Including Community Priorities in CodeNEXT

AN EVALUATION OF CITY OF AUSTIN RACIAL IMPACT SELF-ASSESSMENTS

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About

The City of Austin Equity Office was created in 2016 to focus on advancing equity in all aspects of City operations. The first Chief Equity Officer, Brion Oaks, began this work in October 2016. The Equity Office works closely with the Equity Action Team (EAT), a remarkable group of approximately 100 community members and stakeholders, to receive guidance and co-create any deliverables for which the Office is responsible. The Equity Action Team meets on the third Friday of each month, from 11:30-1pm. Committee meetings happen either once a month or on an ad hoc basis depending on need.

GARE is a national network of local and regional government working to achieve racial equity and advance opportunities for all. GARE draws on the success of the City of Seattle's Race and Social Justice Initiative (RSJI)—the first initiative of its kind in the nation to center racial equity across all aspects of local government. The Alliance is a joint project of the new Race Forward and the Haas Institute for a Fair + Inclusive Society. Nora Liu manages Racial Equity Here, a joint project of Government Alliance on Race and Equity (GARE)/Race Forward and Living Cities, to support a cohort of cities to proactively advance racial equity.

Mesu Strategies, LLC, is a woman- and minority-owned business committed to creating a more just and inclusive society. Founded by Jme McLean, MCP, MPH in 2016, Mesu Strategies, LLC delivers strategy, research, and capacity building services to leaders in philanthropy, government, and communities to support healthy and equitable community and organizational transformation.

Acknowledgements

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Several members of the City of Austin staff team who volunteered to review and provide feedback on an early draft of the evaluation.

Executive Summary

City leaders in Austin are taking action to address and reverse its racially unjust past and to help future generations of Austinites thrive economically and socially. Like many cities in America, Austin has a long history of adopting and implementing land use policies and regulations that contribute to social and economic inequities across communities. Since early in the 20th century, Austin has explicitly or implicitly segregated Black and LatinX communities into the city's industrial East Side. Racial segregation limits the ability of communities of color to access important supports for upward mobility: affordable housing, robust transportation services, links to employment centers, quality education, and protection from environmental burdens.

CodeNEXT, Austin's land use code update, presents a critical opportunity for advancing equity in the future form and function of the city. In early 2018, City staff completed racial equity self-assessments of a draft of CodeNEXT using guidance from the Racial Equity Assessment Tool (REAT). The REAT is a resource developed by an alliance of community leaders and the City of Austin Equity Office to ensure that community concerns are integrated into CodeNEXT.

To examine the extent to which self-assessments uphold community priorities, the City of Austin Equity Office invited the Government Alliance for Racial Equity (GARE) at Center for Social Inclusion/Race Forward and Mesu Strategies, LLC to review a series of "Equity Logic Models" and "Project Analysis and Engagement" responses on twenty-four (24) topics across departments and to identify areas of strength and opportunities for improvement.

The evaluation found that the self-assessments represent a strong initial start to incorporate community priorities into CodeNEXT, though five key actions promise to significantly improve the result:

1. **Increase attention to intersectional outcomes**
   Austin community priorities cut across six major areas: economic opportunity and affordability, mobility, safety, health, cultural and learning opportunities, and government that works. Though areas are included as questions in the Racial Equity Assessment Tool (REAT), they were not consistently or completely addressed in self-assessment question responses and logic models. There is room for each issue area in CodeNEXT, and subsequently, each logic model developed for the self-assessments, to address all six priority outcomes and to ensure consistency across principles and objectives.

   RECOMMENDATIONS: Review and include an explicit discussion of all key outcomes in each of the logic models and the language in CodeNEXT. In areas where a connection is not identified, state this, so as to communicate that the issue was investigated, and where relevant, to invite input and feedback from community and other experts.

2. **Aim for consistency in language and practices**
   The REAT called for consideration of multiple important dimensions of equity in public policy development and implementation, and encouraged proactive consideration of common themes among diverse departments. An analysis of the collection of responses across 24 logic models revealed significant variations and inconsistencies.

RECOMMENDATIONS: Upgrade the REAT with unambiguous terms and clearer instructions to leave less room for interpretation and variation among users. Work together across departments and with stakeholders to identify areas of uncertainty (e.g., multiple definitions) and to identify shared understanding. Review and update the logic models to achieve greater consistency.

3. **Build capacity and culture around community partnership**
The aim of engaging communities in local governance processes is to leverage collective knowledge and expertise to arrive at better solutions to shared problems and goals. Information regarding community engagement in the self-assessments was insufficient for assessing the community engagement processes employed in the development of CodeNEXT. The self-assessments provided lists of participants in community engagement but no indication of which locations or groups were represented, their values or priorities, the demographics of their constituents, or the agendas that they support, to determine who was represented and who was missing. In addition, there was no indication of how much or how well Austin communities of color were engaged in addressing the 24 areas addressed in the logic models. This information is important for ensuring that land use planning considers who development is for, in addition to how development will happen.

RECOMMENDATIONS: Develop an assessment of the advocacy landscape in Austin to inform future outreach. Work with partners who can support and help to strengthen local organizing and community leadership (e.g., partner with foundations, academic institutions, consultancies to build community capacity). Cultivate relationships with underrepresented groups (especially with consideration to geographic, demographic, and issue-based diversity). Update self-assessment responses to better address, learn about, and improve issues related to community engagement.

4. **Leverage the power of City staff to collaborate on equitable change**
Austin City leaders recognize local government as critical to equitable change; many of the logic models list "high level leadership" and capacity building support as essential resources for success. While official leadership is indeed important, City staff themselves are a critical resource and have a duty also to lead from where they are. Interdepartmental and interdisciplinary collaboration is an important path to pursue in this regard. As experts across multiple relevant fields (e.g., housing, transportation, land use, economic development, etc.), City staff can improve outcomes across CodeNEXT objectives by contributing their ideas and expertise to topics outside of their traditional silos. Together with community expertise, multi-disciplinary expertise can improve and streamline problem definition and solutions identification, and increase community impacts.

RECOMMENDATIONS: Improve cross-departmental collaboration by creating and/or leveraging task forces and committees tasked with addressing and implementing specific issues (e.g., CA Health In All Policies Task Force). Develop hiring guidelines to promote inclusion and local representation in City staff roles (e.g., Engaging Local Government Leaders) and consultant selection and contracts. Recruit local community members from a diversity of backgrounds into city government and improve diversity of City staff.

5. **Build a supportive infrastructure around CodeNEXT to "scaffold" equity efforts now and into the future**

   In its work to center racial equity in its planning and development, Austin is ahead of the game, having recently created a Racial Equity Vision that firmly centers race in its history, values and guiding priorities. Equity is also included in the vision for Imagine Austin. To build on this progress, Austin can "normalize" equity across its efforts by transforming the central question of "What are we planning?" to "For whom are we planning?" The City can also "operationalize" equity practices by strengthening its learning perspective: consistently gathering both quantitative and qualitative data to augment and ground truth analyses, disaggregating data by race, and moving to greater levels of specificity in understanding demographic, temporal, and cultural patterns associated with place. The City can also support efforts to "organize" around equity by leveraging its partnerships across sectors to advance the priorities of low-income people and communities of color.

   RECOMMENDATIONS: Pass a resolution that makes the moral and business case for equity (e.g., One Fairfax) and lays out equity principles and actions (e.g., Puget Sound). Adopt policy that lays out a framework to analyze equitable development (e.g., Seattle) and guide planning decisions (e.g., Seattle). Map partnerships between the City and national and regional players (e.g., philanthropy, school district, industry), and strategies for building capacity and resources to advance priorities of Austin's neighborhoods of color and communities of color.

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Introduction: An Evaluation to Support Equity in Austin Land Use Codes

Austin, TX has recently launched an effort to update the city's land use code for the first time in over three decades. The revision, called CodeNEXT, represents an important strategy for implementing the goals and policies set forth in the "Imagine Austin" Comprehensive Plan.[1] Adopted in 2012, "Imagine Austin" articulates a vision of Austin as "a beacon of sustainability, social equity, and economic opportunity," with thriving, complete communities that connect to nature and provide paths to prosperity.

