

January 22, 2024
Draft Preliminary Presentation



THE CITY OF
ASHEVILLE



CEASE HARM COMPREHENSIVE AUDIT DRAFT PRELIMINARY PRESENTATION

IMPACTING THE AFRICAN AMERICAN COMMUNITY



Carter Development Group

Research Team

Dr. Adrian N. Carter, PhD, Project Lead
Dr. La'Shana Wiggs, Project Manager



CRIMINAL JUSTICE

Dr. Walter McDaniels, PhDc
Ricky Lebrun, MS



HEALTH & WELLNESS

Ashley Carter, MS, RD, LDN
Guillenne Smith, MSN, ARNP



ECONOMIC DEVELOPMENT

Dr. La'Shana Wiggs, DBA
Adrienne Hibbert



HOUSING

Beverly Cooper
Ashley Jamieson, ESQ.
Jonathan Moses



EDUCATION

Jennifer Felton, MS
Desmond Williams, MA



INTERNAL WORKFORCE

Dr. Adrian N. Carter, PhD



EQUITY, INCLUSION, AND HUMAN RIGHTS

Dr. Adrian N. Carter, PhD

CONTENTS

- Approach & Methodology
- Key Harm Preliminary Findings
- IFA Preliminary Findings
- IFA Recommendations
- Next Steps



PURPOSE OF THE STUDY

- A comprehensive examination of the County and City government's alignment with municipal, state, and federal regulations, statutes, and requirements to ensure the cessation of harm upon African-American people in Asheville and Buncombe County.
- **The first known audit of this nature funded by a municipal and county government.**
- This audit creates a baseline assessment that works toward the cessation of harm.



Values Carter Development Group

It's not the problem
that counts. It's
THE SOLUTION.

At Carter Development Group, we utilize The Ellison Model, a powerful social development tool, to expand the leadership acumen of leaders and the potential of communities everywhere. Our mission is to provide insight and inclusive strategies through research and consulting.

THE ELLISON MODEL™

Inclusive Community Building Approach



THE SOLUTION

The Ellison Model Principles for inclusive community building.

Care

Share

Love

Trust

Honor

Respect

Reparations Resolution

Both governments have caused harm and have indicated their willingness to address those harms.

**It's not the problem
that counts. It's
THE SOLUTION.**

METHODOLOGY

1. Impact Focus Areas (IFA)

2. Definitions

3. Project Phases

4. Metrics

5. Harm Compass

IMPACT FOCUS AREAS



EDUCATION



HEALTH & WELLNESS



ECONOMIC DEVELOPMENT



HOUSING



CRIMINAL JUSTICE



INTERNAL WORKFORCE



EQUITY, INCLUSION, AND HUMAN RIGHTS

Preliminary Presentation

- Recommendations include actions both governments can undertake within current service delivery and opportunities to expand services and/or strengthen community partnerships.
- The findings presented today are preliminary.
- Input from the Community Reparations Commission will guide our next steps.
- The goal of the harm audit is to aid the Community Reparations Commission in developing its recommendations.

What is a Harm Audit?

A harm audit (or equity audit) is a comprehensive assessment of an organization's policies, practices, programs, and outcomes to identify and address disproportionality, disparities, marginalization, and inequities.

The findings of a harm audit can inform targeted interventions and policy changes to create a more equitable and just environment.

Definitions

DISPROPORTIONALITY is the overrepresentation of a specific race or ethnicity that exceeds expectations for that group or differs substantially, resulting in disparity.

DISPARITY: Unequal treatment when comparing a racial or ethnic minority to a non-minority.

MARGINALIZATION: to relegate to an unimportant or powerless position within society or group. To marginalize is used to describe the casting aside of groups that are considered “other” within society.

Project Phases

Audit timeframe
July 1, 2020 – June 30, 2023

Data Collection

Data Analysis

Preliminary
Presentation

Review Meetings

Final Report

- Policies
- Reports
- Cohort Meetings
- Identify federal, state, and local laws

- Artifact reviews
- Identify themes, patterns, outcomes
- Summarize findings

- Presentation to the Community Reparations Commission

- County & City Review Meetings

- Finalize recommendations
- Finalize Report
- Final presentations

Audit Approach

18 Cohort meetings

Conducted 18 cohort meetings across the County and City government departments.

1000 Artifacts

Collected and reviewed more than 1000 artifacts across seven (7) focus areas.

70 Preliminary Recommendations

Developed nearly 70 recommendations across the seven (7) focus areas.

