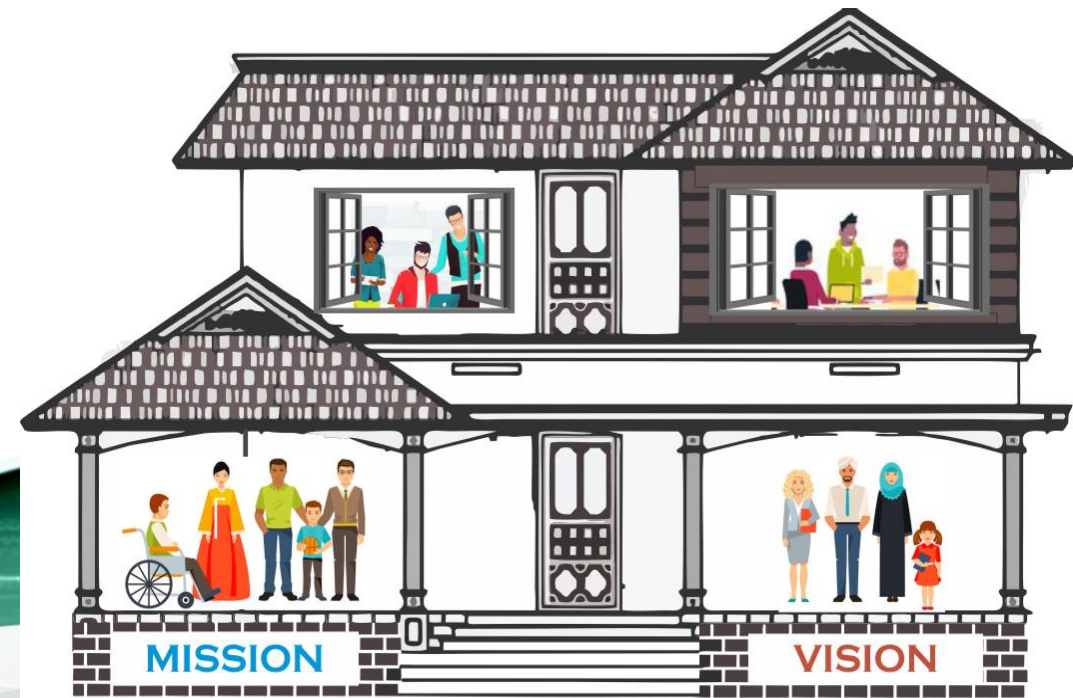


FINAL REPORT OF THE HUMAN RELATIONS TASK FORCE

February 18, 2019

Hunter Blanton, PhD,
Co-Chair





SPECIAL THANKS

- Thanks to the Board of Commissioners for entrusting us with this important assignment
- Thanks to hardworking members of the Task Force and two other co-chairs Esther Coleman and Maria Correa
- Met eight times since March 2018.

CHARGE OF THE TASK FORCE

A historical background is provided in the full report.

In summary, the Board of Commissioners asked us to:

- Develop the framework for a community-based partnership, possibly with a structure like the Chatham Health Alliance, where the county serves as catalyst and may provide funding, but is not a traditional county committee
- Agree on what to call the new community-based partnership and develop a clear mission statement
- Develop a proposed Steering Committee structure and appointment processes
- Identify initial resource needs



SUMMARY

- We recommend the formation of a collaborative, community-led partnership using the collective impact model (similar to the Chatham Health Alliance)
- We believe this is the best model to build community ownership and engagement to resolve deep-rooted issues, such as discrimination, intolerance and inequities.
- It also ensures broad agreement on goals, strategies and shared measures to track progress over time.
- However, it will be important for the new group's leadership to heed several analyses related to using collective impact for social change. They point out some issues that will need to be addressed to achieve success.