To advance this vision, and the city's overall vision for racial equity (Fig. 1), it is important that CodeNEXT address the concerns and reflect the priorities of low-income people and communities of color historically excluded from planning decisions.

Fig. 1: City of Austin Racial Equity Vision Statement

"Austin's history of segregationist policies, modern day gentrification, and racial inequity have created and perpetuated institutional disparities in communities of color. Addressing these disparities requires commitment to developing systems that promote a community where every Austinite can thrive.

We are committed to developing and implementing policies and practices that address systemic inequities throughout the City in terms of economics, working conditions, local area outcomes, and participation in city affairs. We are committed to creating and sustaining government that goes beyond reflecting the diversity of the community, and is inclusive and equitable in service outcomes and quality of life."

With this aim, leaders in Austin have taken multiple steps to make the process of updating CodeNEXT more inclusive. An alliance of community leaders and the City of Austin Equity Office have constructed

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[1] http://www.austintexas.gov/department/imagine-austin

the City of Austin Racial Equity Assessment Tool (REAT), a series of questions and activities to inform policy through an equity lens. City staff have applied the REAT in a series of racial equity self-assessments of CodeNEXT draft language. Based on the REAT, City staff considered key questions about community engagement processes in the development of the CodeNEXT draft, and developed equity logic models to show relationships between equity goals, data, and policy priorities. Before finalizing CodeNEXT, City leaders will review opportunities and gaps related to equity in the process to date to determine next steps.

To support next steps, and to ensure that Austin's low-income and people of color are considered in CodeNEXT final process and outcomes, Austin's Equity Office has invited equity experts at the Center for Social Inclusion's Government Alliance for Race & Equity (GARE) and Mesu Strategies, LLC to conduct an evaluation of the CodeNEXT racial equity self-assessments. This report presents findings from that evaluation and recommendations for future action.

EVALUATION PURPOSE

The primary purpose of the evaluation is to ensure the needs and desires of Austin's low-income people and communities of color are included in the development of CodeNEXT. A secondary aim of the evaluation is to identify areas where CodeNEXT can better align with principles of equity and emerging practices in the field.

INTENDED AUDIENCE

Primary audiences for this evaluation include the public and City Council, including Boards & Commissions. The evaluation also aims to guide and augment the City staff – who are critical ambassadors to equitable change in Austin – in their self-reflection upon what racial justice means in their work.

> **Land use regulations** are rules and administrative codes issued by local agencies to control what can and cannot be built in a municipality, where, and how much. These rules can include zoning codes, subdivision regulations, annexation policies, impact fees, assessments, public hearing processes, permitting decisions, landmark designations, aesthetic guidelines, habitat protection and other decisions related to private and public lands. Land use regulations are critical tools for implementing policy goals and guidelines.
>
> A **comprehensive plan** is a wide-ranging public policy document that outlines a town, city, or state's vision for growth over the long term.

A Brief History of
Austin, Land Use, and Race

Austin receives national recognition for livability, but low-income communities of color face mounting challenges. Economic inequality has persisted for decades. Cycles of displacement and gentrification have intensified in recent years. Compared with White neighborhoods in Austin, neighborhoods of color experience limited access to opportunity and disparities in health and prosperity. These patterns can be traced back to Austin's earliest land use policies, which influenced patterns of racial segregation within the city and led to a landscape of disparate social and economic opportunity in Austin today.

Racist land use planning in Austin was seeded in the 1920s, with the Austin Plan of 1928. In this plan, Austin zoned industrial or "uncategorized" uses to the city's East Side neighborhoods, which were predominantly inhabited by Mexican-Americans and African American (Austin Plan 1928). This designation led to land uses with burdensome environmental and health risks for nearby communities of color. Meanwhile, White communities in other parts of Austin were shielded from such exposures with residential neighborhood codes and other zoning designations promoting environmental protections and salubrious natural spaces.

The 1928 plan furthered segregation in Austin by introducing a "negro district" in the East Neighborhoods, and a Hispanic district just south of it (Austin Plan 1928). "Residents were told that if they wanted access to essential services [such as utilities and public schools for children], they had to live in these areas." Segregating practices such as these were consistent with – and deepened by – new mortgage-lending practices of the New Deal, which categorized neighborhoods according to their degree of perceived financial risk that hinged largely on a neighborhood's degree of racial and ethnic heterogeneity (HOLC 1934).

Over time, Black Austinites and eventually "Mexican-American" Austinites became isolated in the industrial areas of Austin (Austin Master Plan 1956). Insulated from the industrial expansion of the mid-century, White Austinites began to establish healthy neighborhoods and accumulate wealth out of the postwar boom. These patterns were maintained through the second half of the 20th century through both explicit and tacit agreements to maintain this separation and a lack of explicit attention to racial or ethnic equity in land use and development decisions. These effects were exacerbated in the latter part of the 20th century by highway expansion and urban renewal projects aiming to split up the city's Black and Brown communities, tarnishing the important social fabric that can buoy the health and wellbeing of communities.

Over the course of the last half century, Austin's population has gradually shifted from majority White to majority People of Color.[2] This is a reversal of demographic trends from the late 20th century (Appendix). In the last two decades alone, the LatinX population has grown by 53%, from 200,579 in the year 2000 to over 306,072 in 2015.[3] Asian and Pacific Islander populations have expanded the most, growing by a staggering 70% during the same period; up to 60,172 residents in 2015 from 35,339 in 2000.[4] In contrast, the city's Black population count has remained consistent during this time, though the proportion of the population has dropped from 8.7% to 7.4%, an especially notable relative decline when compared historically (see Appendix).[5]

"Communities of color"* is a term used in this paper to refer more generally to non-White people who might or might not be co-located in places such as neighborhoods. There is a wide body of research showing that racial disparities in health, education, and wealth disproportionately burden communities of color.

"Neighborhoods of color"*, ** is a term used throughout this evaluation to refer to neighborhoods or areas within Austin that have either a majority of non-White residents, strong cultural ties with communities of color (e.g., community gathering spaces, arts and culture venues, or places of worship), a historical identity linked with communities of color (e.g., Eastern Crescent) or some combination thereof. This term also, at times, refers generically to people of color who reside in the same neighborhood. Neighborhoods of color have historically suffered from poor environmental conditions, infrastructure deficiencies, and social challenges resulting from discriminatory practices and systematic disinvestment.

* Definitions for these terms were not found in the REAT or in corresponding logic models. Final definitions should be identified collaboratively by Austin leaders and communities.
** Some of the racial equity self-assessments apply the Center for Disease Control's Social Vulnerability Index definition of Neighborhoods of Color in their analyses (e.g., Flood Mitigation, p. 46).

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[2] U.S. Census Bureau, American Community Survey 2005, 2015 5-year Estimates
[3] U.S. Census Bureau, Census 2000 & American Community Survey 2015 5-year Estimates.
[4] U.S. Census Bureau, Census 2005 & American Community Survey 2015 5-year Estimates.
[5] U.S. Census Bureau, Census 2005 & American Community Survey 2015 5-year Estimates.

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

mesu
strategies

The Power of Land Use Policy

Local government plays an important role in reversing historic trends and opening opportunities to communities of color. Recognizing this, Austin leaders have taken multiple steps to leverage the power of local government to create equitable change. The City Council recently adopted a policy to systematically review all policymaking within the city with a racial equity lens. Resolution No. 20150507-027 (May 2015) directs the City Manager to evaluate racial equity in existing policies and practices and for all City departments to apply a custom Equity Assessment Tool during budgeting processes. In 2016, Council also approved the creation of the City of Austin Equity Office to focus on advancing equity in all aspects of City operations.[6] In 2017, City leaders turned their attention to CodeNEXT, Austin's update to its 30-year-old land use code, to influence the lives of the communities in Austin by guiding how and

Fig. 2: CodeNEXT Vision Statement

As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens, and where the necessities of life are affordable and accessible to all (Complete Communities).

Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality.

where development will occur in the coming decades (Figure 2).