Metrics*

Criminal Justice

1. Recruitment & Training Procedures
2. Traffic Stops & Searches
3. Alternative Sentencing Programs

Economic Dev

1. Small Business Development
2. Access to Financing
3. Government Procurement and Contracting

Education

1. Early childhood developmental milestones
2. Grant funding awareness

Healthcare & Wellness

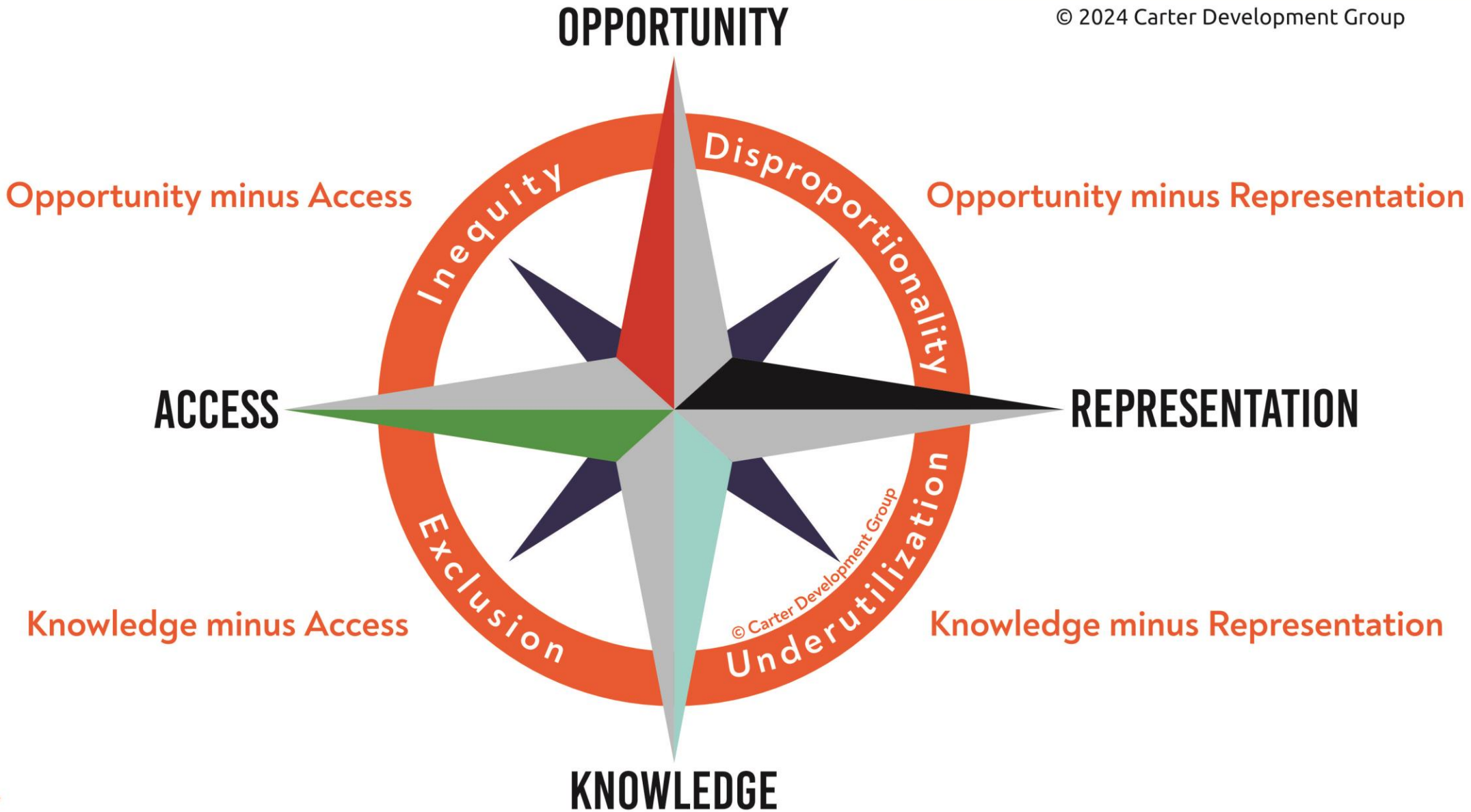
1. Access to Healthcare
2. Food Insecurity
3. Wellness Services

Housing

1. Housing Market Dynamics
2. Regulatory Compliance
3. Housing Access and Support

*A total of 35 metrics were assessed across seven (7) focus areas.

Created by Dr. Adrian N. Carter, Ph.D.



O.K.R.A

OPPORTUNITY

Programs, services, resources, and pathways that support the quality of life for residents.

KNOWLEDGE

Outreach campaigns to raise awareness about programs, services, and resources.

REPRESENTATION

Demographic data of the program, service, and resource benefactors.

