CITY MANAGER'S WEEKLY REPORT
raleighnc.gov
CITY OF Raleigh MANAGER'S OFFICE

Issue 2019-11 March 15, 2019

IN THIS ISSUE

Budget Work Session-– Monday, March 18 - 4:00 P.M.

The scheduled **budget work session** will be held in the **Council Chamber** beginning at **4:00 P.M**.

The agenda for the work session was posted to the electronic agenda management system yesterday.

Regular Council Meeting Tuesday, March 19; Lunch Work Session at 11:30

Council will meet in regular work session at **11:30 A.M.** in the **Council Chamber.** Please note the agenda for the lunch work session is included with the regular meeting agenda and may be accessed via the BoardDocs electronic agenda system:

http://boarddocs.com/nc/raleigh/board.nsf

The **regular** Council meeting begins at **1:00 P.M.**

Reminder: If there is an item you would like to pull from the consent agenda for further discussion, please e-mail mayorstaff@raleighnc.gov by 11 A.M. on the day of the meeting.

INFORMATION:

NCDOT Transportation Project Fair Scheduled for May 6

Staff Resource: Eric Lamb, RDOT, 996-2161, eric.lamb@raleighnc.gov

The North Carolina Department of Transportation (NCDOT) is planning a transportation project fair for projects in the Raleigh area May 6 from 4:00 to 7:00 P.M. at the McKimmon Center (1101 Gorman Street, Raleigh, NC 27606) on the campus of NC State University. The goal of this meeting is to provide a one-stop location where the community and project stakeholders can come to get information regarding transportation projects scheduled for the greater Raleigh area.

In addition to NCDOT staff and project teams, staff from CAMPO, the City of Raleigh, and GoRaleigh will be available to address questions about the Metropolitan Transportation Plan, the Wake Transit Plan, and Raleigh transportation projects. The table below includes a breakdown of all the projects and information stations that will be represented at this event, by Transportation Improvement Program (TIP) Project number or subject:

B-5121/B-5317 - Capital Boulevard Bridge Replacements	U-5720 - US 70 Freeway Improvements in Durham County
I-5111/I-4739 - I-40 Widening from Southeast Raleigh to Clayton	U-5747/U-5811/U-5828 Various Morrisville Projects
I-5506 – I-40/Aviation Parkway Interchange Improvements	U-5748 US 401 Ligon Mill/Mitchell Mill
I-5700 - I-40/ Airport Boulevard Interchange Improvements	U-5750 - NC 54 Widening from NC 540 to Perimeter Park Drive in Morrisville
I-5701/I-5703 I-40/US 1 Interchange/ Southhills	U-5826 Falls of Neuse Road Improvements
I-5708 I-440/Wake Forest Road	CAMPO Metropolitan Transportation Plan
I-5870 - I-440 Improvements at Glenwood Avenue/Crabtree Valley	City of Raleigh Capital Transportation Projects
R-2828/R-2721 A & B - Complete 540 from NC 55 in Holly Springs to I-40 near Clayton	Various Rail Grade Separation Projects in Wake County
U-2719 - I-440 Widening in southwest Raleigh	Bike/Ped Safety/Downtown Raleigh
U-2823 - US 70 Improvements from Millbrook Road to Lumley Road	GoRaleigh/Wake Transit Plan
U-5301 - US 64 Improvements in Apex & Cary	City of Raleigh/Dix Park
U-5307 US 1 Capital Boulevard	Draft State Transportation Improvement Program
U-5518 - US 70 Freeway Improvements at Brier Creek Parkway & TW Alexander Drive	Mobility Education Items

(No attachment)

Weekly Digest of Special Events

Staff Resource: Derrick Remer, Special Events Office, 996-2200, derrick.remer@raleighnc.gov

Included with the *Weekly Report* packet is the special events digest for the upcoming week.

(Attachment)

Council Member Follow Up Items

Follow Up from the December 4, 2018 City Council Meeting

Report and Recommendation of the Raleigh Citizens Advisory Council

Staff Resources: Linda Jones, Housing & Neighborhoods, 996-5707, linda.jones@raleighnc.gov
Damien Graham, Communication, 996-3100, damien.graham@raleighnc.gov

During the December 4, 2018 City Council meeting the chair presented a report, during which communications assistance for the Raleigh Citizens Advisory Council (RCAC) and the individual CACs was requested. As part of the follow up from the Council meeting, Housing & Neighborhoods staff coordinated with RCAC leadership in scheduling an annual retreat; one item for discussion on the retreat agenda included the development of a communications plan.

The retreat was held February 9 and facilitated by the executive director of the Human Relations Commission. The RCAC was provided a with a communication plan template which guides an organization through the creation of a communications plan based on goals and objectives for the year. The template provides worksheets that help tailor messaging and identify the most appropriate communication channels (email, website, newsletter, radio, social media, etc.) that support the efforts outlined in the workplan. During the retreat the RCAC members participated in practice activities to prepare them to execute the development of a plan. A copy of the template is included with the *Weekly Report* materials.

The RCAC membership was engaged and appeared to embrace the information being presented during the retreat; that impression was supported by a follow-up email from the Chair to an Assistant City Manager praising staff for volunteering to facilitate the retreat. A copy of the email is included with the *Weekly Report* materials.

Given the feedback at the retreat and the follow-up email from the Chair, staff was caught off guard by a subsequent email of February 25, again referencing communications support. Council was courtesy copied on this email; a copy is also included with the *Weekly Report* materials.

