

Action Plan for Dix Park Campus

Below is a synopsis of current plan for Dix Park Campus, identified issues, and action plan for remaining issues

Current Plan:

- DHHS will consolidate most of its divisions and operation on one corporate campus through one operating lease
- All of Dix property will be deeded to NCSU Endowment for development of Dix Park Campus
- NCSU Endowment will create subsidiary to operate and manage Dix Park Campus.
 - Subsidiary will be managed by Board with Chair appointed by NCSU
 - 3 NCSU reps (NCSU)
 - 3 City of Raleigh reps (City of Raleigh)
 - 1 person with expertise in land planning (Joint)
 - 1 person representing park/conservation interests (Joint)
 - 1 person with community services advocacy experience (Joint)
- Board will decide future uses for Dix Park Campus through a master planning process which will be inclusive of community interests and goals. Notwithstanding other future plans, Board will create:
 - Park and Open Space Preservation
 - Through a long-term lease to the City of Raleigh, the City will create and develop a park for the citizens of Raleigh, Wake County, and North Carolina.
 - It is expected that the City will seek corporate partners to aid in these efforts
 - Dix Campus Collaborative to build community mental health innovation in North Carolina
 - Bring government agencies, nonprofits, and NC State Faculty and students to enhance capacity of North Carolina communities to educate, prevent and respond to mental illness.
 - "Think Tank for mental health innovation"
 - Expect collaboration with UNC (Medical) and Duke (Medical)
 - It is not expected to house any mental health beds, but will be a part of improving mental health services in Wake County and North Carolina
 - Innovation Village
 - Through re-use, re-purposing, and management of existing structures with engagement of private partners, NCSU will create broad partnerships with a focus on innovation and entrepreneurship.
 - Dix Park Campus will provide a link from Centennial Campus to Downtown Raleigh's corporate offices and technology leaders (Citrix, Red Hat)

Identified Issues:

1. Capital vs. Operating Lease: Treasurer's Office and Controller's Office have raised concerns that this lease may be deemed a "capital lease" which requires separate approval and could affect debt capacity.
2. NCSU Commitment
3. Question of whether or not, UNC Hospitals is going to put mental health beds on Dix Park Campus

Action Plan – assuming issues are resolved

- Monday – October 22nd
 - Status Briefing
 - Decision on location and lease
 - Status Call with City of Raleigh, NCSU, Governor staff
- Tuesday – October 23rd
 - FYI: 9:00 – Staff of Controller, Treasurer, DOA meeting to resolve capital lease issue
 - Meetings with Council of State Members to brief on Dix Park Campus and general overview of DHHS lease
 - Refer Council members and staff to Anne Bander
 - Call/Meeting with Berger and Tillis
- Wednesday – October 24th
 - Hold for further review of DHHS lease and any issues that arise
 - Hold for meetings with Council of State members not available on Tuesday
 - Conference Call or meeting with Governor, Mayor, Chancellor to finalize roll-out
- Thursday – October 25th
 - News release/Announcement for DHHS lease and Dix Campus Park
 - Council of State Agenda is released
- Thursday November 1st
 - Council of State approval of lease and transfer

Options:

1. Announce intentions for NCSU but do not have vote (lease or Dix)
2. C.O.S. approval of DHHS lease only and announce intentions for NCSU but do not have vote for Dix
3. C.O.S. approval of DHHS lease, leave completely to next administration and GA to decide future of Dix
4. C.O.S. approval of DHHS lease, put Dix on market for sale
5. Sell to City of Raleigh instead of transfer NCSU for ~\$40M
 - a. Same reporting requirement as transfer to NCSU Endowment – 146-29.1 (b)
 - b. Would require C.O.S. approval
 - c. Need to resolve environmental liabilities

DRAFT



Dix Campus Collaborative:

Building Community Mental Health Innovation in North Carolina

People with mental illness place disproportionate demands on North Carolina's medical and criminal justice systems. Despite their high financial and human costs, emergency rooms and jails are often the only community resources available to people with mental illness (and their families). The Dix Campus Collaborative (DCC) would bring government agencies, nonprofits, and NC State faculty and students to enhance the capacity of North Carolina communities to prevent and respond to mental illness. The location of the collaborative on the Dix campus sustains its historic role in promoting mental health and healing mental illness, and leverages the proximity of state and county government agencies, nonprofits, and university assets to advance the Dix legacy by joining it with NC State's legacy for innovation. The DCC would be a physical space that, much like innovation hubs or business incubators, brings together different groups to share space, services, and supports to enhance coordination and cooperation in building communities' mental health capacity. The collaborative would be among the first of its kind to bring together university scholars, government agencies, and nonprofits—entities that often work in isolation of each other—so that they can coordinate, share, and leverage their efforts to build community mental health, and to prevent and respond to mental illness, in North Carolina.