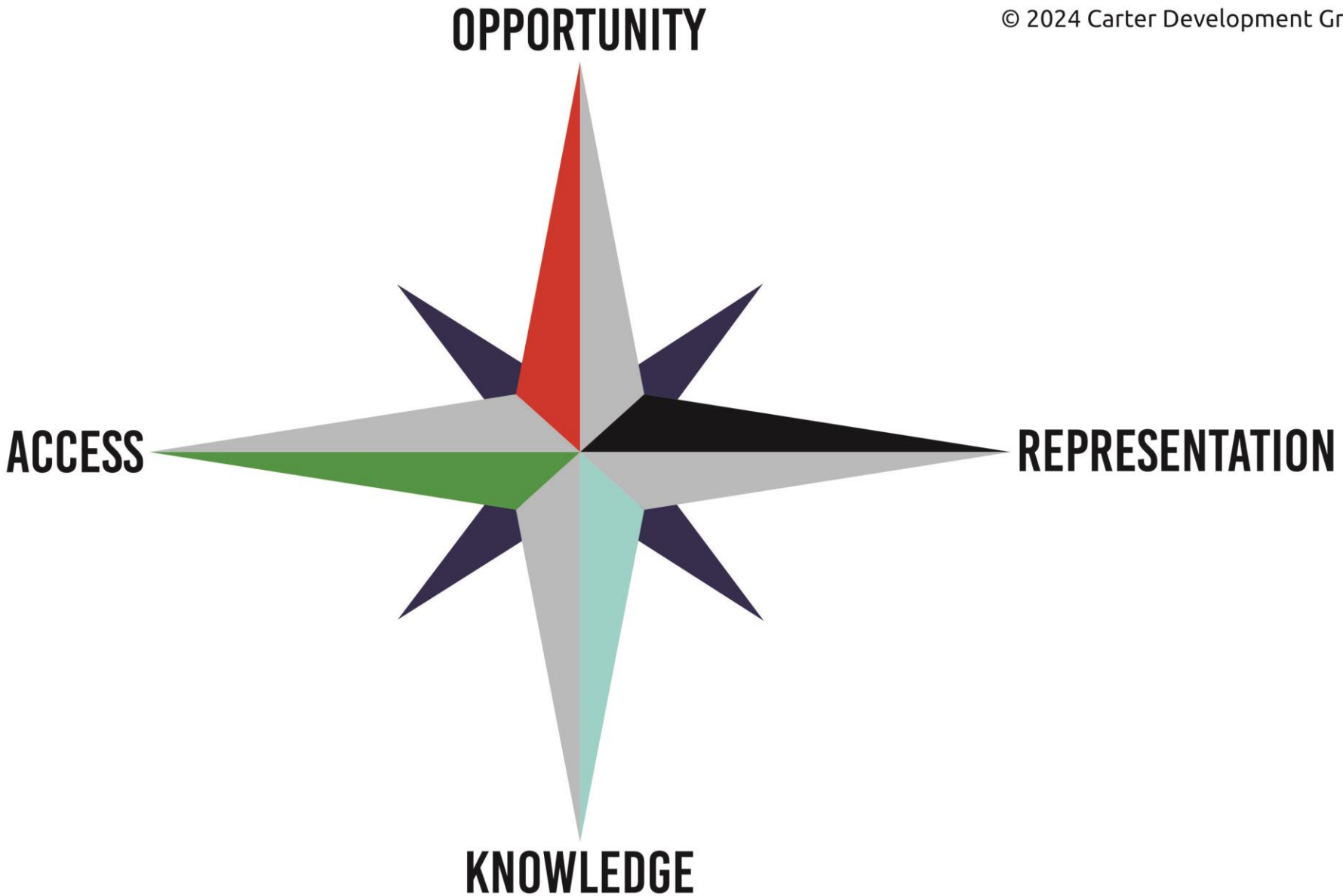
ACCESS

Processes that provide equitable access to programs, services, and resources.

Essential Questions

1. What is the result of Opportunity minus Representation?
2. What is the result of Knowledge minus Representation?
3. What is the result of Knowledge minus Access?
4. What is the result of Opportunity minus Access?

Created by Dr. Adrian N. Carter, Ph.D.



PRELIMINARY FINDINGS

1. Key Harm Findings

2. Economic Dev IFA

3. Education IFA

4. Housing IFA

5. Health & Wellness IFA

6. Criminal Justice IFA

7. Internal Workforce

8. Equity Offices

Preliminary Key Harm Findings

Insufficient data-driven practices to determine the level of Black and African-American participation/representation in County and City opportunities.

Insufficient data-driven evaluation of the equitable use of funds allocated to partnership programs.

County and City governments lack wide-scale racial equity training to create baseline knowledge of equitable practices.

There is a limited affordable housing supply for purchase or rent throughout the County and City.

Subjective interpretation of Human Resources' hiring and promotion processes has enabled covert, latent, and explicit biases.

ECONOMIC DEVELOPMENT



Business

Financial data from a newspaper business section:

Category	Item	Value	Change
Currencies	£/\$ Rate	1.5314	Change -4.03c
	€/\$ Rate	1.3628	Change -1.23c
	FXM: All Share Index	3473.30	-1.41 (-0.04%)
Commodities	Gold (AU\$100)	\$1146.06	(-7.4%)
	Brent Crude (AU\$100)	\$52.14	(November) -0.24 (-0.45%)

News: Long haul for Tesco Company halts sales spiral but profits fall



**ECONOMIC
DEVELOPMENT**

Economic Development Data Collection

Buncombe County

- Economic Development Policy
- Strategic Plan
- Project Awards
- Grant Guidelines
- IHP Program Dashboards
- MCCF Services & Duties Agreement
- MCCF Underwriting Guidelines
- One Buncombe Data and Awards Roster
- Scoring Metrics for Review Team

City of Asheville

- Asheville Business Inclusion Policy
- Economic Development Policy
- ABI 3 Year Contract List
- Grant Guidelines
- Files with RFP/RFQ/RFI Submission and related contract information
- Project Awards
- Asheville Business Inclusion MWBE Vendor List
- Website links



Government Procurement and Contracting

Findings

Persistent utilization of repeat vendors limiting opportunities for minority-owned businesses.

Buncombe County Purchase Order Data 2020 - 2023

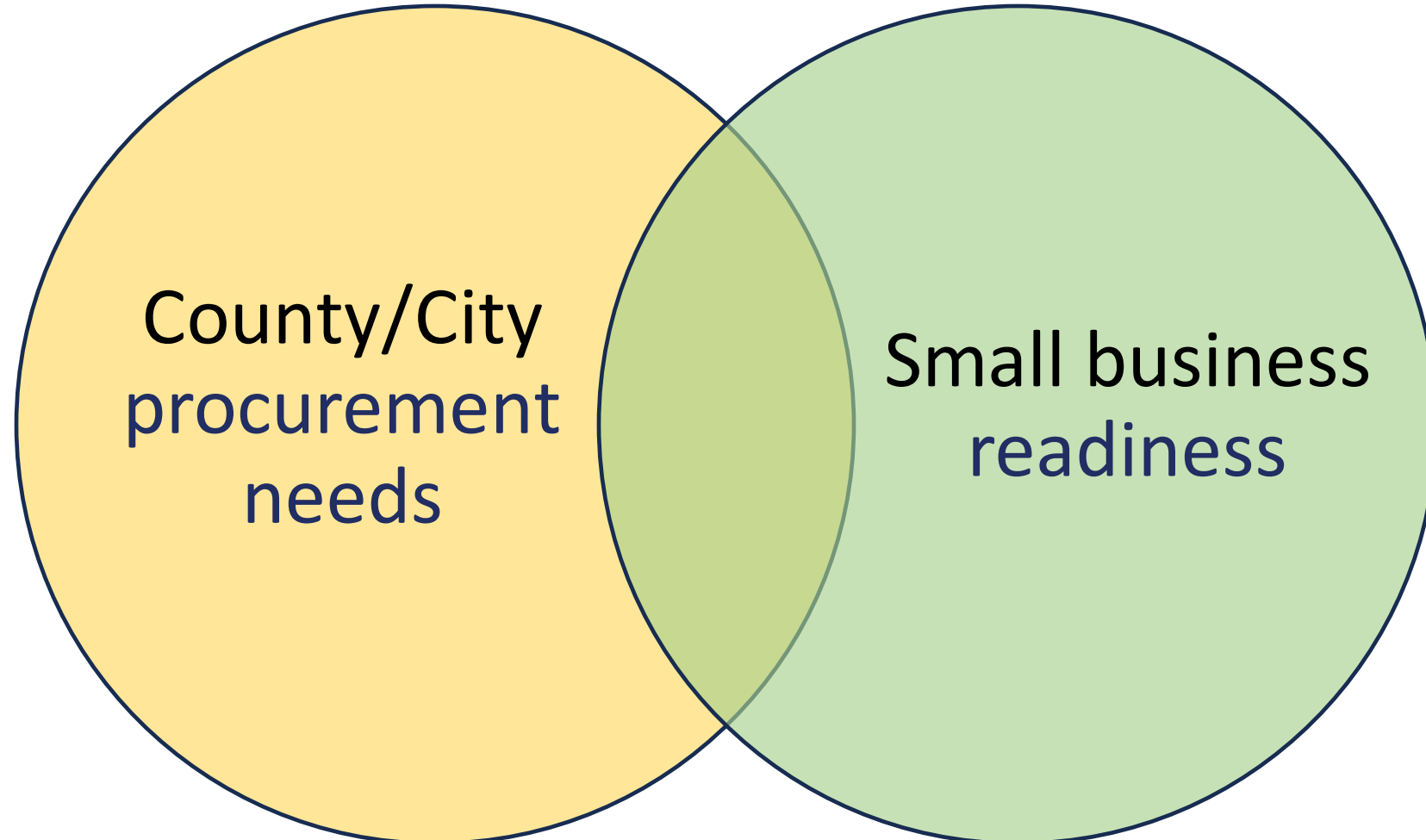
	Under \$5K		\$5K – 29,999K		\$30K - 89,999K		>90k	
Usage Frequency	Total	%	Total	%	Total	%	Total	%
2+ purchase orders	727	72%	1233	62%	349	66%	237	74%
1 time purchase orders	278	28%	767	38%	180	34%	83	26%
Total Purchase Orders	1005	100%	2000	100%	529	100%	320	100%



