geographic area of focus if applicable).*

*B.* *What are the intended outcomes of this policy/program/project?*

*C.* *Please check the elements of the social justice vision to determine how they apply to your policy/program/project. If your answer is none, then you are done.*

☐ **Striving for the elimination of oppression and inequity** by creating an environment of equal opportunity in which no groups are targeted for harassment, exclusion, intimidation or violence.

☐ **Ensuring economic self-sufficiency** by fostering a sustainable community in which individuals can sufficiently provide for the physical, social, and mental needs of themselves and their dependents, and by providing safety net mechanisms for those who find themselves unable to do so.

☐ **Creating a safe community** by supporting policies, procedures, regulations, and programs that reduce harassment, exclusion, intimidation, and violence against Orange County residents.

☐ **Establishing sustainable and equitable land-use and environmental policies** by creating land-use policies that are fair, reasonable and in line with a sustainable economy.

☐ **Enabling full civic participation** by Orange County residents through the elimination of disparities in participation and the elimination of barriers to participation in government through voting and volunteering.

## Stage II.     Who is likely to be affected by the proposed policy/program/project?

**IF COUNTY-WIDE PROPOSALS:** Identify population characteristics for the population most directly affected.

List the population group(s) positively or negatively affected by the proposed policy/program/project.

*Proceed to Stage III*

## Stage II.    Who is likely to be affected by the proposed policy/program/project?

**IF SPECIFIC GEOGRAPHIC AREA(S):**    Identify the demographics of the area, particularly by race/ethnicity, income level and limited English proficiency.

***If the policy/program/project targets a specific geographic area,*** provide information for why you selected this geographic area instead of other areas of the County.

*Proceed to Stage III*

## Stage II.    Who is likely to be affected by the proposed policy/program/project?

**IF CAPITAL PROJECT**: Identify population characteristics for the population most directly affected or targeted by this policy/program/project.

*For capital projects*, will this proposed policy/program/project have a negative or positive impact on the surrounding community or increase the current burdens to that community? ☐ **YES** *or* ☐ **NO** If "*yes*," please describe.

*Proceed to Stage III*

## Stage II.     Who is likely to be affected by the proposed policy/program/project?

**IF SPECIAL POPULATION(S):** Identify the demographics of the population, particularly by race/ethnicity, income level and limited English proficiency.

List the population group(s) positively or negatively affected by the proposed policy/program/project.

*Proceed to Stage III*

## Stage II.     Who is likely to be affected by the proposed policy/program/project?

**IF INTERNAL COUNTY PROPOSAL:**  Identify the department, division, or area of focus for the proposed policy/program/project and include employee characteristics.

List the population group(s) positively or negatively affected by the proposed policy/program/project.

*Proceed to Stage III*

## Stage III:  IMPACT REVIEW:  OPPORTUNITIES FOR ACTION

Stage III involves identifying the impacts of the proposal from a social justice goal perspective. The goal is to develop a list of likely impacts and actions to ensure that negative impacts are mitigated and positive impacts are enhanced.

- What are the social justice impacts of this proposed policy/program/project?

- Does the proposed policy/program/project have a potentially positive social justice impact on a specific community or neighborhood?

- If a proposed policy/program/project has a negative social justice impact, is there an alternative that provides a less negative impact?

- If a proposed policy/program/project has a negative social justice impact, how can those negatively impacted have their concerns heard by the decision-makers?

*This information may also be compiled by using the attached optional worksheet.*

**Reference**: *KING COUNTY EQUITY IMPACT REVIEW TOOL:  King County, Washington*

# OPTIONAL WORKSHEET

| (1) Population(s) Affected Disproportionately (populations from Stage II.B.1 list) | (2) Describe Potential Positive Impact (Beneficial) | (3) Describe Potential Negative Impact (Adverse) | (4) Actions to enhance positive or mitigate negative/other comments |
|---|---|---|---|
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Reference: *KING COUNTY EQUITY IMPACT REVIEW TOOL: King County, Washington*

On September 2, 2010, the BOCC unanimously ADOPTED the social justice goals outlined in the proposed Orange County Social Justice Goal. The adopted goals are as follows:

# SOCIAL JUSTICE GOALS

**GOAL:** **FOSTER A COMMUNITY CULTURE THAT REJECTS OPPRESSION AND INEQUITY**

The fair treatment and meaningful involvement of all people regardless of race or color; religious or philosophical beliefs; sex, gender or sexual orientation; national origin or ethnic background; age; military service; disability; and familial, residential or economic status.

**GOAL:** **ENSURE ECONOMIC SELF-SUFFICIENCY**

The creation and preservation of infrastructure, policies, programs and funding necessary for residents to provide shelter, food, clothing and medical care for themselves and their dependents.

**GOAL:** **CREATE A SAFE COMMUNITY**

The reduction of risks from vehicle/traffic accidents, childhood and senior injuries, gang activity, substance abuse and domestic violence.