Stakeholders

NC State University. As Raleigh's only doctoral, research-extensive university campus, NC State's primary contributions to the DCC focus on research and education. As such, NC State faculty and students would help other DCC stakeholders understand evidence-based practices, conduct original research, and evaluate their ability to enhance community mental health resources. These assets could include the following entities already engaged in helping communities understand and support people with mental illness: the Center for Family and Community Engagement (providing research and intervention to schools, families, and community agencies) Psychology in the Public Interest (a program emphasis in the Psychology PhD); the Department of Social Work (training bachelors and masters level social workers), and the Institute for Nonprofit Research, Education, and Engagement (providing research and education geared to enhancing the viability of nonprofit organizations).

Government Agencies. State, county, and local government agencies are critical agents through which communities regulate, manage, and fund efforts to build mental health. The presence of agencies such as NC's Division of Mental Health, Developmental Disabilities and Substance Abuse Services, Department of Public Instruction, and Department of Juvenile Justice, and local agencies (e.g., Wake County's mental health services) would allow those agencies access to cutting edge research in effective practices and policies, and help those agencies coordinate their efforts with nonprofits and university partners to enhance community capacity.

Nonprofits. Increasingly, the challenges of helping communities serve and support people with mental illness are falling to nonprofit organizations. Situating representatives from nonprofits representing medical (e.g., WakeMed; NC Blue Cross/Blue Shield), mental health (e.g., NC National Alliance for Mental Illness; NC Mental Health Consumer Organization), and community (e.g., NC/Wake United Way; NC Coalition to End Homelessness) organizations could build their capacity to understand and apply evidence-based practices in supporting mental health, sustainability of nonprofits, and to coordinate their efforts with government entities to leverage their ability to build community resources.

Key Activities: What Would the DCC do?

The DCC would emulate business incubators and innovation hubs by providing shared space and services with the over-arching goal of increasing interaction, contact, and coordination among university research and training, government agencies, and nonprofits focused on mental illness. In so doing, the DCC would emulate the successful town/gown collaborations already thriving on Centennial Campus.

Specific short-term goals include the following:

- Develop common information technology support to enhance data-sharing across organizations and entities.
- Build and implement university-guided research in program evaluation to better document and understand government agency and nonprofit program impacts.
- Share meetings and spaces to increase contact and relationships among multiple stakeholders.
- Place students into research assistantships, practica, and internships in support of government and nonprofit efforts.
- Coordinate research across stakeholders to assess needs, intervene, and evaluate outcomes of mental illness prevention and treatment efforts.
- Provide access and understanding to cutting edge, evidence-based practices from university scholars to enhance innovation and understanding of mental illness prevention and treatment.

Dix Park Campus Plan - DRAFT

9-17-12 (Leffler)

The components of a possible scenario:

Vision: The existing Dix property would be transformed and repurposed with the goal of creating a park and park campus that would provide for broad public access and an amenity for the Centennial Campus, the City of Raleigh and North Carolina and preserve the legacy of mental health innovation related to the property.

1. The State of North Carolina (State) allocates responsibility for the entire (approx. 325 ac) remaining Dix property to North Carolina State University (University) without compensation to the State. Then University would utilize the Endowment Fund of North Carolina State University (Endowment) to manage the property through an entity created by the Endowment/University. The University retains ultimate responsibility for the land through mechanisms such as reversionary interests, operating agreements and/or restrictive covenants.
2. The Endowment/University creates a special purpose entity (Corporation) that is a stand alone subsidiary with a separate governing board. The Dix property and the improvements would be assigned via a 99 year lease to the Corporation by the Endowment without compensation. The purpose of this Corporation is to plan the land use, implement the repurposing of the Dix property as outlined below and to oversee property management activities. The operating cost of the Corporation will be funded by ground lease revenues and/or partner contributions.
3. The management purview granted to the Corporation includes broad authorities including the ability to lease the property (ground and improvements), provide easements, authorize capital improvements, and sell the existing building improvements to private entities prior to or after renovation and control the disposition of the proceeds generated through these activities.
4. The Corporation would be charged with creating a repurposing master plan and business plan with associated schedule that outlines a sequencing plan. The parameters of the master plan would include but not limited to the following:
 - A plan for the establishment of a park of no less than 225 acres under a 75 year lease to the City of Raleigh (City). The Dix property would be developed in a way that minimally impacts the green space and promotes successful park operations.
 - A plan for reuse of the historic district structures while maintaining or enhancing the character and heritage of the buildings. Buildings of non-historic nature or beyond rehabilitation could be demolished.
 - The master plan for the Dix property will reflect the Spring Hill Precinct master plan and approved zoning PDD and will remain under the authority of the University. The metes and bounds of University property could be modified, if beneficial, to provide for a more appropriate buffer and boundary with contiguous green space and use.