**ECONOMIC
DEVELOPMENT**

Readiness Challenges

Findings





RECOMMENDATION

1.

Develop a **Utilization & Industry Dashboard** that captures City and County procurement spent dollars over a selected period.

The U&I Dashboard is a user-friendly reference for entrepreneurs seeking to know where the local city and county government purchase goods and services.

Indicate dollars spent on goods and services using standardized commodity codes.



Utilization & Industry Dashboard RECOMMENDATION

Utilization & Industry Dashboard

Enhanced Transparency:

- The dashboard promotes transparency by providing entrepreneurs with clear and accessible information about past government procurement activities.

Historical Data and Trends:

- Provide access to historical data, showcasing past procurement activities within specific industries.
- Include trend analysis tools to help entrepreneurs identify patterns and anticipate future opportunities.

Strategic Decision-Making

- Entrepreneurs can make informed business decisions based on a comprehensive understanding of the local government's procurement needs and trends.



ECONOMIC
DEVELOPMENT

RACE-CONSCIOUS POLICIES

Findings

The **City of Asheville** has conducted regular disparity studies, allowing race-conscious procurement policies.

Buncombe County does not have race-conscious policies due to having no disparity studies.



Disparity Study RECOMMENDATION

2. Conduct a **Disparity Study** for Inclusive Procurement Practices in Buncombe County

Governmental entities across the country authorize disparity studies in response to the City of Richmond v. J.A. Croson Co., 488 U.S. 469 (1989) and subsequent cases to determine whether there is a compelling interest for the creation or continuation of **remedial procurement programs, based upon race, gender, and ethnicity.**

Examples:

[Durham County, NC; Currently doing Disparity Study](#)

[Wake County, NC Executive Summary Disparity](#)

[Harford County, MD Disparity Study](#)

[Baltimore County MD, Disparity Study](#)

[Athens-Clarke County GA Unified Government Disparity Study](#)

[Guilford County NC Disparity Study](#)

Improves Opportunities, Knowledge, Representation, and Access



Disparity Study RECOMMENDATION

Benefits of the Disparity Study

Data Analysis

- Evaluate historical procurement data to identify any disparities in contract awards among different demographic groups, especially focusing on minority-owned businesses.

Race-Conscious Goals and Policies

- Based on study findings, develop clear and measurable race-conscious goals and policies to address identified disparities and promote diversity in procurement.

Strategies for Inclusion

- Formulate strategies to actively include minority-owned businesses in procurement, including mentorship programs, capacity-building initiatives, and targeted outreach efforts.



ECONOMIC
DEVELOPMENT

Buncombe County Black Chamber of Commerce **RECOMMENDATION**

3. Establishment of a **Buncombe County Black Chamber of Commerce.**

Establishing a Black/African American Chamber of Commerce is a strategic and proactive measure to uplift the Black business community, promote economic equity, and contribute to the overall vibrancy and diversity of Buncombe County's entrepreneurial ecosystem.

Examples

[Broward County Black Chamber of Commerce, FL](#)

[Greater North Carolina Black Chamber of Commerce](#)

[Collin County Black Chamber of Commerce, TX](#)

Improves Opportunities, Knowledge, Representation, and Access



ECONOMIC
DEVELOPMENT

Buncombe County Black Chamber of Commerce RECOMMENDATION

Benefits for Buncombe County Black Chamber of Commerce

- It needs to be created by business leaders as a non-profit organization – this would be a **business community-led initiative**.
 - Provides the County and City a direct hub for Black businesses.
 - It provides an opportunity for collaborative business development needs and opportunities.
 - Has a positive impact on utilization, representation, and access.
1. Entrepreneurial Support Services
 2. Networking and Collaboration
 3. Access to Resources
 4. Capacity Building



EDUCATION





EDUCATION

Education Data Collection

Buncombe County

- ECE Data Presentation
- Fall 2022 NCELI-mClass Results
- Resolution for Non-Profit Funding
- Resolution for ECE Fund 10-30-2018
- State of Childcare
- ECE Grant Awards 2021-2024
- ECE Grant Guidelines, Contracts, and Reports
- Education Funding 23-24
- Isaac Coleman Grants, Guidelines, and Recommendations
- Buncombe County Discovery Summary
- Non-profit Assessment Survey (CDG)

City of Asheville

- Strategic Partnership Grant Applications
- Grant Budgets
- Grantee Board Documents and Non-Profit Status
- Grantee Letters of Support
- Strategic Partnership Grant Materials
- Non-profit Assessment Survey (CDG)



EDUCATION

Buncombe County Early Childhood Education Support Funding

Early Childhood Education and Development Fund

- Resolution # 18-10-16, adopted October 30, 2018 authorized the creation of an **Early Childhood Education and Development Fund** to annually invest \$3.6 million, beginning in the FY2020 budget with an annual increase of 2% in future years.