**GOAL:** **ESTABLISH SUSTAINABLE AND EQUITABLE LAND-USE AND ENVIRONMENTAL POLICIES**

The fair treatment and meaningful involvement of people of all races, cultures, incomes and educational levels with respect to the development and enforcement of environmental laws, regulations, policies, and decisions. Fair treatment means that no group of people should bear a disproportionate share of the negative environmental consequences resulting from industrial, governmental and commercial operations or policies.

**GOAL:** **ENABLE FULL CIVIC PARTICIPATION**

Ensure that Orange County residents are able to engage government through voting and volunteering by eliminating disparities in participation and barriers to participation.

# Racial Equity Toolkit
## An Opportunity to Operationalize Equity

LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

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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**

UPDATED DEC 2016

# 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.

**TOOLKIT**

**Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government Alliance on Race and Equity

# 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

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 institution-alized 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 pro-gram 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 legisla-tion 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, deci-sion-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 indi-vidual, 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 de-partments. 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 fo-cused on whites and African Americans, but otherwise, pro-vide data for all ra-cial 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.*

**TOOLKIT**

**Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government Alliance on Race and Equity

## 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 hier-archy. 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.



Government staff

- **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.



Elected officials

- **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 addi-tion, community based organizations can use a similar or aligned racial equity tool within their own organizations to also advance racial equity.



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?

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

**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

## 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

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

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 now 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:

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 are 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,

- 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.

# APPENDICES

TOOLKIT

**Racial Equity
Toolkit: An
Opportunity to
Operationalize
Equity**

Government
Alliance on
Race and Equity

# 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.

# 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.

TOOLKIT

**Racial Equity
Toolkit: An
Opportunity to
Operationalize
Equity**

Government
Alliance on
Race and Equity

# Racial Equity Toolkit
## to Assess Policies, Initiatives, Programs, and Budget Issues

**RACE & SOCIAL JUSTICE
INITIATIVE**

**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:

**Step 1. Set Outcomes.**
Leadership communicates key community outcomes for racial equity to guide analysis.

**Step 2. Involve Stakeholders + Analyze Data.**
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

**Step 3. Determine Benefit and/or Burden.**
Analyze issue for impacts and alignment with racial equity outcomes.

**Step 4. Advance Opportunity or Minimize Harm.**
Develop strategies to create greater racial equity or minimize unintended consequences.

**Step 5. Evaluate. Raise Racial Awareness. Be Accountable.**
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

**Step 6. Report Back.**
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.

TOOLKIT

**Racial Equity Toolkit: An Opportunity to Operationalize Equity**

Government Alliance on Race and Equity

## 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?**

☐Education                          ☐Criminal Justice
☐Community Development              ☐Jobs
☐Health                            ☐Housing
☐Environment

**1c. Are there impacts on:**
☐Contracting Equity                      ☐Immigrant and Refugee Access to Services
☐Workforce Equity                        ☐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)*:

☐All Seattle neighborhoods     ☐Lake Union            ☐East District
☐Ballard                       ☐Southwest             ☐King County (outside Seattle)
☐North                         ☐Southeast             ☐Outside King County
☐NE                            ☐Delridge                  Please describe:
☐Central                       ☐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.)*

**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 I.?

## 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.

## 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/

## 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 indentified 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

Area Shared by Two Districts
Neighborhood Service Centers

**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/
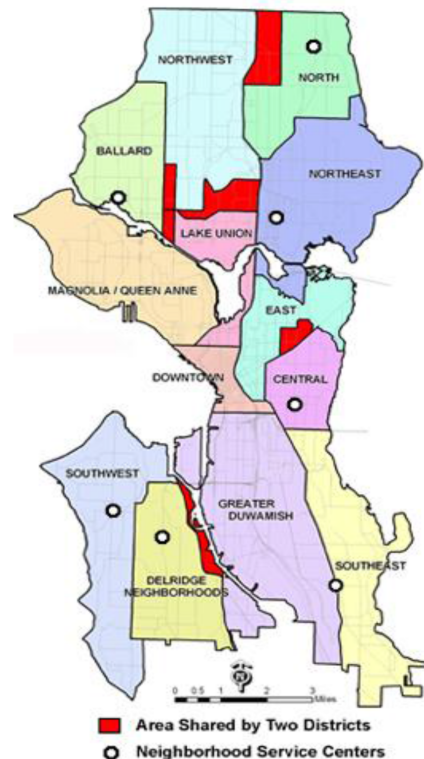
5

# Racial Equity Tool Worksheet

## 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?

## 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?

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

1. How will impacts be documented and evaluated? Are you achieving the anticipated out-comes? Are you having impact in the community?