5. Dix Campus Collaborative: Building Community Mental Health Innovation in North Carolina

The Dix Campus Collaborative (DCC) would bring government agencies, nonprofits, and NC State faculty and students to enhance the capacity of North Carolina communities to prevent and respond to mental illness. The location of the collaborative on the Dix campus sustains its historic role in promoting mental health and healing mental illness, and leverages the proximity of state and county government agencies, nonprofits, and university assets to advance the Dix legacy by joining it with NC State's legacy for innovation. The DCC would be a physical space that, much like innovation hubs or business incubators, brings together different groups to share space, services, and supports to enhance coordination and cooperation in building communities' mental health capacity. The collaborative would be among the first of its kind to bring together university scholars, government agencies, and nonprofits—entities that often work in isolation of each other—so that they can coordinate, share, and leverage their efforts to build community mental health, and to prevent and respond to mental illness, in North Carolina.

Open Issues: Cost of extraordinary environmental clean up

Dix Park Campus Plan - DRAFT

9-10-12 (Leffler)

The components of a possible scenario:

Vision: The existing Dix property would be transformed and repurposed with the goal of creating a park and park campus that would provide for broad public access and an amenity for the Centennial Campus, the City of Raleigh and North Carolina.

1. The State of North Carolina (State) allocates responsibility for the entire (approx. 325 ac) remaining Dix property to the Endowment Fund of North Carolina State University (Endowment) without compensation to the State. The Endowment would be authorized to manage the property through an entity created by the Endowment or NC State University (University). The Endowment retains ultimate responsibility for the land through mechanisms such as reversionary interests, operating agreements and/or restrictive covenants.
2. The Endowment/University creates a special purpose entity (Corporation) that is a stand alone subsidiary with a separate governing board. The Dix property and the improvements would be assigned to the Corporation by the Endowment without compensation. The purpose of this Corporation is to plan the land use, implement the repurposing of the Dix property as outlined below and to oversee property management activities. The operating cost of the Corporation will be funded by ground lease revenues and/or partner contributions.
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 - The master plan for the Dix property will reflect the Spring Hill Precinct master plan and approved zoning PDD and will remain under the authority of the University. The metes and bounds of University property could be modified, if beneficial, to provide for a more appropriate buffer and boundary with contiguous green space and use.

Open Issues:

1. Cost of extraordinary environmental clean up
2. Potential benefits to mental health

Dix Campus Collaborative:

Improving Mental Health, Enforcement, and Corrections

People with mental illness place disproportionate demands on North Carolina's criminal justice systems. For example, 20% of Wake County Sheriffs' time is spent transporting individuals to emergency rooms; likewise, mentally ill inmates pose a disproportionate risk to correctional officers and other inmates. Despite their high financial and human costs, law enforcement and justice systems are often the only community resources available to people with mental illness (and their families). The Dix Campus Collaborative (DCC) would bring government agencies, nonprofits, and NC State faculty and students to enhance the capacity of North Carolina's law enforcement and correctional personnel respond to people with mental illness. The location of the collaborative on the Dix campus sustains its historic role in healing mental illness, and leverages the proximity of state and county government agencies, nonprofits, and university assets—joining the Dix legacy for mental health with NC State's legacy for innovation. The DCC would be a physical space that, much like innovation hubs or business incubators, brings together different groups to share space, services, and supports to enhance coordination and cooperation in building capacity to respond to mental illness. The collaborative would be among the first of its kind to bring together university scholars, government agencies, and nonprofits—entities that often work in isolation of each other—so that they can coordinate, share, and leverage their efforts to help North Carolina's criminal justice systems respond to mental illness.

Stakeholders

NC State University. As Raleigh's only doctoral, research-extensive university campus, NC State's primary contributions to the DCC focus on research and education. As such, NC State faculty and students would help other DCC stakeholders understand evidence-based practices, conduct original research, and evaluate their ability to enhance law enforcement and correctional resources. These assets could include the following entities already engaged in helping communities understand and support people with mental illness: the Center for Family and Community Engagement (providing research and intervention to schools, families, and juvenile justice agencies); the Administrative Officers Management Program (training hundreds of law enforcement officers in the Southeast); and the Institute for Nonprofit Research, Education, and Engagement (providing research and education geared to enhancing the viability of nonprofit organizations).