Buncombe County Early Education Funding

FY2021	\$3.6 Million
FY2022	\$3.7 Million
FY2023	\$3.8 Million



EDUCATION

City of Asheville Strategic Partnership Grants

Strategic Partnership Grant Program funding is intended to support program outcomes of nonprofit organizations that are in alignment with Asheville City Council’s 2036 Vision of an equitable and diverse community **by eliminating the opportunity gap in our school system and increasing access to quality schools and other educational resources and by fostering economic mobility.**

City of Asheville Strategic Partnership Education Funding	
FY 2021	\$0
FY2022	\$375,000.00
FY2023	\$356,209.00
Total	\$731,209.00



EDUCATION

EDUCATION & OPPORTUNITY GAPS

Findings

Reviewed grant applications, awards, and reports.

CDG could not clearly **determine if Buncombe** County early childhood grant dollars are improving the developmental milestones of students.

CDG could not clearly determine if the **City of Asheville's** strategic partnership grant dollars are closing the opportunity gap.

*The grant fund is relatively new.



EDUCATION

OPPORTUNITY GAP/ECE GRANT FUNDING EDUCATION RECOMMENDATIONS

ECE Universal assessment tool

This recommendation allows standardization across Asheville and Buncombe early childhood programs and aligns with NCELI (North Carolina Early Learning Inventory). This allows for progress monitoring, best practices, universal tracking of outcomes, a unified approach to goal setting, conversations about student outcomes, and accountability for using grant funds.

Use of Education Subject Matter Expert

Use subject matter experts in education to assist with assessing and determining the impact of educationally-related grant-funded organizations.

Identify key metrics for success.

Data Collection

Streamlined reporting process that measures representation, access, program effectiveness, and awareness campaigns.

Require proof of concept.



EDUCATION

PUBLIC SCHOOL SYSTEM DISPARITY

Findings

Black students 2021-2022

- 7% of **Buncombe County Schools**
- 49% of short-term suspension rate
- 23% of referrals to law enforcement
- 21% math proficiency
- 21% reading proficiency

- 20% of **Asheville City Schools**
- 38% of short-term suspension
- 17% of referrals to law enforcement
- 11% math proficiency
- 13% reading proficiency



BUNCOMBE COUNTY EDUCATION RECOMMENDATIONS

School Resource Officers

Require cultural sensitivity training for School Resource Officers in response to disciplinary referrals and actions disproportionate to Black students.

Pursue legislative changes

Buncombe County should pursue legislative changes that tie funding to specific County-driven metrics:

- 1) Require cultural sensitivity training for faculty.
- 2) Require culturally relevant pedagogy in textbook selection.
- 3) Require core subject faculty members to reflect the student demographics.



HOUSING





HOUSING

Housing Data Collection

Buncombe County

- Dept of Community Development
- Tax Assessor's Office
- Buncombe County Foreclosures 1998-2022
- Housing Needs Assessment- Western North Carolina
- Non-Discrimination Ordinance Tracking

City of Asheville

- Dept of Development Services
- Evictions filed in NC Small Claims Court
- Housing Trust Fund Project History
- Land Use Incentive Grant Summary
- Planning and Urban Design Dept.
- Community and Economic Development Dept
- City of Asheville Missing Middle Housing Study
- City of Asheville Housing Needs Assessment
- Living Asheville: Comprehensive Plan



HOUSING

Housing Market Dynamics

Findings

31.9%

Black homeownership gap

A significant disparity in the number of Black homeowners versus White homeowners in the City of Asheville.

Black homeownership gap is at 31.9%, #151 highest among all metro areas nationwide.

37.8%

Black homeownership rate

The homeownership rate is Black 37.8% vs White 69.6% within the City of Asheville.

40%

Vacant seasonal homes

Limited affordable housing supply for purchase or renting within the City of Asheville with 40% of vacant homes are seasonal.

\$1717/Month

Highest rent amongst NC cities

Housing rental properties in Asheville & Buncombe County aren't affordable for median Black households.

The City of Asheville has the highest rent in the state amongst major North Carolina cities at \$1717 monthly.

Significant rent burden for Black households, with COA having the highest rents in the state.



HOUSING

Housing Market Dynamics

Findings

Area Median Income (AMI) requirement ranges from 60-80%.

\$22,312 Black median household income*

Homes for purchase in Asheville & Buncombe County are not affordable for median Black households.

*US Census

\$70,209

White median household income

\$64,548

City of Asheville median household income

\$68,019

Buncombe County median household income



HOUSING

Black Area Median Income Comparison

Findings

Black median household income: \$22,312				
	Median Household Income	80%	50%	30%
White	\$70,209	\$56,167.20	\$35,104.50	\$21,062.70
City of Asheville	\$64,548	\$51,638.40	\$32,274.00	\$19,364.40
Buncombe County	\$68,019	\$54,415.20	\$34,009.50	\$20,405.70

- How can the City and County negotiate better terms for affordable housing?
- How can the City and County expand the housing inventory?