Currently, the Communications Department is operating at maximum capacity. In addition to providing social media support, news media strategy and response, video services and RTN productions, print production, and digital and graphic design for each of the City's 20 business units (departments) as well as the City Manager's office, Clerks' office, and City Attorney's office, the department is also in the middle of implementing a citywide brand platform overhaul, and redesigning a new *Raleighnc.gov* website. As such, if there is an interest in assisting the RCAC and each of the 19 individual CACs, then additional resources will be needed.

Based on previous conversations and requests, the Communications Department would need additional video equipment and staff to record and broadcast CAC meetings. Additional staff resources and technology provided to address social media support, web content production and approval, and specialized marketing would also be required.

Since the CACs are independent bodies from the City organization, direct staff support presents a unique challenge. It has been expressed that the CACs would like to utilize City platforms (such as the City's social media channels, RTN, and Raleighnc.gov website). The City doesn't typically allow organizations to utilize the City's communications platforms, because anything that is presented on those channels is a reflection and extension of the City and our services. All materials would need to be approved by the Communications team to ensure consistency with City branding and other standards. In effect, utilization of City communication resources would mean approval of the language, style, use of color, etc. for all CAC communications and events that are advertised or shared on City platforms.

Council may also note that the emails reference a response from the City Attorney on the relationship between the RCAC and the CACs regarding an outstanding question discussed during the December 4 Council meeting. At that meeting, the Chair presented an update on the recent activities of that body including proposed CAC bylaws that would govern individual CACs. Ultimately, those bylaws were approved by City Council but that was the only official action taken by Council.

Meeting minutes reflect that during the discussion, the City Attorney was asked about the relationship between the RCAC and the CACs and the City Council. A specific issue was whether City Council needed to approve changes to the bylaws governing the CACs and the RCAC. The City Attorney stated a legal opinion could be provided if requested by Council. While there was discussion by Council, no action resulted. Staff suggests the lack of clarity has prompted the RCAC chair to directly request a response from the City Attorney, which request was made to Housing & Neighborhoods staff via email. Staff has encouraged the RCAC chair to appear before City Council to clarify the issues the chair has raised. Staff understands the chair intends to be on the April 2 agenda to request action by the Council. Council may wish to consider providing clarification to such questions as the RCAC being a "governing body" over the CACs; does the RCAC have the power to discipline or remove CAC chairs; does the RCAC have the ability to enact new CAC district boundaries at any time.

(Attachments)

Follow Up from the March 5 City Council Meeting

Dockless E-Scooter Fees (Council Member Cox)

Staff Resource: Michael Moore, RDOT, 996-3030, michael.moore@raleighnc.gov

During the meeting, Council requested staff to provide an update on collection of dockless electric scooter fees and use of that revenue. To date, the City has collected $195,000 from Bird and Lime associated with execution of the Master Encroachment Agreements. These funds have been received but not yet appropriated. After the Raleigh Department of Transportation (RDOT) and Raleigh Police Department finalize plans on how to utilize these funds, the funds will be brought to Council for appropriation as necessary. Revenue from the encroachment agreements accrues to the General Fund. RDOT staff are currently meeting with both companies to identify a set of infrastructure improvements. Staff will share a fee utilization proposal with City Council prior to finalizing the next set of dockless scooter Master Encroachment Agreements.

(No attachment)

Locating Affordable Housing on School Sites (Mayor McFarlane)

Staff Resource: Larry Jarvis, Housing & Neighborhoods, 996-6947, larry.jarvis@raleighnc.gov

During the Council requested information about opportunities to locate affordable housing on school sites. This opportunity does exist and was addressed in the Wake County Affordable Housing Plan prepared by HR&A Advisors in the more general discussion of Public Land Disposition. The Plan provided recommended criteria to identify potential sites for affordable housing development and the following near-term steps:

- Identify the most appropriate County agency or department to oversee disposition and charge its staff with developing a disposition strategy, including coordinating with the municipalities.
- Conduct a refined portfolio-wide analysis of County and municipally-owned land to identify priority sites for disposition.

A thorough review of the benefits and challenges of co-locating affordable housing and public facilities can be found in the 2015 ULI publication “Public Land & Affordable Housing in the Washington DC Region: Best Practices and Recommendations”. That study looked at both co-locations in new developments and the utilization of surface parking lots or other lower density facilities. The Executive Summary of this publication is included with the *Weekly Report* materials; an electronic version of the entire publication is available to Council upon request.

(Attachment)

Follow Up from the March 12 Work Session

CAMPO 101 – Funding Prioritization Methodology (Council Member Cox)
Staff Resource: Michael Moore, RDOT, 996-3030, michael.moore@raleighnc.gov

During the work session Council requested staff to provide greater detail about the Capital Area Metropolitan Planning Organization (CAMPO) funding prioritization process and methodology. CAMPO maintains a website (www.campo-nc.us) which includes information about the Strategic Transportation Prioritization (SPOT) program and the CAMPO Prioritization Methodology for SPOT funding. This information is accessed online at the following hyperlink: http://www.campo-nc.us/funding/spot. Both the program overview and methodology are linked at the bottom of the page.

Information about the Locally Administered Projects Program (LAPP), including currently funded projects and changes to the FY2020 LAPP and FY2020 Target Modal Investment Mix, may be accessed online at the following hyperlink: http://www.campo-nc.us/funding/locally-administered-projects-program.