The CodeNEXT Update is led by the City of Austin Planning and Zoning Department, and involves a wide range of stakeholders, including CIty Council, agencies, local leaders, and partners at the Government Alliance for Racial Equity (GARE) at the Center for Social Inclusion (CSI). A draft of CodeNEXT was completed in late 2017 and is now in the Racial Equity Assessment process.

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[6] http://www.austintexas.gov/department/about-equity-office

Evaluation Methods

This evaluation reviewed two central documents produced after applying the Racial Equity Assessment Tool to the latest draft of CodeNEXT:

> (A) the CodeNEXT "Equity Logic Models" developed by City of Austin in February 2018 (94-page document including 24 logic models) and

> (B) the CodeNEXT "Project Analysis and Engagement" responses reported by City of Austin in February 2018 (18-page document).

The evaluation team analyzed these two documents to identify the extent to which self-assessments uphold community priorities as listed in the Racial Equity Assessment Tool (Appendix). Key questions included:

1. In what ways did the goal, outcome, and assumptions stated in the logic models address the problem and context outlined by community?

2. How did strengths weigh against challenges?

3. What improvements could be made to augment strengths and reduce challenges related to goals, outcomes, and assumptions?

4. What improvements could be made to address community priorities related to named stated activities and data?

5. In what ways did the logic models address the community's priority outcomes related to economic opportunity and affordability, mobility, safety, health, cultural and learning opportunities?

6. To what extent did community engagement processes and/or community partnerships inform CodeNEXT development?

Based upon this analysis, and drawing in examples from other municipalities and principles of equity from the field, the evaluation team also developed recommendations for strengthening community priorities in CodeNEXT's development and final revisions.

Numerous materials were referenced for informational purposes and to support the evaluation, but not analyzed as a focus of the evaluation. These materials included:

- The Imagine Austin Comprehensive Plan (2016)
- City of Austin Strategic Direction 2023

- City of Austin Strategic Direction Indicators
- City of Austin CodeNEXT website

This evaluation presents numerous strengths and limitations in its execution:

- Focus: The evaluation focus was limited to CodeNEXT racial equity self-assessment documents, and did not focus on the CodeNEXT language directly. Any CodeNEXT activities and efforts under way were only known to the evaluation team if they were included in the documents in review.

- External evaluators: External evaluation of City's REAT assessment offers multiple benefits: an objective perspective not influenced by local politics or history and external expertise that can enrich local knowledge. However, external evaluation also brings certain challenges: evaluators lack the knowledge of local culture and history brought by community residents and the expertise around processes, procedures and resources usually carried by City staff.

- Time limitations: Evaluators worked within a short time frame to review, digest, and analyze a broad set of materials. While this has allowed for a quick turnaround, this time frame allowed little room for a collaborative evaluation process, and may result in gaps or inconsistencies in the analysis.

Cross-cutting Findings and Recommendations

(1) Increase attention to intersectional outcomes in the Racial Equity Self-Assessments

CodeNEXT was developed around six core principles for action in the Imagine Austin Comprehensive Plan: "Grow as a compact, connected city," "Integrate nature into the city," "provide paths to prosperity for all," "develop as an affordable and healthy community," "sustainably manage water, energy and other environmental resources," and "think creatively and work together." Each of these principles includes key objectives related to a prominent challenge and potential solution (e.g., for the objective to strengthen neighborhoods, the problem is that "development is unpredictable for neighborhoods…" and the solution is to produce "more refined zoning districts that better reflect the variety of conditions found in Austin neighborhoods…").

The REAT called for assessing the alignment of each of the CodeNEXT topics across six key priorities: economic opportunity and affordability, mobility, safety, health, cultural and learning opportunities, and government that works. These outcomes were named by Council to guide city priorities over the next five years and verified as assets to equity by the Austin community and should have greater prominence in the REAT responses.

Each of the logic models should link to priority outcomes.

Logic models show promise that staff see the links between priority objectives and the multiple priority outcomes, as the logic models all name select outcomes of relevance to the given objective. However, more work can be done to *strengthen the focus on all priority outcomes* and to ensure consistency across principles and objectives. For instance, each of the objectives is associated with health impacts, but health is rarely named or discussed as an outcome of relevance. When race-based health disparities persist over the course of decades and are perpetuated by social and economic factors associated with neighborhood environments, it is essential to hold health up as a guiding outcome for each objective in CodeNEXT.

There are many possible reasons outcomes are not consistently discussed across the topics: errors of omission, the interpretation of REAT tool instructions, the clarity of the instructions themselves, lack of understanding of the links between the strategies and these outcomes, etc. If these issues are not showing up in the logic models, there is a strong possibility that they also do not appear in corresponding parts of CodeNEXT.

RECOMMENDATION: Revisit all logic models and diligently include in each an explicit discussion of all key outcomes. Use this information to make changes to CodeNEXT language. Even if the strategies for advancing outcomes are not yet known, the future-orientation of the policy will allow for innovation. If there are difficulties in drawing connections between objectives and outcomes, these should be stated, although there is a growing body of articles, webinars and other resources available to help draw links between seemingly unrelated issues and outcomes (e.g., health, climate, economic opportunity).

(2) Aim for consistency in language and practices across the logic models

The REAT called for consideration of multiple important dimensions of equity in public policy development and implementation, and encouraged proactive consideration of common themes among diverse departments. An analysis of the collection of responses across 24 logic models revealed significant variations and inconsistencies. While some variability across diverse topics is to be expected, the variability was not always associated with topics/issue areas. For instance, multiple logic models address the issue of affordable housing, but not all these models consider the same types of data or strategies to pursue affordable housing even when these same strategies would apply across objectives or outcomes. And, as indicated on page 12 of this report, some terms are subject to multiple definitions.

RECOMMENDATIONS: Though REAT logic models, overall, are thorough and impressive in their consideration of equity policy content and processes, inconsistency across the collection suggests that the REAT itself could be improved. Reduce ambiguity around terms and/or procedures guiding the implementation of the REAT and leaving less room for interpretation and subsequent variation among users. For instance, instructions for defining the "equity vision" for each logic model should require naming the relevant communities and where they are, the relevant history pertaining to the topic, and how engagement of that community addresses specific benchmarks for equitable engagement and established targets for equity outcomes. Review all language for ambiguity and make modifications to "do no harm." Some of this work will require greater time, consideration and collaboration.

(3) Build capacity and culture around community partnership

Descriptions of community engagement in the materials suggest a need to improve understanding and/or attention to equity in City processes with the public. Community engagement responses in the REAT are characterized by long and impressive lists of groups connected to the development of CodeNEXT. However, these lists provide no indication of group characteristics, such as the locations they represent, their values or priorities, the demographics of their constituents, or the agendas that they support. Also missing was information regarding the type of engagement with the City: the purpose of outreach, the venue where engagement occurred, the duration of contact or partnership, or the type of relationship.

The aim of community engagement, or ideally, community partnership, in local governance processes is to uncover knowledge and diverse expertise to inform the identification of appropriate questions and solutions. Community perceptions constitute valid data: they describe the lived experience and

results of implementing plans and codes. In a land use development process centered around racial equity, community engagement processes can reveal important data about where and how issues are surfacing, and for whom, and what solutions fit. This information can ensure that land use planning will guide considerations regarding who development is for, in addition to how development will happen.

Since information presented contains gaps, we conducted an external analysis of community engagement based solely on the groups named and a high-level understanding of spatial demographics in Austin. This analysis revealed potential gaps in outreach to Austin's communities of color and communities representing other important equity dimensions (e.g., age, immigration status, language).

RECOMMENDATIONS: Update self-assessment responses to better address, learn about, and improve issues related to community engagement. Develop a map of the advocacy landscape in Austin to inform future outreach. This map can serve as a reference for outreach and engagement activities. It can also serve as a reference for local needs. Sometimes, engagement is lacking or difficult to achieve because the advocacy infrastructure is weak (e.g., the community is too dispersed, uninformed, or under-resourced to organize). Understanding local needs can allow a group like the City to work with partners to encourage and cultivate local leadership (e.g., City can encourage foundations, academic institutions, consultancies, others to take on different roles to help build community capacity). Equity Office and City departments should find ways to partner with one another on outreach targets, strategies, and opportunities to coordinate across departments. Cultivate relationships with underrepresented groups (e.g., especially with consideration to geographic, demographic, and issue-based diversity). More immediately, circle back to include more information on duration and nature of engagements, to better analyze and understand patterns related to quality of feedback, buy-in on ideas, etc..