HOUSING

HUD



FY 2023 INCOME LIMITS DOCUMENTATION SYSTEM

[HUD.gov](https://www.hud.gov) [HUD User Home](#) [Data Sets](#) [Fair Market Rents](#) [Section 8 Income Limits](#) [MTSP Income Limits](#) [HUD LIHTC Database](#)

FY 2023 Income Limits Summary

FY 2023 Income Limit Area	Median Family Income Click for More Detail	FY 2023 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
Asheville, NC HUD Metro FMR Area	\$90,300	Very Low (50%) Income Limits (\$) Click for More Detail	29,750	34,000	38,250	42,500	45,900	49,300	52,700	56,100
		Extremely Low Income Limits (\$)* Click for More Detail	17,850	20,400	24,860	30,000	35,140	40,280	45,420	50,560
		Low (80%) Income Limits (\$) Click for More Detail	47,600	54,400	61,200	68,000	73,450	78,900	84,350	89,800

NOTE: **Buncombe County** is part of the **Asheville, NC HUD Metro FMR Area**, so all information presented here applies to all of the Asheville, NC HUD Metro FMR Area. HUD generally uses the Office of Management and Budget (OMB) area definitions in the calculation of income limit program parameters. However, to ensure that program parameters do not vary significantly due to area definition changes, HUD has used custom geographic definitions for the Asheville, NC HUD Metro FMR Area.



HOUSING

Housing Recommendations

Increase housing supply inventory

The County and City must expand its housing inventory, seeking developers or organizations that specifically want to focus only on building affordable, efficient housing of all types in Asheville and Buncombe County.

Strategic Housing Plan

Develop an updated Strategic Housing Plan with the County, Housing Authority, and other key stakeholders to increase affordable housing opportunities.

Joint Housing Group

Develop a joint housing commission consisting of Buncombe County, the City of Asheville, and the Housing Authority to develop collective strategies to increase affordable housing.



HEALTH & WELLNESS





Health & Wellness Data Collection Food Access

Buncombe County

- State of the County Health Report
- 2021 Community Health Improvement Plan
- Food Security Reparations Recommendations Project Description
- Buncombe County Health and Human Services Reports
- Asheville Buncombe Food Security Reparations Coalition

City of Asheville

- Reparations Report (Phase 1)
- Title V Program Update
- Policy review team
- Asheville Data Resource
- Asheville-Buncombe Food Policy Agenda



Metric Healthy Food Access

Findings

29% Black households

Food insecurity rate for Black households compared to 14% for white households.

Nearly 1/3

Black households in Buncombe County do not have consistent access to enough nutritious food.

26 Grocery stores

Per 100,000 people, above the national average but not reflective of every community.

31,172 Residents

Live in seven (7) food desert areas across Buncombe County.

72% Black residents

Asheville's Black residents live in public housing communities, and many others live in nearby neighborhoods, including Shiloh, Southside, and East End/Valley Street

19% Residents

Worry about running out of food or ran out of food at least once in the past year.



Metric Healthy Food Access

Findings

- Nutritional programs and food bank programs were very prominent before the pandemic.
- Pop-Up Community Engagement (in urban and rural areas). Some locations take SNAP, but no usage assessment exists.
- Various food security impacts from Urban Renewal (loss of land, farming skills, and access).
 - Areas previously had lower socioeconomics but were not as food insecure due to land ownership and local farmers.
 - East Riverside area has lost more than 14 grocery stores.



Metric Healthy Food Access

Findings

- In Spring 2021, the **Asheville Buncombe Food Policy Council** convened a group of local Black leaders, representatives from Asheville's Legacy Neighborhoods and community organizations, and other stakeholders.
- In Phase 2, the Coalition hired a local community organizer, artist, and racial equity coach.
- **Food Policy Action Plan** focuses on access to healthy, nutritious food and the ability to cultivate, harvest, process, sell, share, and trade food, contributing to a thriving and resilient city environment.
- Developed long-term community food policy goals, including food access, education, and legislation.



Healthy Food Access Recommendations

Indoor Winter Markets

Increase your number of Indoor Winter Markets to increase food access during colder months.

Healthy Corner Store Initiative

to provide healthier options in foods insecure black communities.

SNAP-approved

Improve advertisement and tracking of pop-up markets that include SNAP-approved opportunities.



Parks & Recreation Data Collection

Buncombe County

- Parks and Recreation Master Plan
- County Parks and Recreation website

Cit of Asheville

- Participant Demographic Data
- P&R Staff Equity Data
- Racial Equity Action Plan
- Scoring Results for facilities
- City Parks and Recreation website



Metric Parks & Recreation

Findings

Buncombe County

- Lack of indoor facilities for use as programming and event space. Currently, events are set up at various locations throughout the county.
- Programs heavily cater to the youth. Adult programs mostly occur during special events.
- Primarily, outdoor programming (Hiking and trails) is not conducive to winter months. **Lack of indoor facilities may impede winter programming.**
- Starting a "whole parks master plan" to get information from community areas of need.
- Pricing strategy is beneficial for lower socioeconomic communities.



Metric Parks & Recreation

Findings

City of Asheville

- The highest percentage of residents within an acceptable distance to parks are black residents (56% are in walking distance, 43% of white residents are in walking distance)
- Community-led programming, such as residents-initiated **Step Class**.
- Significant increases in programming at the Burton St Community Center. Between FY 18-19 (July 2018 - June 2019), and FY 22-23 (July 2022 - June 2023), there's been an **800% increase in adult programming**. 247% in adult programming and a 60% increase in youth programming.
- Transportation is provided for youth programs.
- 6 of 8 fitness facilities are located in predominantly black communities (it is accessible to anyone and primarily used by elderly African Americans).
- Affordable after-school programs (\$40/week) and scholarships are offered.
- Pricing strategy is beneficial for lower socioeconomic communities



Parks & Recreation Recommendations

Improve data collection

Improve data collection and visibility for program demographics and community involvement.

Health and fitness challenges

such as walking or biking campaigns to encourage residents to engage in regular physical activity and adopt healthy habits.