2. What are your messages and communication strategies that are 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?

# 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) |

| 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) |

# haas institute
## FOR A FAIR AND INCLUSIVE SOCIETY

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**



# CSi CENTER FOR SOCIAL INCLUSION

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**
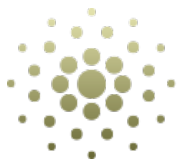
## Agenda Item Abstract

### File Number: 17-666

**Agenda Date:** 10/9/2018

**File Type:** Agendas

**In Control:** Board of Aldermen

**Version:** 1

**TITLE:**
Discussion of Options for the 2019 Board of Aldermen Retreat

**PURPOSE:** The purpose of this item is for the Board of Aldermen to discuss various options for a Board retreat.

**DEPARTMENT:** Town Clerk

**CONTACT INFORMATION:** Cathy Dorando, 919-918-7309

**INFORMATION:** Staff requests further Board direction on several items related to planning the retreat.

1. The Town Clerk was directed to look for Saturday dates in January or February that do not have competing events of interest; especially professional soccer and UNC/collegiate basketball. The only date, including March (the month of madness), that does not have a UNC basketball game, the ACC Tourney, and the NCAA Tourney is Saturday, January 26th. Please discuss this date and provide additional options if necessary.

2. Does the Board have any suggestions for locations? Past retreats have been held at the Rizzo Conference Center, OWASA offices, Carrboro High School and the Stone House. Other locations could be considered such as the Aquaduct, Carrboro Elementary Library, the ArtsCenter, Botanical Gardens, or the Hampton Inn.

3. Does the Board wish to appoint a retreat planning committee? If so, please make those appointments.

4. What topics does the Board want on the agenda this year? The minutes from the 2018 retreat are included for reference.

5. Does the Board wish to have the retreat facilitated? If so, please provide direction on facilitation requests.

**FISCAL & STAFF IMPACT:** Cost of the 2019 retreat will depend on the Board's proposed location, length of the retreat, and the choice of a facilitator (if needed). Funds are available in the FY 18/19 budget.

**RECOMMENDATION:** Town staff recommends that the Board discuss the various issues associated with planning a retreat. If a planning committee is selected, the Board should vote to appoint the members.

# Town of Carrboro

301 W. Main St.

Town Hall

Carrboro, NC 27510

# Meeting Minutes
# Board of Aldermen

**Saturday, June 16, 2018**                    **The Rizzo Retreat and Conference Center**

**Present:** Mayor Lydia Lavelle, Alderman Bethany Chaney, Alderman Barbara Foushee, Alderman Jacquelyn Gist, Alderman Randee Haven-O'Donnell, Alderman Damon Seils and Alderman Sammy Slade

**Also Present:** Staff: Anita Jones-McNair, Recreation and Parks Director,  Arche McAdoo, Finance Director, David Andrews, Town Manager, Rebecca Buzzard, Projects Manager,  Julie Eckenrode, Interim HR Director, Trish McGuire, Planning Director, Annette Stone, Community and Economic Development Director, Cathy Dorando, Town Clerk, Bob Hornik, Town Attorney

Facilitated by Betsy Ayankoya

Retreat Opening Activity – Aaron Keck

**********

The Board discussed their strategic values and developed a list of items for focus, moving forward. These items should be revisited by staff and the Board within the next year.  This discussion could be used as a beginning for a comprehensive planning process.  The issues for follow-up are listed below:

## BOARD RETREAT VALUES DISCUSSION

### Policy
- Do we know what has worked?
- What changes do we need to make to improve our community?
- Are there other town "to look to" that have successfully addressed our issues of affordability/clarification
- What are the lessons learned so far from:
    A: Transition Area I
    B: Running water to areas on Hwy 54
- How can we apply these lessons to achieve our goals next time?
- How do we make use of zoning, both in transition area and town limits to achieve broad town goals (affordability, climate change, diversity)?

## Data

More Data broken up by:
- Income
- Housing
- Economic
- Race
- Gender
- Age
- Length of Residency

## Commercial

- How do we create or identify zones or small area plans to address commercial stock?
- How do we reduce commercial rental cost in new buildings?
- What businesses do need to attract for jobs and meet needs?
- How do we expand commercial tax base?

## Economics

- What is our current economic base?
- Is it what we want?
- What do we want it to look like to change the face of data and generally?

## Values

- Given our stated values/ priorities, what should Carrboro look like in 50 years?
- What tools are available to us to enable us to achieve our vision?
- What are the community's values?
- Do we need to add to the list?

## Demographics

- How are we integrating seniors and their needs/ challenges/ contributions, to the community?
- How to accommodate seniors?

## Diversity

- Recognize widest range of our community cultures. Ex: Asian descent, Korean, Japanese, etc

- Who do we want to attract to Carrboro?
- How do we attract them?
- What isn't working?

## Housing

- How do we provide workforce/ service economy
- What policies drive housing cost?
- How do we create or identify zones or small area plans to address housing stock?
- What do we mean by wanting diverse housing – what does it look like?
- Who lives in it?
- Where?
- How to effectively mitigate the development of high cost housing- work with developers

Staff was directed to schedule a future work session item in the fall have the Board agree on the values above.

Staff was asked to schedule the next retreat for February/March on a Saturday. Staff was directed to schedule around football/basketball/soccer game days. It was requested that the retreat begin at 9am and end at 2pm.

**ADJOURNMENT**
**MOTION WAS MADE BY ALDERMAN SEILS, SECONDED BY ALDERMAN FOUSHEE TO ADJOURN THE RETREAT MEETING. VOTE: AFFIRMATIVE ALL**