(4) Name and leverage the power of City staff to collaborate on equitable change

One of the greatest resources for advancing equity in CodeNEXT is City staff themselves; this deserves proper attention in the logic models.

Austin City leaders recognize local government as critical to equitable change; many of the logic models list "high level leadership" and capacity building support as essential resources for success. In addition to leadership at the top, however, City staff must also consider themselves to be a critical resource. As experts across multiple relevant fields (e.g., housing, transportation, land use, economic development, etc.), City staff can improve outcomes across CodeNEXT objectives and outcomes by contributing their ideas and expertise to topics outside of their traditional silos. Together with community expertise, multi-disciplinary expertise can improve problem definition and solutions identification.

It is also important for City staff to consider their own diversity in the context of the diversity of the community they are planning for.   The Planning and Zoning staff team, tasked with developing CodeNEXT, is 82% white. The executed contract with the prime consultant on CodeNEXT does not have equity principles built into it.   Hiring local community members within the walls of city government will both deepen and expand the expertise available to City staff tasked with planning and implementation.

RECOMMENDATIONS: Promote cross-departmental collaboration by creating and/or leveraging task forces and committees tasked with addressing and implementing specific issues (e.g., CA Health In All Policies Task Force). Develop hiring guidelines to promote inclusion and local representation in City staff roles (e.g., Engaging Local Government Leaders) and consultant contracts. Consciously plan for diverse voices and perspectives on staff and in contracts. Recruit local community members from diverse backgrounds to join City staff roles.

(5) Build a supportive infrastructure around CodeNEXT to "scaffold" equity efforts now and into the future.

The Center for Social Inclusion uses a framework for advancing equity in policy change processes: Normalize, Operationalize, and Organize around a shared vision for racial equity. Austin is ahead of the game, having recently created a Racial Equity Vision that firmly centers race in its history, values and guiding priorities. Equity is also included in the vision for Imagine Austin.

To build on this progress, Austin can "normalize" equity across its efforts by transforming the central question of "What are we planning?" to "For whom are we planning?" City Council can reinforce and institutionalize the consideration of questions through new policies and resolutions that set visionary goals for equity practice. Austin can "operationalize" equity practices by strengthening its learning perspective: consistently gathering both quantitative and qualitative data to augment and ground truth analyses, disaggregating data by race, and moving to greater levels of specificity in understanding demographic, temporal, and cultural patterns associated with place. The City can also support efforts to "organize" around equity by leveraging its partnerships across sectors to advance the priorities of low-income people and communities of color.

RECOMMENDATIONS: Pass a resolution that makes the moral and business case for equity (e.g., One Fairfax) and lays out equity principles and actions (e.g., Puget Sound). Pass a resolution and/or policy that lays out a framework to analyze equitable development (e.g., Seattle) and guide planning decisions (e.g., Seattle). Map City partnerships with national and regional players (e.g., philanthropy, school district, industry), and strategies for building capacity and resources to advance priorities of Austin's neighborhoods of color and communities of color. Pursue funding to increase the possibilities and potential for equity implementation.

Conclusion

To ensure that the needs and desires of Austin's low-income people and communities of color are included in the development of CodeNEXT, staff must revisit and review efforts on the logic models. Revisions should be done with consideration to consistency and completeness, attending to all questions posed by community, and making specific augmentations recommended in the body of this report and the SWOT analysis in the appendix. Collaboration between departments and with community in this review process promise to expedite and improve content to allow for a more meaningful commitment to community in the code.

The staff of the City of Austin have taken an enormous leap toward increasing the equity impact of CodeNEXT. Though the self-assessment process itself might have some bumps to smooth over, the comprehensive and thoughtful early beginnings bring promise of significantly augmenting the integration of community priorities in local planning codes. Successfully executed over the long term, the process also promises to build trust and strengthen partnerships between the City and community members and improve outcomes for all Austinites.

Appendices

# Appendix 1: History of Austin and Demographic Data

A:

CHANGE IN POPULATION, 1960 - 2010		
Year	Population	Percent Change
1960	186,545	--
1970	253,539	35.9
1980	341,665	34.8
1990	465,622	36.3
2000	656,562	41
2010	790,390	20.4

Source: U.S. Census Bureau

POPULATION GROWTH: Austin's aggregate population has dramatically increased over the past 50 years. The city's growth has been rising consistently since the 1970s.

B:

Racial/ethnic composition: Austin City, TX, 1980-2015
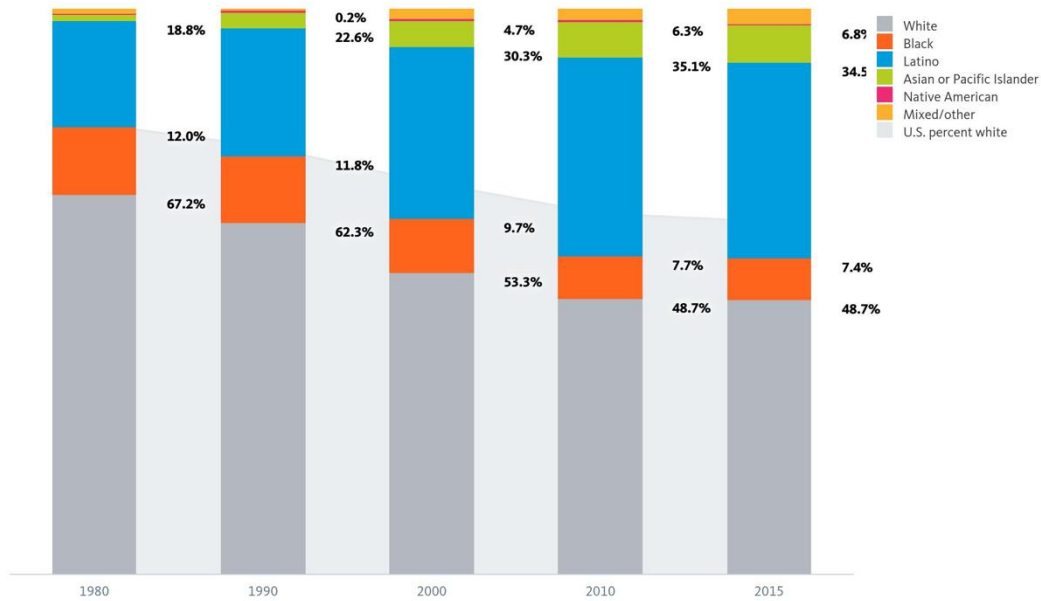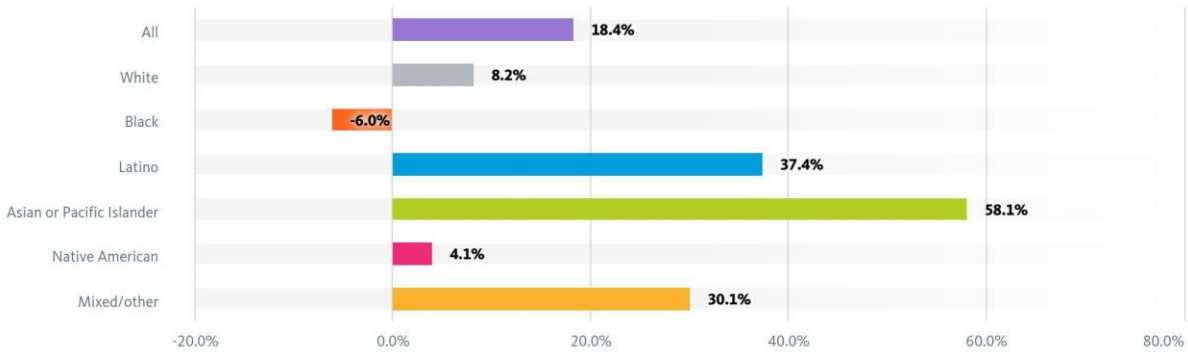
U.S. Census Bureau; NHGIS; Woods & Poole Economics, Inc.
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

DEMOGRAPHIC SHIFT: Austin's growth in recent decades is largely attributable to rising populations of people of color. Between 1980 and 2015, Austin's population shifted from majority White to majority people of color. While the LatinX and Asian/Pacific Islander populations have grown steadily in the last 30 years, Austin's Black population dropped between 1990 and 2010 and continued to fall into 2015.