CRIMINAL JUSTICE





Criminal Justice Data Collection

Buncombe County

- BCSO Policy and Procedures
- BCSO Arrestee by Race
- BCSO Traffic Stop & Searches by Race
- BCSO Officer Turnover Rate by Race
- Basic Law Enforcement Training (BLET)
- Community Diversion Recidivism Analysis
- Jail Management System Reports
- Vera Institute of Justice Study

City of Asheville

- Policy and Procedure Data
- Equity Dashboard
- Race and Cultural Diversity Training Materials
- 2021 Nondiscrimination ordinance
- Basic Law Enforcement Training (BLET) Materials
- Integrating Communication, Assessment and Tactics (ICAT) Training Materials



Law Enforcement Training

Findings

Comprehensive Training Overview

1. Comprehensive Training Overview

1. Basic Law Enforcement Training (BLET)
2. Mandatory In-Service Training (MIST)
3. Integrating Communication Assessment & Tactics (ICAT)
4. Ethical Policing is Courageous (EPIC)
5. Crisis Intervention Training (CIT)
6. Non-escalation/de-escalation training by VISTELAR



Law Enforcement Training

Findings

Asheville Police Department

1. Comprehensive Training Overview

- Annual bias-based training as per Asheville PD policy # 304.3

2. MIST Training Context

- **2021:** 28 hours MIST (APD) without race-related measurable training.
- **2022:** 40 hours MIST (APD) with 2 hours on juvenile minority sensitivity.

3. Fair and Impartial Policing (FIP) Training

- No measurable training in the form of pre/post-tests.



Law Enforcement Training

Findings

Overall Concern

Generally, training that lack measurable outcomes can potentially lead to biased behaviors in law enforcement practices.

Potential Manifestations of Harm

- Biases in Police Report Narratives (descriptions and credibility assessments of suspects, witnesses, victims)
- Discrepancies in Traffic Stops
- Variations in Use of Force Incidents
- Biased Evidence Interpretations
- Investigative Analysis Issues in Criminal Investigations
- Field interviews
- Domestic disputes



Recommendations

Measurable Scenario-Based Recorded Training

Implement Skills Assessments in the Form of Measurable Scenario-Based Recorded Training and Pre and Post Testing to capture overall proficiency and competency level.

APD

Continue to implement annual race-related training and include a measurable approach.

Utilize volunteer citizens to participate in scenario-based training to encourage both peer and citizen review and ensure transparency.

Coordinate with your Citizens Policing Academy.



INTERNAL WORKFORCE





INTERNAL WORKFORCE

Internal Workforce Data Collection

Buncombe County

- Policy Review:
 - Personnel Ordinance, Grievance Policy and Procedure, Affinity Groups Policy, Employee Pay Policy, and Flexible Workplace Policy
- Substantial equivalency model (Work experience and Education requirements)
- Interview panel process
- Policy Writers Committee
- Professional development
- Stay surveys
- Workforce demographics

City of Asheville

- Policy Review:
 - Recruitment and Selection Policy, Equal Employment Opportunity, Ethics, Workplace Harassment, Personnel, and Flexible Work Arrangements.
- Interview panel process
- Professional development
- Workforce demographics



INTERNAL WORKFORCE

Internal Workforce Demographics: Buncombe County

Findings

- Buncombe County receives nearly 8,000 applications annually, hires about 350 employees, and has 1,700 total positions.
- 1663 employees across 31 departments
- The overall employee demographic is consistent with the County's racial makeup.
- 7% are Black/African American
- 5% are Hispanic/Latin
- 81% are White
- Approximately 1.7% (29) of Black/African American employees are in management roles—making them the highest number of nonwhite employees in management.
- Nonwhite employees make up 3.2% of all managers.



INTERNAL WORKFORCE

Buncombe County

Findings

- Buncombe County’s hiring managers must complete professional development training on
 - Implicit bias
 - Creating equitable interview questions
 - Providing accommodations
 - considering substantially equivalent education and experience (equity)
 - Pay calculation
 - General employment law
- Starting August 2022, Buncombe County offers an online exit survey or in-person exit interview.
- Stay Surveys have also been enacted for areas experiencing high turnover.
- The policy writing process includes an equity and inclusion review.



INTERNAL
WORKFORCE

Buncombe County

Findings

- Interview Panels exist
- There are no **interview panel policies or procedures**, which can create opportunities for disparities for employees seeking advancement and external candidates seeking to be hired.
- Impact: covert, latent, implicit, and explicit bias in hiring and promotion.



INTERNAL WORKFORCE

Internal Workforce Demographics: City of Asheville

Findings

- The City receives nearly 6549 applications annually, hires about 372 employees, and has 1290 total positions.
- 1185 employees across 19 Departments
- The overall employee demographic is consistent with the City's racial makeup.
- 7% are Black/African American
- 3% are Hispanic/Latin
- 84% are White
- Approximately 1% (14) of Black/African American employees are in management roles—making them the highest number of nonwhite employees in management.
- Nonwhite employees make up 2.4% of all managers.



INTERNAL WORKFORCE

City of Asheville

Findings

- City of Asheville's department heads have received training from the Government Alliance on Race and Equity.
- The City does not require training for hiring managers as part of its hiring process.
- There are currently no standard guidelines or policies for panel interviews, leading department leaders to establish subjective requirements and processes.
- Impact: covert, latent, implicit, and explicit bias in hiring and promotion.



Internal Workforce Recommendations

Mutual Recommendations			Buncombe County	City of Asheville
Develop a hiring manager and interview panel policy and procedures.	Conduct an annual comprehensive data collection of key HR metrics.	Conduct an annual employee engagement survey.	Develop a point system incentive plan for BC Lead and BC Skill-Up course completion.	Develop a Women’s focused leadership program to support the advancement of women of color.