(No attachment)

City of Raleigh Special Events Office
specialevents@raleighnc.gov | (919) 996-2200 | www.raleighnc.gov/specialevents

Permitted Special Events

Food Shuttle Garden Gallop 5K
Dorothea Dix Park
Saturday, March 16
Event Time: 6:00am - 10:30am
Associated Road Closures: Roads will be closed from 7:50am until 9:30am to facilitate the following route:

Start at Inter-Faith Food Shuttle Parking Lot; Right onto Blair Drive; Left onto Umstead Drive; Right onto Dawkins Drive; Left onto Umstead Drive; Right onto Ruggles Drive; Left onto Biggs Drive; Right onto Palmer Drive; Left onto Cranmer Drive; Left onto Umstead Drive; Right onto S. Boylan Avenue; Left onto Tate Drive; Right onto Richardson Drive; Right onto Umstead Drive; Right onto Dawkins Drive; Left onto Umstead Drive; Right onto Blair Drive; Finish at Inter-Faith Food Shuttle Parking Lot.

Ella's Race
North Ridge Country Club & Route
Saturday, March 16
Event Time: 8:00am - 10:00am
Associated Road Closures: Hunting Ridge Road between Falls of Neuse Road and Buckhead Drive will be closed from 5:00am until 11:00am. The routes will be closed from 8:00am until 10:00am. View routes here, note that all cross streets one block in each direction will be detoured, and see below for turn by turn details:

Start on Hunting Ridge Road east of Falls of Neuse Road intersection; Right onto N. Ridge Drive; Left onto Rainwater Road; Left onto Spyglass Way; Right onto Bay Hill Court; U-turn at the end of Bay Hill Court; Right onto Spyglass Way; Left onto Wingfoot Drive; U-turn at intersection of Wingfoot Drive and Haymaker Lane; Right onto Spyglass Way; Right onto Rainwater Road; Right onto N. Ridge Drive; Left onto Hunting Ridge Road; Finish on Hunting Ridge Road east of Falls of Neuse Road intersection.

Raleigh St. Patrick's Day Parade and Festival
Fayetteville Street District
Saturday, March 16
Event Time: 10:00am - 5:00pm
Associated Road Closures: Fayetteville Street between Martin Street and the south end of City Plaza and Davie Street between Salisbury Street and Wilmington Street will be closed from 6:00pm on 3-15-19 until 11:59pm on 3-16-19.

N. Wilmington Street between Peace Street and E. Lane Street, Polk Street between N. Blount Street and N. Wilmington Street, and North Street between N. Blount Street and N. Wilmington Street will be closed from 8:00am until 12:00pm on 3-16-19.

Morgan Street between Fayetteville Street and Wilmington Street will be closed from 9:00am until 12:30pm on 3-16-19.

Additional roads will be closed from 9:50am until 12:30pm on 3-16-19 to facilitate the parade route: Start at the intersection of Wilmington Street and Lane Street, head south on Wilmington Street, right onto E. Morgan Street, left onto Fayetteville Street, right onto W. Martin Street, left onto S. Salisbury Street to finish. Note that all cross streets one block in each direction will be detoured during the event.

Glenwood South St. Patrick's Day Festival
Glenwood South
Saturday, March 16 & Sunday, March 17
Event Time: 12:00pm - 11:00pm on 3-16-19; 12:00pm - 10:00pm on 3-17-19
Associated Road Closures: Glenwood Avenue between North Street and Lane Street will be closed from 6:00am on 3-16-19 until 2:00am on 3-17-19. W. North Street between Glenwood Avenue and the Blue Ridge Realty parking lot entrance will be closed from 6:00am on 3-16-19 until 11:00pm on 3-17-19.

Milk Bar's Third Annual St. Patrick's Day Block Party
Tucker Street
Saturday, March 16
Event Time: 12:00pm - 9:00pm
Associated Road Closures: Tucker Street between Glenwood Avenue and the entrance to the parking deck will be closed from 8:00am until 11:00pm. Note that local traffic will have access to and from the Glenwood Parking Deck.

Flight Day at Dorothea Dix Park
Dorothea Dix Park, Big Field
Saturday, March 16
Event Time: 1:00pm - 4:00pm
Associated Road Closures: Big Field will be used from 11:00am until 5:00pm. Blair Drive between Umstead Drive and Barbour Drive and Biggs Drive between Blair Drive and Goode Street will be closed from 1:00pm until 4:00pm.

Other Events This Weekend

Mike Epps Funny as Ish Comedy Tour
Friday, March 15
PNC Arena

Lauren Daigle – Look Up Child Tour
Friday, March 15
Memorial Auditorium

Chopin & Mozart – North Carolina Symphony Classical Series
Friday, March 15 – Saturday, March 16
Meymandi Concert Hall

NC Comicon
Friday, March 15 – Sunday, March 17
Raleigh Convention Center

Reptile & Amphibian Day
Saturday, March 16
North Carolina Museum of Natural Sciences

Spring Has Sprung
Saturday, March 16
Borden Building

Hurricanes vs. Sabres
Saturday, March 16
PNC Arena

Hozier: Wasteland, Baby! Tour
Saturday, March 16
Memorial Auditorium

An Evening of Bernstein and Robbins – Carolina Ballet
Saturday, March 16 – Sunday, March 17
Fletcher Opera Theater

Leprechauns vs. Pirates at Pullen Park
Sunday, March 17
Pullen Park

Triangle Youth Brass Band
Sunday, March 17
Meymandi Concert Hall

Mumford & Sons
Sunday, March 17
PNC Arena

Public Resources

Event Feedback Form: Tell us what you think about Raleigh events! We welcome citizen and participant feedback and encourage you to provide comments or concerns about any events regulated by the Special Events Office. We will use this helpful information in future planning.