C:

Percent change in population: Austin City, TX, 2000-2010
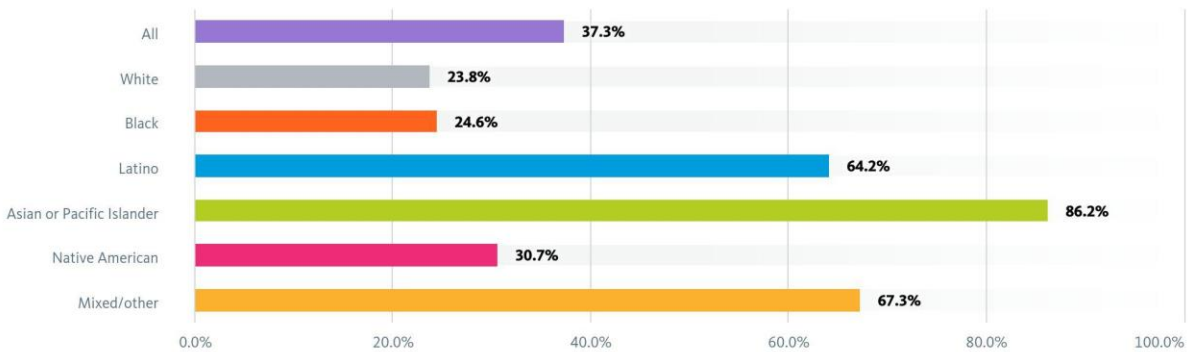

U.S. Census Bureau; Woods & Poole Economics, Inc.
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

BLACK POPULATION DECLINE: Austin's Black population is in decline, despite the city's overall growth. This population loss cannot be divorced from the historic inequities that have disproportionately burdened African-American residents of the city.

D:

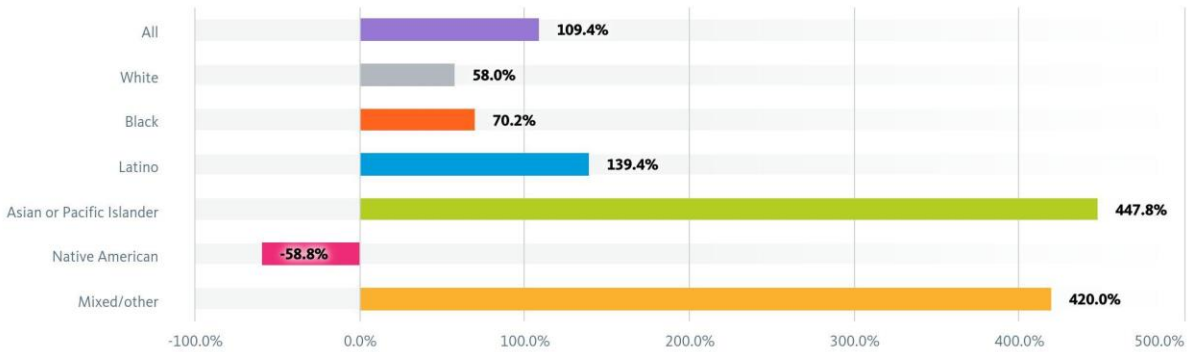Percent change in population: Austin-Round Rock, TX Metro Area, 2000-2010

U.S. Census Bureau; Woods & Poole Economics, Inc.
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

REGIONAL GROWTH: Like the city of Austin, the Austin Metropolitan Area has also experienced significant growth in recent years, in particular among communities of color. Between 2000 and 2010, the LatinX population grew by 64% while the Asian/Pacific Islander population surged by 86.2%. Unchecked, regional growth and growth in the urban core can lead to dramatic increases in housing costs, increasing risks of housing instability, particularly for communities of color.

E:

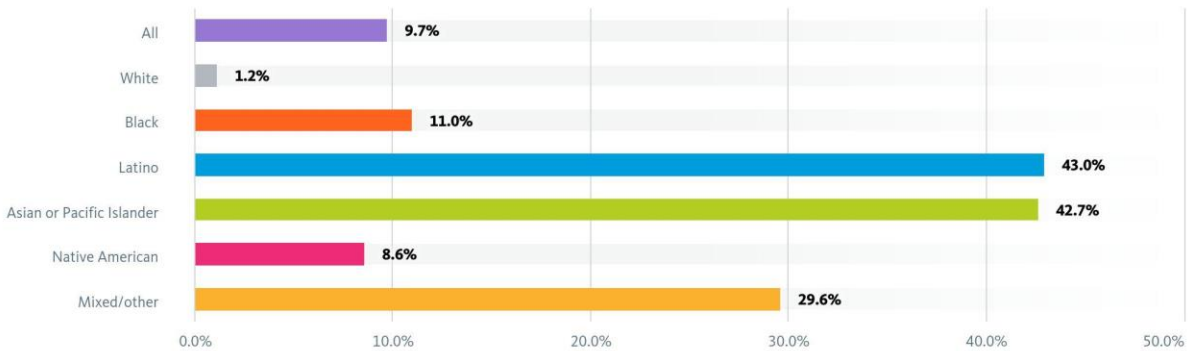Percent change in population: Austin-Round Rock, TX Metro Area, 2010-2050

U.S. Census Bureau; Woods & Poole Economics, Inc.
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

FUTURE REGIONAL GROWTH: Projections for the Austin Metropolitan Area suggest significant continued growth, particularly among persons of color. However, while the regional population is expected to double, projections show a decline in Native American communities. Regional growth patterns underscore the importance of incorporating the priorities of non-White groups that have historically been excluded from planning decisions.

F:

Percent change in population: United States, 2000-2010

U.S. Census Bureau; Woods & Poole Economics, Inc.
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

In large part, Austin acts as a microcosm of the growing non-white population across the United States, and the urgent need to implement public policy that maximizes opportunity for historically marginalized and disenfranchised groups in urban America.

Appendix 2: Racial Equity Assessment Tool

City of Austin Equity Assessment Tool for CodeNEXT

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City of Austin Equity Assessment Tool (DRAFT)

INTRODUCTION

The vision of the City of Austin is to make Austin the most livable city for ALL. The mission of the City of Austin Equity Office is to provide leadership, guidance, and insight on equity to improve the quality of life for Austinites. In order to achieve this vision, institutions need formal tools to closely examine policies, practices, budget allocations, and programs that perpetuate institutional racism and systemic inequities. The Equity Assessment Tool lays out a process and a set of questions to guide city departments in the development, implementation and evaluation of policies, practices, budget allocations, and programs to begin to address their impacts on equity.

Racial equity is the condition when race no longer predicts a person's quality of life outcomes in our community. The City recognizes that race is the primary determinant of social equity and therefore we begin the journey toward social equity with this definition. The City of Austin recognizes historical and structural disparities and a need for alleviation of these wrongs by critically transforming its institutions and creating a culture of equity. The Equity Assessment Tool leads with race, as it is the primary predictor of access, outcomes, and opportunities for all quality of life indicators. By focusing on racial equity, this tool introduces a framework that can be applied to additional marginalized social identities which intersect with racial identity including age, religion, gender identity, sexual orientation, and ability. The Equity Assessment Tool systematically integrates purposeful consideration to ensure budget and planning decisions reduce disparities, promote service level equity, and improve community engagement. This version of the Tool has been adapted specifically to examine the development process and impacts of CodeNEXT.