THE COUNTY'S ROLE

- One area of concern: how do we balance needed county support during the early years, while also ensuring that the community-led partnership could independently determine its goals, strategies & projects?
- I joined Maria Correa in meeting with the Interim County Manager and the Health Director on this question, which helped develop the final recommendations.
- The recommendations reflect a middle ground, where the county will partner with the leadership of the group in selecting and evaluating the staff coordinator.
- A representative of the County Manager's Office will serve on the Leadership Team of the new entity in an advisory role.

POSSIBLE NAMES OF ENTITY

The task force came up with several options but opted to let the members of the new collaborative entity select the name.

- Chatham Human Relations (Community) Partnership
- Chatham Human Relations Alliance
- Chatham Human Relations Coalition
- Committed to Change in Chatham

FRAMEWORK DEFINITIONS

- **WHAT IS HUMAN RELATIONS?**

Human relations is communication and collaboration between individuals and diverse groups.

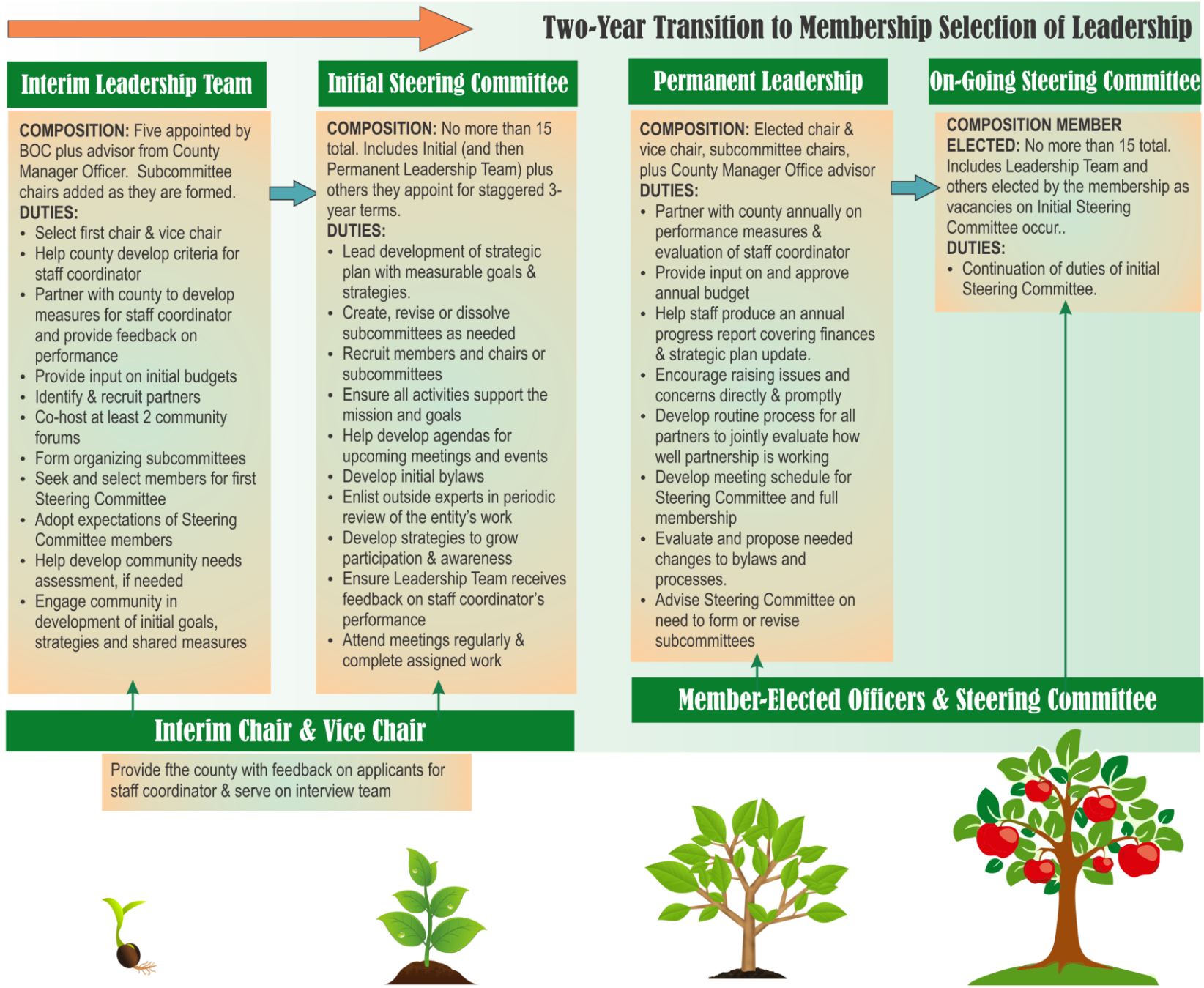
- **VISION STATEMENT:** Chatham County will be a diverse community where all people thrive and experience non-discrimination, mutual understanding, equality, opportunity and equitable outcomes.