Temporary Road Closures: A resource providing current information on street closures in Raleigh.

Online Events Calendar: View all currently scheduled events that are regulated by the City of Raleigh Special Events Office.

Council Member Follow Up

From: Shelley Winters
Sent: Monday, February 11, 2019 1:35 PM
To: Adams-David, Marchell
Subject: Dr. Audrea Caesar

Hello Marchell-

I hope that you are well.

I wanted to take a moment to share that I've had the pleasure of working with Dr. Caesar this weekend, when she facilitated the Raleigh CAC's annual retreat. The feedback from the CAC Chairs is that it was one of the best retreats we've had and she is the reason.

I appreciate her thoughtfulness of meeting with the RCAC leadership and Housing and Neighborhoods to understand what we wanted and needed, then designed a plan to accomplish just that. Her activities were engaging and helped provoke great thought and discussion, and helped us chart our path forward.

I appreciate all that Dr. Caesar accomplished in a few hours and for volunteering her time to come.

Just wanted you to confirm you have a rock star in your midst.

Have a wonderful day.

Warm regards,
Shelley M. Winters
RCAC Chair

From:	shelley winters <smw220@gmail.com>
Sent:	Wednesday, March 6, 2019 11:54 AM
To:	Jones, Linda
Cc:	Lynch, Sheila; Jarvis, Larry; CityCouncilMembers; Michael O'Sullivan; Christina Coll; Graham, Damien
Subject:	Re:

Dear Linda-

I am very disappointed in your response. As you know, the RCAC has moved forward trying to develop a communications plan rather remaining stagnant waiting for the Communications Office. We have been left with no other choice. I'd like to know why a directive from City Council has continued to be overlooked.

Regarding the "approval for implementation" comment, when and where was this discussed and agreed upon? And furthermore, by whom? I'm very concerned that this is another attempt of Housing and Neighborhood's management to reinvent policies with staff opinions. From my recollection of the Dec. 5 City Council meeting, the measure was concluded that RCAC would continue to independently operate as it has for decades, and would only need approval for boundary changes. This is the third time, in the last few months, Housing and Neighborhood has tried to subvert the standing of the RCAC and I want to know why this is becoming a continuous struggle? Since the RCAC has been making impactful progress, Housing and Neighborhoods has become a larger barrier, as if the department doesn't want citizen engagement to succeed. I am disappointed and frustrated to see that Housing and Neighborhoods seems to be the continuous road block to RCAC's city engagement efforts.

Please send the draft communications plan that we've been asking for since December, as directed by city council. If you are unable to do so, we may need to ask for the RCAC to work directly with the Communications group.

And yes, please add me to the April 2 agenda. I look forward to giving an update to City Council.

Shelley M. Winters
RCAC Chair
Atlantic CAC Chair

On Tue, Mar 5, 2019 at 3:53 PM Jones, Linda <Linda.Jones@raleighnc.gov> wrote:

> Hello Shelley,
>
> At the RCAC retreat on Saturday, February 9th, RCAC was given a framework to create a communications plan. Next steps were to define goals for the upcoming year and work with the CAC chairs to finalize the plan. Upon going through the standard process for approving the plan, you as RCAC chair, would present it to City Council and ask for approval for implementation.
>
> I have confirmed with the City Manager's office that your second item requires a response directly from City Council; therefore, you should make the request at the 1:00pm Council meeting and it will go under the heading of "Report and Recommendation of the RCAC" like you have done in the past. From our communication on February 20th, we agreed the April 2nd City Council meeting at 1:00pm would work for you. Please confirm.

Thank you,
Linda

Linda Graham Jones

Community Engagement Administrator

Community Engagement Division

Housing and Neighborhoods Department

City of Raleigh

One City Plaza

421 Fayetteville Street, Suite 1200

Raleigh, North Carolina 27601

Office: 919-996-5707 / Fax: 919-996-7969

Email: Linda.Jones@raleighnc.gov

From: shelley winters <smw220@gmail.com>
Sent: Monday, February 25, 2019 12:49 PM
To: Lynch, Sheila <Sheila.Lynch@raleighnc.gov>; Jones, Linda <Linda.Jones@raleighnc.gov>
Cc: Jarvis, Larry <Larry.Jarvis@raleighnc.gov>; CityCouncilMembers <CityCouncilMembers@raleighnc.gov>
Subject:

Dear Linda and Sheila,

There are two directives given by the City Council at the December 5, 2018 Council Meeting for actions related to the Raleigh Citizens Advisory Council that we are still waiting for responses.

The first is the Budget Line for Communications to provide recommended methods for improving attendance at CAC Meetings. We know you have contacted Communications on a number of occasions, including prior to the recent RCAC Retreat and have not gotten any feedback from the Communications Department. As we told you, we expected representation by Communications at the Retreat, but were told they were not prepared to present. It is now mid-February so two and a half months have gone by without a response to the direction given by City Council.

The second item we are still awaiting from the City Council Meeting on December 5, 2018 is a response from the City Attorney on the relationship between the RCAC and the individual CACs. Again, our requests to you, which you have forwarded to the City Attorney have gone without a response.

Please forward this message to both departments and ask them to respond with a date that we can expect their responses.

Elements of a Strategic Communications Plan

Determine Goal

Identify and Profile Audience

Develop Messages

Select Communication Channels

Choose Activities and Materials

Establish Partnerships

Implement the Plan

Evaluate and Make Mid-Course Corrections

Step 1: Determine Goal

To initiate a successful and effective communications effort, start with an assessment of your current organizational goals. Examine what your organization stands for—its mission, values and beliefs. Look closely at who your organization is serving. This process will help narrow and sharpen the focus for your *communication initiative*(s).