BACKGROUND

Austin has a long history of systemic racism and racial inequity that continues today. From the city's origins, African Americans and other communities of color were excluded, marginalized and discriminated against as a result of city policies and practices. This history was reinforced by segregationist policies throughout the 20th century affecting a range of Austin venues, including schools, public parks, and commercial businesses, among others. One of the most disheartening chapters of this legacy was the City of Austin's Master Plan of 1928, which divided the City along racial lines by moving community services for African American and Hispanic/Latinx residents to East Austin. African-American and Hispanic Austinites who tried to settle in areas outside of the designated district were often denied services such as utilities and access to public schools. People of color were told that if they wanted access to essential services, they had to live in the designated areas. Over the years that followed, Austin's cumulative zoning practices created a disproportionate number of environmental

hazards for residents of East Austin, which was largely zoned industrial. It wasn't until 1986 that Austin switched to restrictive zoning, which disallowed residences in industrial zones. However, this created a host of new problems for East Austin residents needing to repair or maintain homes that were already in industrial zones. Despite these challenges, communities of color in Austin thrived and developed strong, close knit, and vibrant communities.

While Austin was most recently recognized by US News and World Report as "The Best Place to Live in the U.S.," (citation needed), the City consistently makes national lists as a city with severe inequality. In 1950, Austin was fourth in the country for the most income inequality. In 2015, the Martin Prosperity Institute listed Austin as the most economically segregated city in the country (citation needed). Legacies of displacement by wealthier white Austinites and lack of access to opportunity for people of color have marked the city with continued racial disparities. For more historical context, see Appendix A.

In an effort to address racial inequity in Austin, City Council passed Resolution No. 20150507-027 in May of 2015, which directed the City Manager to evaluate the impact of existing city policies and practices on racial equity and develop an Equity Assessment Tool that can be used across City departments during the budget process. The Council's goal is to utilize the Equity Assessment Tool and implement new policies, practices, and programs to help identify and address the inequities that impact the quality of life for low-income communities in Austin, which are disproportionately communities of color.

When fully implemented, the Equity Assessment Tool will support City of Austin departments to:

- Focus on human centered design and building institutional empathy;
- Engage residents in decision-making processes, prioritizing those adversely affected by current conditions;
- Bring conscious attention to racial inequities and unintended consequences before decisions are made;
- Advance opportunities for the improvement of outcomes for historically marginalized communities;
- Removing barriers to the improvement of outcomes for historically marginalized communities; and
- Affirm our commitment to equity, inclusion, and diversity.

INSTRUCTIONS

This tool should be completed annually by department leadership and financial staff as you craft your budget proposals and business plans for the following fiscal year.

Please refer to the following seven steps for building racial equity, provided by GARE, as you complete this tool:

1. **Know the History:** Consider historical events that have negatively impacted communities of color. Acknowledge them and create space for communities to share as to not repeat the same mistakes.

2. **Develop the Proposal:** What is the policy, program, practice or budget decision under consideration? What are the desired results and outcomes?

3. **Monitor Data:** What are the data? What do the data tell us? Are they disaggregated by race?

4. **Engage the Community:** How have communities been engaged? Are there opportunities to expand engagement? What are the participant demographics?

5. **Analysis and strategies:** Who (what demographic communities) will benefit from or be burdened by your proposal? What are your strategies for advancing racial equity or mitigating their consequences?

6. **Implementation:** What is your plan for implementation?

7. **Accountability and Communication:** How will you ensure accountability, communicate, and evaluate results? What data will you collect? Who will review and analyze it?

SECTION ONE: PROJECT ANALYSIS

1. What strategies does your project team employ to ensure CodeNEXT does not adversely impact communities of color? How will the team assess impacts?

2. What is the racial makeup of the CodeNEXT project team's staff? (Your HR representative can provide this information.)

3. What is the racial makeup of CodeNEXT's contractors and consultants? Are the contractors and consultants accountable to equity principles?

4. What are your department's strategies for ensuring diversity of the CodeNEXT project team?

5. What dollar amount and percentage of CodeNEXT's budget is allocated towards training opportunities for staff that focus on critical issues related to equity and the elimination of institutional racism?

    a. Please list those training opportunities.

    b. In what ways is the CodeNEXT team on-boarded or oriented to historical and current racial inequity?

6. How is the CodeNEXT team collaborating with other City departments to achieve racial equity in Austin?

SECTION TWO: ENGAGEMENT

1. Please list all of the ways CodeNEXT offers residents opportunities to provide input (e.g. in-person, online, mail surveys, etc.)

2. Please list all of CodeNEXT's community engagement events/activities.

3. At what stage in your decision making process do you engage the community?

4. How many community members have you engaged over the course of your project?

5. What are the demographics of the community members you have engaged? What strategies are used to engage under-represented groups?

6. Does the CodeNEXT project team collect feedback to evaluate the effectiveness of community engagement efforts? If so, how? What has changed based on input from historically Black and Latinx neighborhoods?

7. Provide examples of how is the feedback received in community engagement has been integrated into CodeNEXT.

8. What is the CodeNEXT team doing to understand the lived experiences of members racially marginalized communities? Are there members of the CodeNEXT team with lived experience surrounding displacement?
   - ❏ Participating in simulated training experience
   - ❏ Focus groups with the community
   - ❏ Other: _____

9. Does the CodeNEXT project team translate public documents, policies, applications, notices, and hearings for persons with limited English proficiency or visual/hearing impairments? What dollar amount and percentage of your project budget is allocated towards this process? (Feel free to copy from your department's Language Access Plan.)

   - Please describe how the CodeNEXT project team determines which public documents, policies, applications, notices, and hearings are translated for persons with limited English proficiency or visual/hearing impairments.

   - List all languages into which public documents, policies, applications, notices, and hearings are translated for limited English speaking populations.

   - Please describe the process for receiving input from non-English speakers.

10. Please describe how the CodeNEXT project team verifies the reading level of public documents, policies, applications, notices, and hearings.

11. What dollar amount and percentage of CodeNEXT's budget is allocated towards ensuring that public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public?

    - Please describe the CodeNEXT project team's process for determining if public documents, policies, applications, notices, and hearings are concise, understandable, and readily accessible to the public.

- Please describe by what means the CodeNEXT project team makes public documents, policies, applications, notices, and hearings more concise, understandable, and readily accessible to the public.
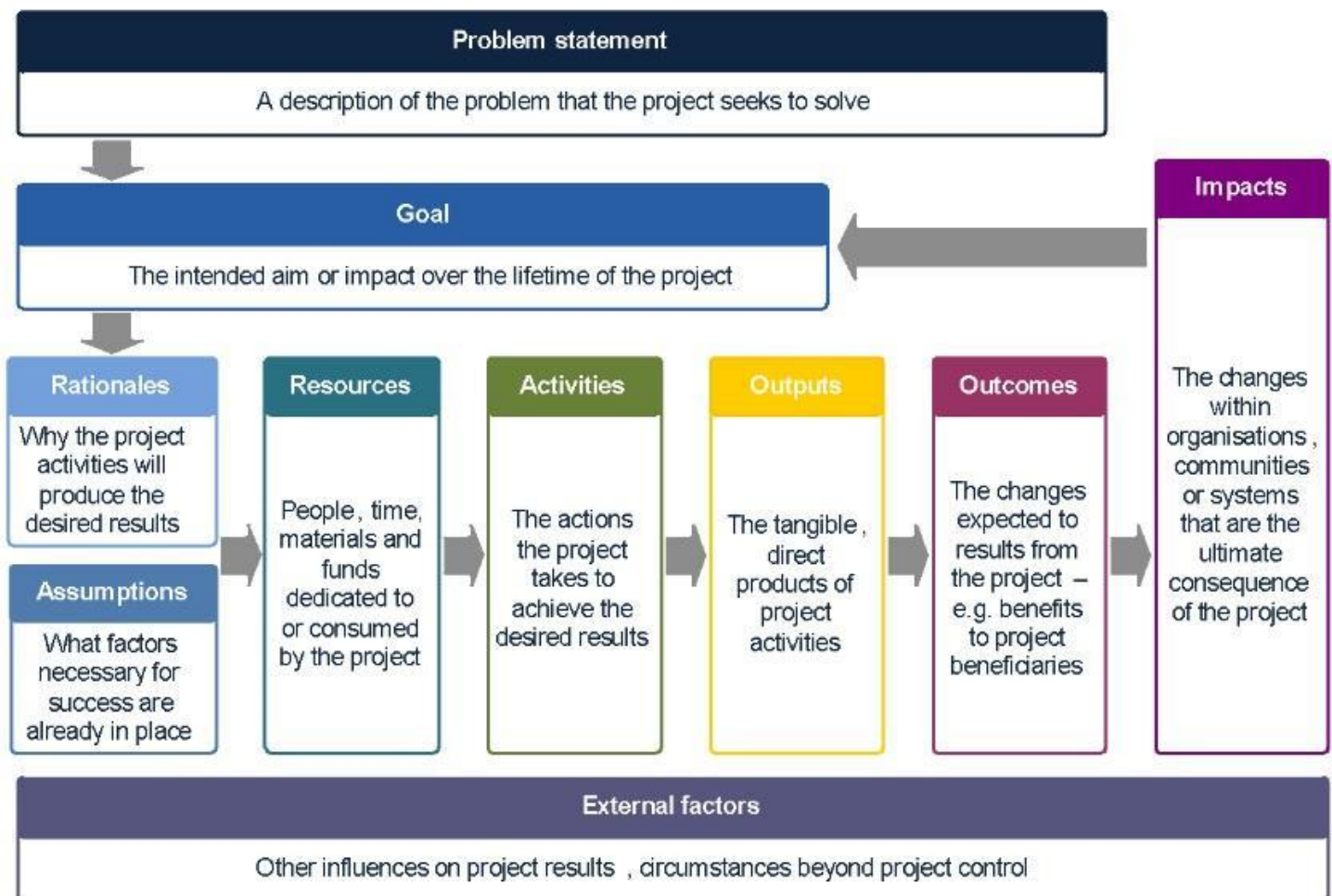
12. What dollar amount and percentage of CodeNEXT's budget is allocated towards holding public meetings for the purpose of fact-finding, receiving public comments, and conducting inquiries?