- **MISSION STATEMENT:** We are a collaborative partnership making measurable progress toward non-discrimination and equity for all Chatham County residents through education, engagement, empowerment and advocacy.

WHO WILL BE MEMBERS?

- Open to any groups or individuals committed to the mission and vision and who are positively participating in its work.
- Will aim for diversity representing all age groups, ethnic-racial backgrounds, disabled populations, political affiliations, gender orientation, religious beliefs, income levels and our unique cultural/geographical divisions
- Securing such diversity will be a major challenge and will require on-going hard work.
- Starting with year two, members attending an annual meeting will elect the chair, vice chair and other Steering Committee members. They also will approve subcommittee chairs.

PROPOSED STRUCTURE OF COLLABORATIVE ENTITY



WHO IS THE INTERIM LEADERSHIP TEAM?

- A startup core of five people committed to the mission & vision who would be in place for **no more than two years**.
- They will be appointed by the Board of Commissioners based on recommendations from the Task Force
- The chair & vice chair will also lead the larger initial Steering Committee
- Will require a substantial time commitment for startup activity, so this will be a huge screening factor
- A representative of the County Manager's Office will serve on the team as an advisor

INTERIM LEADERSHIP TEAM DUTIES

- Select first chair & vice chair
- Help county develop criteria for staff coordinator
- Partner with county to develop measures for staff coordinator and provide feedback on performance
- Provide input on initial budgets
- Identify & recruit partners
- Co-host at least 2 community forums
- Form organizing subcommittees
- Seek and select members for first Steering Committee
- Adopt expectations of Steering Committee members
- Help develop community needs assessment, if needed
- Engage community in development of initial goals, strategies and shared measures

WHO IS THE PERMANENT LEADERSHIP TEAM?

- No later than two years after Interim Leadership Team is appointed, the chair and vice chair will be elected by members at a annual meeting.
- The Leadership Team will also include any subcommittee chairs, which are approved by the membership.
- A representative of the County Manager's Office will serve on the team as an advisor
- At the same time, the duties will shift from startup work to a strategic partnership focus (see next slide)

PERMANENT LEADERSHIP TEAM DUTIES

- Continue to provide feedback on performance of staff coordinator and any consultants doing work for the entity.
- Provide input on and approve the budget for the entity's work.
- Actively encourage members of the Leadership Team and Steering Committee to raise issues and concerns directly and promptly.
- Develop a routine process for all partnerships (including county) to jointly evaluate how well the partnerships are working and suggest improvements.
- Monitor progress (or lack of progress) on goals, strategies and measures
- Develop a meeting schedule for Steering Committee and full membership meetings.
- Evaluate and recommend revisions to processes and bylaws.
- Advise the Steering Committee about subcommittees (dissolve, add, revise)

WHO IS THE STEERING COMMITTEE?