What issue is most important to your organization right now?

____

Who is most affected by the issue stated above?

____

Who makes decisions about the issue?

____

What is the overall goal you want to achieve? (i.e., What change would you be able to observe?) (Be specific.)

____

What tangible outcomes would you like to achieve through a communications effort? i.e., How will you know you are achieving your goals? (Be specific. What would you see, hear, or have in-hand that would let you know you are making progress toward the goal?)

Step 2: Identify and Profile the Audiences

Once you've identified your key issues, it's time to identify and profile specific audiences to target with a communications initiative.

The reason for taking the time to look this closely at your audiences is that this kind of background information is essential in choosing the most effective ways to communicate with the audience. Madison Avenue has learned this lesson well, now we need to apply some of the same kind of thinking to communicating about your issue.

Audience Definition Worksheet

Of the audiences listed on the Step 1 worksheet, whose knowledge, attitudes and behavior must be changed in order to meet your goal? *(These groups now become your primary audiences.)*

Who else is affected if you succeed in your goal? (secondary audience)

Are there others who can influence primary and secondary audiences? (tertiary audiences) (You may wish to design a communication initiative to reach some of these audiences as well. Or you may see a role for these folks as "allies and partners".)

Now you are ready to complete worksheets for each of your audiences identified above. (see next page)

Audience Segmentation Worksheet

(Note: you will probably need to make multiple copies of this worksheet.)

Audience:

Describe what you know about this audience's knowledge, attitudes and behaviors as they relate to your issue:

What are the barriers to this audience fully supporting or participating in reaching your goal? What are the benefits if they do?

What are the characteristics of this audience? How do they spend their time? What is their gender, ethnicity and income level? How have they been educated? What are the language considerations? What or who are they influenced by? What makes new information credible for them? What or who could motivate change or action?

Step 3: Develop Messages

Your messages are closely tied to your goal and objectives. They deliver important information about the issue and compel the targeted audience to think, feel, or act. They can:

- Show the importance, urgency, or magnitude of the issue
- Show the relevance of the issue
- Put a “face” on the issue
- Be tied to specific audience values, beliefs, or interests of the audience
- Reflect an understanding of what would motivate the audience to think, feel, or act
- Be culturally relevant and sensitive
- Be Memorable

The messages you develop by using the worksheet provided in this section can be used in many ways. First, they are a set of statements that you and your team agree upon as conveying the key information for your initiative. They will not include all the detail and supporting ideas and data that you may use in printed materials or other forms of communication. The messages you develop in the worksheets can become the underlying themes for your materials and activities. You may develop slogans based on them. You may develop sets of talking points that members of your team will use in making presentations. And they easily become the basis for radio and print PSAs, the genesis for posters, and may suggest topics for fact sheets, drop-in articles, and even letters to the editor or newspaper editorials.

Before turning to the Message Development Worksheet, take a few moments to read “Considerations for Message Construction.”

Considerations for Message Construction

Both the *channel* (the conduit for sending your message to the chosen target audience) and the *purpose* of communicating environmental information influence message design. Information may be designed to convey new facts, alter attitudes, change behavior, or encourage participation in decision-making. Some of these purposes overlap; often they are progressive. That is, for persuasion to work, the public must first receive information, then understand it, believe it, agree with it, and then act upon it. Regardless of the purpose, messages must be developed with consideration of the desired outcome. Factors that help determine public acceptance include:

- **Clarity—**Messages must clearly convey information to assure the public's understanding and to limit the changes for misunderstanding or inappropriate action. Clear messages contain as few technical/scientific/bureaucratic terms as possible, and eliminate information that the audience does not need in order to make necessary decisions (such as unnecessarily detailed explanations). Readability tests can help determine the reading level required to understand drafted material and help writers to be conscientious about the selection of words and phrases.
- **Consistency—**In an ideal world there would be specific consensus on the meaning of new findings, and all messages on a particular topic would be consistent. Unfortunately, consistency is sometimes elusive. Experts tend to interpret new data differently, making consensus among government, industry, and public interest groups difficult.
- **Main points—**The main points should be stressed, repeated, and never hidden within less strategically important information.
- **Tone and appeal—**A message should be reassuring, alarming, challenging, or straightforward, depending upon the desired impact and the target audience. Messages should also be truthful, honest and as complete as possible.
- **Credibility—**The spokesperson and source of the information should be believable and trustworthy.
- **Public need—**For a message to break through the "information clutter" of society, messages should be based on what the target audience perceives as most important to them, what they want to know, and not what is most important or most interesting to the originating agency.

Prior to final production, messages should be pretested with the target audiences (and in some cases with channel "gatekeepers") to assure public understanding and other intended responses.

Source: *Making Health Communication Programs Work: A Planner's Guide,* Office of Cancer Communications, National Cancer Institute, National Institutes of Health (1992).

Message Worksheet *(one for each audience)*

Note: Refer to your completed worksheets for Steps 1 & 2.

Audience

What are the barriers and benefits to your audience thinking, feeling, or acting on your issue?

What change in **attitude** (the way they feel about the issue) do you want to motivate in your audience to meet your goal?

What change in the **behavior** (day-to-day actions) of your audience are trying to achieve?

Now, based on what you know about your audience needs to hear in order to think, feel or act, what are the three most compelling sentences you could use to motivate the audience? These are your messages.