EQUITY, INCLUSION, & HUMAN RIGHTS





**EQUITY,
INCLUSION, &
HUMAN RIGHTS**

Equity, Inclusion, & Human Rights Data Collection

Buncombe County

- 2021-2025 Racial Equity Action Plan
- 2021 Nondiscrimination ordinance
- 2022 Affinity Group Policy
- Staff Equity & Inclusion Workgroup
- Mandatory 8-hour racial equity training

City of Asheville

- Equity Dashboard
- Racial equity training courses
- Policy Equity Analysis Team
- 2021 Nondiscrimination ordinance
- City Council Equity & Engagement Committee
- Human Relations Commission



Buncombe County

Findings

Equity & Inclusion Workgroup

Equity & Inclusion Workgroup was developed with representation from 30 County departments.

Affinity group

The Equity & Human Rights Office supports the Professionals of Color and BE You (LGBTQIA) affinity groups.

Racial equity training

Mandatory 8-hour racial equity training for department heads and supervisors.

Racial Equity Action Plan

Has seven focus areas with key strategies for community engagement and equity-driven initiatives.



City of Asheville

Findings

Equity dashboard that provides information on workforce equity data, business inclusion, racial healing, and professional development training.

The **Policy Equity Analysis Team** was formed in 2022. Has reviewed three policies.

Racial equity courses are not mandatory for all staff to complete.

The City is finalizing its **Racial Equity Plan**.

1.6% Staff completed internal racial equity training

According to the City's data analytics, only **1.6% of its 1185** employees have received racial equity training, mostly attended during 2020 and early 2021. Supervisors make up 60% of those trained.



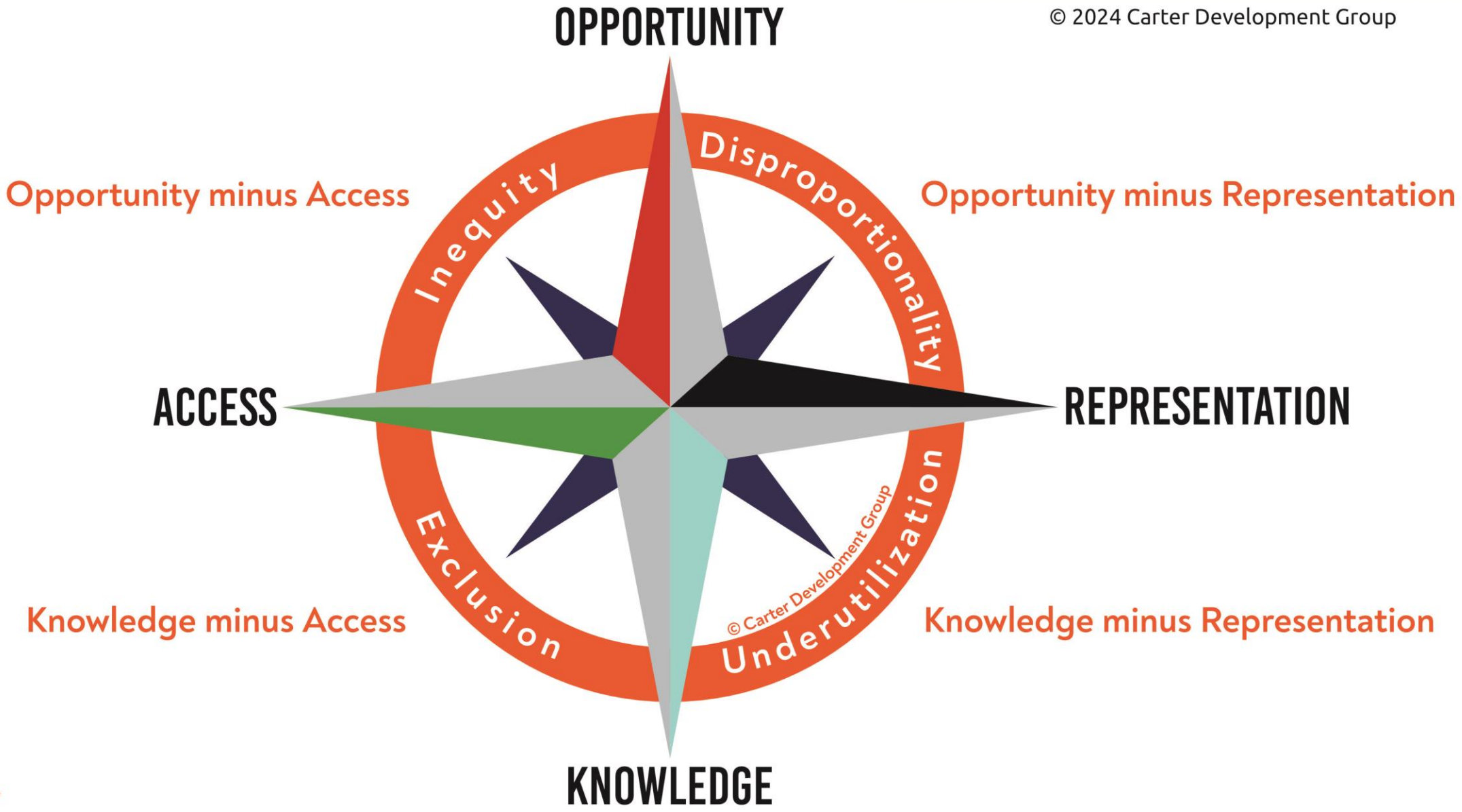
Equity, Inclusion, & Human Rights Recommendations

Mutual Recommendations		City of Asheville
Collaborate with HR to conduct an annual comprehensive data collection of key employee metrics.	Collaborate with HR to conduct an annual employee engagement survey.	Require diversity, equity, inclusion, and belonging professional development training for all staff, beginning with executive leadership.

Next Steps



Created by Dr. Adrian N. Carter, Ph.D.





**It's not the problem
that counts. It's
THE SOLUTION.**

QUESTIONS



**Carter
Development
Group**

INCLUSION. CONFLICT RESOLUTION. LEADERSHIP.

Thank You

www.carterdevgroup.com
inclusion@carterdevgroup.com