- The Interim Leadership Team will help form a larger team of no more than 10 people in addition to the five already on the leadership team.
- This first Steering Committee should include any subcommittee chairs appointed, with other seats used to ensure balance of diverse representation.
- People will be appointed to staggered terms of one to three years, transitioning to three-year terms for future member.
- Community forums hosted by the Leadership Team will play a key role in recruiting members for the first Steering Committee and initial subcommittees.
- No later than two years after it is formed, the membership will select the chair, vice chair and all members of the Steering Committee.

STEERING COMMITTEE DUTIES

- Lead members in development of a multi-year strategic plan with measurable priority goals & strategies. The membership must agree with the goals, strategies and measures.
- Create, revise or dissolve subcommittees needed to implement the strategic plan.
- Recruit members for needed subcommittees.
- Ensure all activities are consistent and support the mission and goals.
- Help develop the agenda for upcoming meetings of all members and other events.
- Develop the initial bylaws, which should be approved by the full membership.
- Enlist outside experts in a periodic review of the entity to ensure success.
- Help coordinator develop an annual progress report that will cover finances, accomplishments, measures, etc.
- Recommend ways to grow diverse participation and enhance public communications.
- Provide feedback to Leadership Team on staff or consultants doing work for the entity.
- Attend meetings regularly and complete assigned work



SUBCOMMITTEES

- The Initial Leadership Team and Steering Committee may form several organizing subcommittees focused on startup work, such as needs assessment, community forum planning, bylaws, and partner recruitment.
- However, the Steering Committee can be expected to appoint other subcommittees around the strategic priority goals adopted by the full membership, once that work is complete. The initial subcommittees will be winding down or already dissolved by that time.
- Subcommittees will elect their own chairs, vice chairs or co-chairs, who will be approved by the full membership.
- If needed, the Steering Committee will take the lead in recruiting people to serve on subcommittees.

STAFF COORDINATOR

Based on discussion with Interim County Manager, we expect this position to be a shared full-time position, which could be hired in a few months. Key duties:

- Help schedule meetings and help plan agendas.
- Take and distribute minutes of meetings.
- Develop a proposed budget and produce quarterly budget reports.
- Seek and manage grant funding to support the work of the collaborative entity.
- Facilitate communications within the entity and with the public.
- Help gather needed information and do research as needed or identify others who can help with this work.
- Help subcommittees with their meetings and agenda activities.
- Produce or have produced promotional items.
- Create and manage any related social media accounts.

ESTIMATED BUDGET FY20

We will be pursuing grant funds to help with startup of this collaborative entity, but recognize that we may not obtain those funds.

Phone	\$200
Supplies	\$500
Computer & accessories (initial year purchase)	\$1,000
Printing & copying	\$800
Promotional materials	\$700
Contract help (research, marketing, facilitation of forums, etc.)	\$12,000
Training for Steering Committee and/or coordinator	\$3,500
TOTAL	\$18,700

This does NOT include salary & benefits as this position, but a portion of the shared position could be \$35,000-\$42,000

TENTATIVE TIMELINE

April 2019	Five-member Interim Leadership Team appointed
May 2019	Interim Leadership Team orientation and first meeting has been held
May 2019	Selection process for staff coordinator
July 2019	List of potential partners completed and contacts with them initiated
November 2019	Two community forums completed with help of facilitator
December 2019	Full Steering Committee and initial subcommittees formed
December 2019	Needs assessment work underway
February 2020	Bylaws draft completed
February 2020	Needs assessment work completed
April 2020	Community meeting of partners held to identify three priority focus areas based on community assessment and gaps; bylaws approved
May 2020	New subcommittees formed around priority focus areas
June 2020	Subcommittees work has begun to develop goals, strategies and measures
August 2020	Membership has approved goals, strategies and measures for 2020-22



IN CONCLUSION

- We ask that the Board of Commissioners consider our report and approve the formation of a community-based Human Relations collaborative entity in Chatham County based on these recommendations and authorize county staff to proceed with the outlined plans.
- QUESTIONS?