Step 4: Select Communication Channels

Communications channels carry the messages to the target audiences. Channels take many forms and there is an infinite list of possibilities. Answering some key questions will aid you in identifying the most effective channels for reaching your audiences.

Sample Channels

Television stations
Radio stations
Newspapers
Web sites
Community centers
Street festivals
Laundromats
City government offices (e.g. Division of Motor Vehicles)
Malls
Parks
Schools, colleges, vocational and language training centers
Libraries
Recreation centers (e.g. basketball courts or soccer fields)
Community non-profit offices
Transportation depots/stations
Supermarkets
Fast food restaurants
Literature Racks

Channel Worksheet *(one worksheet for each audience)*

Note: Use the work you did in Step 2 to help you with these worksheets.

Audience:

____

Where or from whom does this audience get its information? Who do they find credible?

____
____
____
____
____

Where does this audience spend most of its time? Where are they most likely to give you their attention?

____
____
____
____
____
____
____
____

Complete list of channels your team wants to use to reach this audience:

____
____
____
____
____
____
____

Step 5: Choose Activities and Materials

What are the activities, events, and/or materials—to be used in your selected channels—that will most effectively carry your message to the intended audiences? In choosing these, you should consider:

- Appropriateness to audience, goal, and message
- Relevance to desired outcomes
- Timing
- Costs/Resources
- Climate of community toward the issue/activity
- Cultural appropriateness (including language)
- Environment—geographic considerations

Sample Activities
News conferences
Editorial board meetings at newspapers
Radio talk or call-in shows
A benefit race
Parades
Web links
Conferences
One-on-one meetings
Open houses
Speeches
Hotlines
Listservs
Information Fair

Materials to Support Activities
News releases
Fliers and brochures
Opinion editorials (op-eds)
Letters to the editor
Posters
Public service announcements (PSAs)
Bookmarks
Video presentations
Web pages
A float in a parade
Buttons, pins, and ribbons
Promotional items and giveaways

Step 6: Establish Partnerships

Groups, organizations, or businesses may exist that would aid you in reaching your goal by providing funds, expertise, support, or other resources. Please list allies or partners who support or work with your audiences or share in your goals.

HARNESSING THE POWER OF PARTNERSHIPS

Allies and Partners
Groups, organizations, or businesses may exist that would aid you in reaching your goal by providing funds, expertise or other resources toward your communications

The prospect of developing partnerships with area businesses and local organizations may seem overwhelming if you haven't had much experience in working with the private sector. However, there are some practical steps you can follow that will focus your energies and resources where they will be most effective.

Determine Your Needs
Before you ask for help, it's important to identify what you need most. Make a "Wish List" and include areas like equipment (computers, vehicles, or supplies); services; educational activities and materials; and specific products that can be donated. This list will help set your priorities and guide who you need to contact.

Identify Potential Partners
There may be hundreds of organizations to approach in your community—where do you start? Let your fingers do the walking and start with the Yellow Pages. By using your Wish List to identify categories of need, you can narrow the types of organizations that can help you. Don't limit yourself at this stage and try to be imaginative. For instance, a local pizza parlor may not have an obvious link, but if it is a popular hang-out for high school students, the restaurant might host a pizza party and allow you to hand out information on ORVs.

Other sources for potential partners are your Chamber of Commerce directory, general corporate directories, and personal contacts, including your board of directors or existing coalitions. For national contacts as well as local, there are several national directories that are available at your local library. The Corporate Giving Directory, which is updated annually, is an excellent choice. Don't forget to monitor the local media. Who sponsored that nonprofit ball and where was it held? What company bought the T-shirts for the annual 10K Run to support environmental research? Also, if you have a good relationship with other nonprofits or agencies, they may share their giving list.

Prioritize Your Contacts
When you have a list of possible contacts, begin making your partnership circle. This circle will help you further identify your most important contacts so you can prioritize your efforts. You've chosen possible partners by category—now look for *personal contacts*. Think of dropping a pebble in the water and watching the ripples spread out. By putting organizations where you already have contacts in the center, you will anchor your effort as you move further and further out.

Start with organizations that have helped in the past—they will be the very center of your circle. Then talk to employees, your board of directors, or coalition members. Who do they know? You may discover that someone on staff went to school with the president of a local bank. Put organizations where you have close personal contacts on the next "wave" of your circle. After examining personal contacts, look for those organizations that would make "perfect partners," i.e., organizations that have supported environmental issues in the past. Keep going until you get to the very outer layer, which would be organizations where you have no contacts at all and no apparent links. Now you have prioritized your outreach list!

The final step before preparing your proposals is finding the correct contact. You may have this information if you've used an up-to-date directory or have a personal contact, but if you're not sure, make a phone call. Ask to whom you would send a partnership proposal; be sure to get the person's name, title, full address, and phone number. And finally, don't overlook the importance of using the Internet to research target organizations.

Make Your Proposal Strategic
Companies have a giving strategy, so your proposal should be strategic too. A fundraiser for a major national nonprofit once said, "There is no corporate philanthropy—they all give for a reason." Most organizations give strategically, meaning they give in an area(s) where they have an interest, want to influence someone or something, or stand to gain something—employees, customers, and the community influence those decisions as well. We all know that there can be tough competition for nonprofit support, and that decisions are sometimes made on small details. Look at your partnership circle and carefully look for connections. Has a city councilperson recently dealt with an environmental issue? Look for logical allies and mutual goals and put that information in your proposal.

Make the proposal "mutually beneficial." Just as you have asked for something, be prepared to offer something in return. Try to at least reward the organization with positive community exposure and recognition for its efforts.