- Please describe the CodeNEXT process for determining when public meetings for the purpose of fact-finding, input, receiving public comments, and conducting inquiries are appropriate.

- Please describe what accommodations are made so that community members may meaningfully participate:
  - ❏ Food is provided
  - ❏ Supervised children's activities are provided
  - ❏ ASL is provided
  - ❏ Translation or interpretation provided in (please specify languages):
    - ❏ _____
    - ❏ _____
    - ❏ _____
    - ❏ _____
  - ❏ Transportation is made available for community members with mobility issues
  - ❏ Location selected to be accessible to target community(s)
  - ❏ Other:_____

13. What other strategies does the CodeNEXT project team employ to ensure accountability to communities of color in its planning process? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, focus groups, increased outreach, providing a stipend for participation, input follow through, etc.)

SECTION THREE: LOGIC MODEL

Please attach to your final submission a Logic Model following the below template. In your Logic Model, please identify all the ways that CodeNEXT has the potential to positively impact racial equity in one or more of Council's six priority areas.

Problem statement

A description of the problem that the project seeks to solve

Goal

The intended aim or impact over the lifetime of the project

Rationales	Resources	Activities	Outputs	Outcomes	Impacts
Why the project activities will produce the desired results	People, time, materials and funds dedicated to or consumed by the project	The actions the project takes to achieve the desired results	The tangible, direct products of project activities	The changes expected to results from the project – e.g. benefits to project beneficiaries	The changes within organisations, communities or systems that are the ultimate consequence of the project
Assumptions					
What factors necessary for success are already in place					

External factors

Other influences on project results , circumstances beyond project control

SECTION FOUR: ALIGNMENT (with Council's Six Proposed Priority Outcomes)

Austin City Council has proposed the following six priority outcomes to guide the City:

- Economic Opportunity and Affordability: Having economic opportunities and resources that enable residents to lead sustainable lives in their communities.
- Mobility: Getting where and when they want to go safely and cost-effectively
- Safety: Being safe in our home, at work, and in their communities
- Health: Being able to maintain a healthy life both physically and mentally
- Cultural and Learning Opportunities: Being enriched by Austin's unique civic, cultural, ethnic, and learning opportunities

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- Government that Works: Believing that City government works for everyone: that is fair and equitable; serves as a good, continuously improving and innovating steward of its resources; recruits and retains a high performing, ethical workforce; effectively collaborates with the public; and delivers the results people expect and an experience they welcome.

The below table is intended to analyze opportunities to advance racial equity and examine unintended negative consequences in Council's six priority areas. The scoring scale of the worksheet is from -10 to +10.

Instructions:

- Choose *only one* answer in boxes 1-4
- Please choose *all* areas that apply in boxes 5 and 6
- Record final score in box 7

Box 1: Logic Model Alignment

+1) Logic model demonstrates clear connection between CodeNEXT's strategy and desired outcome.

0) Unclear if logic model demonstrates a connection between CodeNEXT's strategy and desired outcome.

-1) Logic model does not demonstrate a connection between CodeNEXT's strategy and desired outcomes.

Box 2: History	Box 3: Data	Box 4: Community Engagement
+1) CodeNEXT will address, mitigate, and/or eliminate historic racial inequities 0) No historical racial impact; not a racial issue (e.g. administrative issue) -1) Perpetuates, reinforces, or ignores systemic racial inequities	+1) CodeNEXT addresses inequities validated by racial disparity data 0) Data reflect no impact on equity; not a racial issue (e.g. administrative issue) -1) CodeNEXT is not supported by disaggregated data on racial inequities	+1) Communities of color have been actively and efficiently engaged 0) Community is not affected by the issue (e.g. administrative issue) -1) Communities of color have not been engaged, or have not been engaged appropriately or effectively

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Box 5: Advancing Equity	Box 6: Unintended Outcomes	Box 7: Impact
+1) Economic Opportunity +1) Mobility +1) Safety +1) Health +1) Cultural and Learning Opportunities +1) Government that Works	-1) Economic Opportunity -1) Mobility -1) Safety -1) Health -1) Cultural and Learning Opportunities -1) Government that Works	Total _____

Appendix A: History

To know where we are going, we must first know where we have been. Learning about past inequities and social justice issues in our community can prevent repeating the same mistakes.

Learn More about Austin's Racial History:

- Austin- A "Family-Friendly" City: Perspectives and Solutions from Mothers in the City. (2015)
- Link to full Master Plan of 1928 (the "Koch Proposal") which formally and legally segregated the City by only providing essential city services (utilities, education, paved roads) to people of color in areas east of what is now I-35.
- "How East Austin Became a Negro district" (East End Cultural Heritage District)
- East Austin Gentrification Overview (East End Cultural Heritage District)
- "Austin: A Liberal Oasis?", a slide presentation by Undoing White Supremacy Austin, presenting a brief overview of the history of institutional racism in Austin (document format)
- *Shadows of a Sunbelt City* (Dr. Eliot Tretter, 2016, University of Georgia Press) Planning for displacement. The partnership between UTA, the state and federal governments, and the real estate industry and its dominance over City planning and economic development. In particular, Chapter 6 ("The Past is Prologue") describes how the City's legal and administrative policies, in conjunction with private zoning deed restrictions, codified institutional racism. Interview with Dr. Tretter
- Austin Restricted: Progressivism, Zoning, Private Racial Covenants, and the Making of a Segregated City (Tretter, Sounny-Slitine, Final Report to the Institute for Urban Policy Research and Analysis, 2012)
- Austin Gentrification Maps (making visible one of the effects of COA policy and practice)
- Inheriting Inequality (maps of the history of the racial divide in Austin)
- Crossing Over: Sustainability, New Urbanism, and Gentrification in Austin, Texas (the downside of the "new urbanist" movement)

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Appendix B: Proposed City Council Priorities Infographic

6 Austin City Council Priority Outcomes and Existing Disparities

1 Economic opportunity and affordability

27% Poverty rates for Asian (17%), Black (22%) and Hispanic (27%) Travis County residents are much higher than that of Whites (9%).

2 Mobility

19 % Residents in the two districts with the lowest median household income (Districts 3 & 4) spend 19% of their annual income on transportation.