Use your best judgment on the proposal. If you know someone, a letter may suffice. If you're sending a proposal to a large company, you may want to send a letter, an information kit, and a recent newspaper article on what your organization is doing in the community. Always demonstrate the importance of the issue, the importance of the program in the community, specifically how the organization can help strengthen your efforts and how the organization will benefit from its participation.

Face-to-Face Follow-up
About a week after sending your proposal, call the contact to verify that he/she received the information. At this point, introduce yourself (if you don't know the contact already) and offer to answer questions or send more information. Ask when would be a good time to call back to schedule an appointment; mark the date and call promptly at that time.

The best way to "sell" the proposal is face-to-face where you can talk about the campaign, its goals, and its accomplishments. It's important to be realistic. Smaller businesses may not have extra funds to support community programs, but may be able to provide in-kind support. They may be willing to include information on ORVs in their mailings to the community, fliers to circulate to their employees, in their stores, etc. If you've done your homework, you will be able to request help that the company will gladly agree to provide.

Make Your Community Partners Part of Your Team
Don't ask for something and then never contact the organization again! Keep a database of all donors (even listing those who said they might give in the future) and recognize them periodically with a personal note or newsletter. Keep them informed on what's happening with ORVs and other environmental issues in the community and continually offer opportunities for participation, including volunteering. Also, offer a chance for feedback so you can establish a two-way dialogue with your partners. A town meeting, an online seminar, or a presentation, are all ways to share information with your partners. Make them team members and they will continue to support you for years to come!

Step 7: Implement the Plan

There are many tools for organizing yourself around time, dollars, and staff needed to implement an initiative. One approach is given here as an example. Of course you should feel free to use your own tried and true management tools.

Use the following steps to determine time, budget and staffing needs:

1. List all activities
2. Under each activity, outline the steps, in order, that will lead to its completion
3. Assign a budget estimate to each step
4. Assign a staffing needs estimate to each step
5. Working backwards from the activity completion point, assign a date for each step in the activity.

You can plot your dates on calendar pages if you'd like, or you can organize them in another timeline such as a Gantt chart (date/timeline runs horizontally across page; tasks are listed in chronological order down left-hand side. A line extends across the page from each task, showing the date work begins and ends on that task or subtask).

Sample Timeline Planning Sheet

Activity: Place print PSAs in up to 25 periodicals, newsletters, or bulletins

- [Preliminary Work] Design camera-ready PSA "slicks" ;10 person hours.
- [Weeks 1 & 2] Identify list of potential placement opportunities and get names and addresses of public service director or advertising manager for each publication; (local phone charges); 4-6 person hours.
- [Week 1] Draft/review/refine cover letter to director/manager; $0.00; 2 person hours.
- [Week 2] Print letters; $0.50 (paper); 1 person hour.
- [Week 2] Acquire flat envelopes and blank labels for mailing; $10.00; 1 person hour.
- [Week 2] Create labels for mailing; $0.00; 3-4 person hours.
- [Week 2] Assemble mailing; $0.00; 2-3 person hours.
- [Week 2] Mail print PSAs; $13.75 (.55x25); .25 person hour.
- [Week 3] Begin follow-up calls to PSA directors to encourage placement; (local calls); 6-8 hours (could be done by 2 persons;).
- [Weeks 3-10] Monitor PSA placement; $5.00 to purchase papers; 3-4 person hours.
- [Week 10] Write report about initiative, its outcomes, midcourse corrections, and things you would do differently next time; $2.00 paper & repro; 4-6 person hours.
- [Week 10 or 11] Circulate to appropriate members of your organization; $0.00; 1-2 person. hours

Total direct costs: $31.25

Labor: 28-38 person hours (over 4-10 weeks' time after acquiring PSAs)

Step 8: Evaluate and Make Mid-Course Corrections

- Specify times to take stock of progress in completing communications plan.
- Determine strengths and weaknesses.
- Identify obstacles.
- Create and implement new approaches for success.
- Consult with communications technical assistance advisors.

Campaign Planning Worksheet

Consider the following questions when planning a comprehensive communications campaign:

1. What are your short-term and long-term campaign objectives?
2. What is your timeline for completion of the campaign?
3. Who are your target audiences?
4. What are the key communications messages (no more than three, please)?
5. What are your staff and financial resources?
6. What materials and activities will best disseminate these messages?
7. What media have you targeted?
8. What specific roles have you identified for your spokespeople?
9. What role will consortium members, corporate partners, and staff play?
10. How will you evaluate your campaign?

Urban Land Institute
Washington

NATIONAL HOUSING CONFERENCE

Public Land & Affordable Housing in the Washington DC Region:

BEST PRACTICES AND RECOMMENDATIONS

By Robert Hickey and Lisa Sturtevant, PhD
Center for Housing Policy and the National Housing Conference
Prepared for ULI Washington
February 2015

Executive Summary

A decent, safe, and affordable home is an important foundation for success for all families and individuals, and an important building block for a healthy regional economy. But in areas like the Washington, DC region, high land costs, high construction costs, and limited development opportunities can make it challenging to create an adequate supply of homes for the local workforce, seniors, and other local residents. A policy of allocating public land for mixed-income or 100 percent affordable housing can be an especially valuable way to reduce development costs, increase development opportunities for affordable housing, and meet the housing needs of lower-income residents, with less need for direct public subsidy.

Through a review of development costs, local public land policies, and three recent public-land projects in the DC region—Arlington Mill Residences, The Bonifant at Silver Spring, and 1115 H Street in Washington, DC—this report provides recommendations to developers, advocates, and local governments for effectively using public land to expand affordable housing opportunities.

FINDINGS

Across the country and in the Washington, DC region, local jurisdictions have identified opportunities for using public land for affordable housing and other public goods on many different types of sites, exploring the potential of not just vacant publicly held lots but also under-utilized sites, parcels where existing public facilities are no longer needed, and as part of the development of new public facilities such as community centers, libraries, fire stations, and police stations.

Both communities and developers accrue multiple benefits when they form partnerships to provide affordable and mixed-income housing on public land. Discounted public land provides a valuable subsidy that can enable deeper levels of affordability in higher-

cover photo credit: Anice Hoachlander

cost development areas and in higher-cost building types than otherwise financially feasible. Public land development opportunities can also facilitate the development of affordable housing in transit-accessible, amenity-rich locations. And the joint development of public facilities and housing properties can lead to infrastructure cost savings, better design, and more accessible public services.

The strongest local public land policies are developed with significant community engagement and are crafted with an understanding of the relationship between total development costs, local housing needs, and neighborhood-level market dynamics. These policies seek to maximize opportunities for housing affordable to lower-income households but also recognize that while free or discounted public land can close some of the affordability gap, in many cases additional subsidies and investments will be needed, particularly if the public land is provided in exchange for community benefits beyond affordable housing.

RECOMMENDATIONS

1. IDENTIFY PUBLICLY OWNED SITES IN ACCESSIBLE, HIGH-VALUE AREAS. Discounting public land in highly accessible, high-value locations with few neighborhood dis-amenities or site limitations has the best potential for supporting mixed-income housing without the need for significant additional public subsidy. These sites offer the greatest potential for subsidizing more affordable homes through greater returns on the market-rate units.

2. BASE AFFORDABILITY EXPECTATIONS FOR INDIVIDUAL SITES IN AN UNDERSTANDING OF THE RELATIONSHIP BETWEEN LAND VALUES AND THE AFFORDABILITY GAP. When examining just how much affordable housing can be built with the support of free or discounted public land, it is important to understand the relationship between the value of discounting land at the chosen location and the difference between revenue and development costs for below-market-rate housing, as this relationship clarifies the potential for cross-subsidizing the affordable housing component.

3. INVEST PUBLIC RESOURCES IN PREPARING PUBLIC SITES FOR DEVELOPMENT. Public activities that reduce hard and soft development costs—such as clearance and decontamination of a site, infrastructure provision, or advanced completion of area land-use planning and entitlements—can further enable free or discounted public land to support a significant share of affordable housing. These activities reduce the hard costs of development as well as the risk and time involved in mixed-income or fully affordable development, which further reduces the need for additional public subsidy and can attract better development proposals.

4. ADOPT A POLICY THAT PROTECTS SUITABLE PUBLIC LAND SITES AND ENABLES THEIR DEVELOPMENT WITH AFFORDABLE HOUSING. A local public land policy should set minimum affordability expectations for residential development on public land, ensure that all capital improvement project proposals are reviewed for their potential to include housing, and permit the sale of public land for affordable housing at prices lower than appraised prices.

5. EMPOWER A LOCAL AGENCY TO LEAD A REGULAR, CROSS-AGENCY ASSESSMENT OF OPPORTUNITIES FOR DEVELOPING AFFORDABLE HOUSING ON PUBLIC LAND. It may be helpful also to authorize a single agency to consolidate public holdings to streamline the

process of both inventorying and disposing of public land. Without an express mandate or meaningful incentive to do so, many municipal agencies not focused on housing are unlikely to take a hard look at their property holdings to determine if some could be used to support the development of affordable homes.

6. LOOK FOR OPPORTUNITIES FOR CITIZEN EDUCATION AND ENGAGEMENT DURING THE PROCESS OF IDENTIFYING PUBLICLY OWNED SITES SUITED FOR AFFORDABLE HOUSING DEVELOPMENT, AND ESTABLISH CLEAR CRITERIA TO DRIVE THIS PROCESS. While it is important to limit site inventories and analyses to objective measures, it is also valuable to include community stakeholders in the early stage of site development so that community members are fully informed participants in subsequent planning processes. Key criteria for choosing suitable sites should include that the site is: clear of legal encumbrances (such as environmental- or historic-preservation restrictions); clean (free of environmental contamination); adequately sized and shaped so that multifamily housing can support a sufficient number of housing units to be managed and operated efficiently; and located in an accessible location near frequent transit, daily necessities, and economic and educational opportunities.

7. CO-LOCATE AFFORDABLE HOUSING DEVELOPMENTS WITH NEW PUBLIC FACILITIES. In addition to repurposing surplus sites and obsolete public buildings, localities should consider co-locating affordable housing with new public facilities such as libraries, fire stations, community centers, police stations, and parking garages. For sufficiently large sites, it may be advantageous to separate the housing property from the public facility and to develop the site as "horizontal mixed-use." This allows each property to move forward on its own timeline, independent of delays that can affect the other property, but does not necessarily preclude opportunities for sharing infrastructure.

8. LOOK FOR OPPORTUNITIES TO SHARE INFRASTRUCTURE, SUCH AS PARKING GARAGES OR COMMON UTILITIES, WHEN CO-LOCATING HOUSING WITH PUBLIC FACILITIES. When doing this, however, it is important that the public agency coordinate with the housing developer at the beginning of the process. This can ensure that the benefits outweigh the costs of coordinating the development of shared infrastructure, and that architects and contractors for both the residential property and public facility are not working at cross purposes.