Source: City Auditor Affordability Review, December 2016

3 Safety

21 % Blacks account for ~21% of jail bookings but comprise only 8% of the population.

Source: Travis County Sheriff's Office and the ACS 1-Yr population estimates

4 Health

42% In Travis County, 42% of Black adults are obese compared with 26% among Hispanics and 17% among White adults.

Source: 2011-2014, Austin Public Health

5 Cultural and Learning Opportunities

25% Less than 25% of Black and Hispanic adults in Travis County over 25 have a Bachelor's Degree or Higher as compared to almost 60% of Whites and 70% of Asians.

6 Trustworthy Government

60% Almost 60% of White Travis County residents participated in the 2012 Presidential election, as compared to roughly 40% of Blacks, 35% of Asians, and 30% of Hispanics.

Data Source: American Community Survey, 1 Year Estimates unless noted otherwise

Appendix C: Glossary of Terms

SOURCE: http://racialequitytools.org/glossary

Discrimination - The unequal treatment of members of various groups based on race, gender, social class, sexual orientation, physical ability, religion and other categories.

Diversity - Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender — the groups that most often come to mind when the term "diversity" is used — but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Ethnicity - A social construct that divides people into smaller social groups based on characteristics such as shared sense of group membership, values, behavioral patterns, language, political and economic interests, history and ancestral geographical base.

Racial equity - is the condition when race no longer predicts a person's quality of life outcomes in our community. The City recognizes that race is the primary determinant of social equity and therefore we begin the journey toward social equity with this definition. The City of Austin recognizes historical and structural disparities and a need for alleviation of these wrongs by critically transforming its institutions and creating a culture of equity.

Implicit bias - Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases with regard to race, gender, sexual orientation, age, religion, and other topics.

Inclusion - Authentically bringing traditionally excluded individuals and/or groups into processes, activities, and decision/policy making in a way that shares power.

Institutional racism - Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups. The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.

Intersectionality - An approach largely advanced by women of color, arguing that classifications such as gender, race, class, and others cannot be examined in isolation from one another; they interact and intersect in individuals' lives, in society, in social systems, and are mutually constitutive.

Oppression - Systemic devaluing, undermining, marginalizing, and disadvantaging of certain social identities in contrast to the privileged norm; when some people are denied something of value, while others have ready access.

Power - Power is unequally distributed globally and in U.S. society; some individuals or groups wield greater power than others, thereby allowing them greater access and control over resources. Wealth, whiteness, citizenship, patriarchy, heterosexism, and education are a few key social mechanisms through which power operates. Although power is often conceptualized as power over other individuals or groups, other variations are power with (used in the context of building collective strength) and power within (which references an individual's internal strength). Learning to "see" and understand relations of power is vital to organizing for progressive social change.

Prejudice - A pre-judgment or unjustifiable, and usually negative, attitude of one type of individual or groups toward another group and its members. Such negative attitudes are typically based on unsupported generalizations (or stereotypes) that deny the right of individual members of certain groups to be recognized and treated as individuals with individual characteristics.

Privilege - Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g. white privilege, male privilege, etc.). Privilege is usually invisible to those who have it because we're taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.

Race - A political construction created to concentrate power with white people and legitimize dominance over non-white people.

<u>Racial and ethnic identity</u> - An individual's awareness and experience of being a member of a racial and ethnic group; the racial and ethnic categories that an individual chooses to describe him or herself based on such factors as biological heritage, physical appearance, cultural affiliation, early socialization, and personal experience.

<u>Racism</u> - For purposes of this site, we want users to know we are using the term "racism" specifically to refer to individual, cultural, institutional and systemic ways by which differential consequences are created for groups historically or currently defined as white being advantaged, and groups historically or currently defined as non-white (African, Asian, Hispanic, Native American, etc.) as disadvantaged.

<u>Structural racism</u> - The normalization and legitimization of an array of dynamics – historical, cultural, institutional and interpersonal – that routinely advantage Whites while producing cumulative and chronic adverse outcomes for people of color. Structural racism encompasses the entire system of White domination, diffused and infused in all aspects of society including its history, culture, politics, economics and entire social fabric. Structural racism is more difficult to locate in a particular institution because it involves the reinforcing effects of multiple institutions and cultural norms, past and present, continually reproducing old and producing new forms of racism. Structural racism is the most profound and pervasive form of racism – all other forms of racism emerge from structural racism.

<u>White privilege</u> - Refers to the unquestioned and unearned set of advantages, entitlements, benefits and choices bestowed on people solely because they are white. Generally white people who experience such privilege do so without being conscious of it.

Appendix 3: SWOT Analysis Pt. 1 (Community Engagement Analysis)

An external review of reported community engagement suggests that more information and analysis would be needed from local and City stakeholders to better understand the quality of community engagement in CodeNEXT development. Drawing solely from an analysis of organizational names, the evaluation team produced an initial map of engagement by place and identity. The map suggests that the CodeNEXT development process could have done more to engage neighborhoods of color and communities of color. The map also raises questions about the advocacy landscape within Austin.

	Race/Ethnicity	Non-Racial/Ethnic Identity Groups	All Neighborhood Organizations	Neighborhood Organizations (clearly east of I-35)	Housing, Health/Human Services, Community Development, Social Justice, Faith-Based	Industry/Professional	Conservation/Environmental	Uncategorized
Place-Based Communities			North Austin Civic Association, Wes Peoples; Austin Neighborhoods Council; Southeast Neighborhood; Hancock Neighborhood Association; Allandale Neighborhood Association; Gracywoods Neighborhood Association; Legend Oaks Neighborhood Association; Montopolis Community Alliance; Blackland Neighborhood; Northwest Austin Coalition; Walnut Creek Neighborhood; Downtown Austin Alliance; Southwood Neighborhood Association; Downtown Austin Neighborhood Association; East Cesar Chavez Neighborhood; Ridgetop Neighborhood; Dawson Neighborhood Association; North Shoal Creek Neighborhood Association; University Hills Neighborhood Association; Chestnut Neighborhood	Chestnut Neighborhood; Blackland Neighborhood; East Cesar Chavez Neighborhood; Southeast Neighborhood; Montopolis Community Alliance; University Hills Neighborhood Association	Oak Hill Neighborhood Plan, Housing Works; Guadalupe Neighborhood Development Corporation		Save Barton Creek Association	
Identity-Based Communities	Latinitas; La Raza Roundtable; PODER; VAMOS Austin		Take Back the Trail			Capital City African American Chamber of Commerce; U.S. Hispanic Contractors Association; Greater Austin Asian Chamber		
Both								
Neither		Mayor's Committee for People with Disabilities; Accessible Housing Austin; ADAPT of Texas	Preservation Austin; Leadership Austin		Green Doors; Foundation Communities; Housing Works; Community Housing Development Organization; Desegregate ATX; Austin Housing Coalition; Austin Habitat for Humanity; AIDS Services of Austin; Austin Revitalization Authority; Austin-Travis County Health and Human Services Department; Community Advancement Network; One Voice Central Texas; Austin Justice Coalition; Austin Interfaith; Davis Chapel; Meals on Wheels	Real Estate Council of Austin; Chamber of Commerce; Homebuilders Association; Stanberry and Associates Realtors; Austin Independent Business Alliance; Torchy's Tacos; Ultra Investments, Inc.; Weitzman Group; AIA Austin; Armbrust and Brown; Big Red Dog; Langaro and Clark; Metcalfe Williams; Momark Development; PSW Real Estate; Urban Design Group; Endeavor Real Estate; Winstead PC; Austin Board of Realtors; Americans Society of Landscape Architects	AustinEcoNetwork; Watershed Protection Ordinance Stakeholders; Hill Country Conservancy; Austin Parks Foundation; Sierra Club; Save Our Springs' Central Texas Chapter Congress for New Urbanism	Imagine Austin Creative Economy Priority Program; Historical Homeowner; Austin Creative Alliance

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Appendix 4: SWOT Analysis Pt. 2 (Logic Models Analysis)

Analyses are embedded within a large spreadsheet, which should be attached to this document when printed or emailed.