Government Agencies. State, county, and local government agencies are critical agents through which justice and corrections are regulated, managed, and funded. The presence of agencies such as NC's Division of Corrections, Department of Public Safety and Department of Juvenile Justice, and local agencies (e.g., Wake County sheriff, Raleigh Police) would allow those agencies access to cutting edge research in effective practices and policies, and help those agencies coordinate their efforts with nonprofits and university partners to enhance community capacity.

Nonprofits. Increasingly, the challenges of helping agencies serve and support people with mental illness are falling to nonprofit organizations. Situating representatives from nonprofits such as NC National Alliance for Mental Illness; NC Coalition to End Homelessness; NC Coalition Against Domestic Violence) could build their capacity to understand and apply evidence-based practices in sustainability of nonprofits, and to coordinate their efforts with government enforcement and correctional entities to build their capacity to respond to people with mental illness.

Key Activities: What Would the DCC do?

The DCC would emulate business incubators and innovation hubs by providing shared space and services with the over-arching goal of increasing interaction, contact, and coordination among university research and training, enforcement and correctional agencies, and nonprofits focused on mental illness and criminal justice. In so doing, the DCC would emulate the successful town/gown collaborations already thriving on Centennial Campus. Specific short-term goals include the following:

- Build and implement university-guided research in program evaluation to better document and understand enforcement/correctional agency and nonprofit program impacts.
- Develop, provide, and evaluate evidence-based training for law enforcement and corrections personnel in “best practices” for responding to people with mental illness.
- Share meetings and spaces to increase contact and relationships among multiple stakeholders.
- Place students into research assistantships, practica, and internships in support of government and nonprofit efforts.
- Coordinate research across stakeholders to assess needs, intervene, and evaluate outcomes of mental illness response efforts.
- Provide access and understanding to cutting edge, evidence-based practices from university scholars to enhance innovation and understanding of enforcement and corrections response to mental illness.

Dix

Lead Up

1. Facts – cost; value of land; benefit to community; benefit to the State and taxpayers (will it generate revenue? land area (comparison to other parks in Raleigh, other large municipal parks, look into other parks for fact sheet or q&a);
2. ID Date and Location
3. ID Supporters and Opponents
 - a. Supporters – Meeker, Chancellor, Hunt, NCSU board and alum, historic preservationists, park advocates (do they have a grassroots group in town?),
4. Cater to Supporters
5. Create Landing Page for the Vision (factuals)
6. Schedule Presser
7. Background materials

Day Of

1. Presser
 - a. Surrogates
 - i. Speakers (Governor Perdue, Mayor, Chancellor, Meeker)
 - ii. Audience (supporters, NCSU statewide, kids, historical preservation advocates)
 - b. Location
 - i. Dix campus?
 - c. Visuals
 - i. Signage
 - ii. Buttons/Swag (ID someone to pay for and distribute. Want people wearing them around town during the day – with tag line, City of Raleigh Seal)
 - d. Talking Points
 - e. Tag Line and Branding
2. Social Media
3. LTE's
4. Third Party Editorial Board w/N&O
5. Third Party Column for Indy (N&O if no ed board)

Follow Up

Dix Park Campus Plan - DRAFT

10-1-12

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2. The Endowment will create a special purpose non-profit entity (Corporation) that is a stand alone subsidiary with a separate governing board. The Dix property and the improvements would be assigned via a 99 year lease to the Corporation by the Endowment without compensation. The purpose of this Corporation is to plan the land use, implement the repurposing of the Dix property as outlined below and to oversee property management activities. The operating cost of the Corporation will be funded by ground lease revenues and/or partner contributions.
3. The management purview granted to the Corporation includes broad authorities including the ability to lease the property (ground and improvements), provide easements, authorize capital improvements, and sell the existing building improvements to private entities prior to or after renovation and control the disposition of the proceeds generated through these activities.
4. The makeup of the Corporation Board of Directors (Board) shall be as follows:
 - 3 NC State University representatives appointed by the Endowment/University
 - 3 City of Raleigh representatives appointed by the City
 - 1 Appointment at large representing expertise in land planning appointed by the University/City
 - 1 Appointment at large representing park/conservation interests (i.e. Triangle Land Conservancy) appointed by the University/City
 - 1 Appointment at large with community services advocacy experience appointed by the University/CityChair appointed by the Endowment/University
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JEFF BRADEN

DRAFT

DEAN of HUMANITIES
PSYCHOLOGIST BY TITLE

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UNIVERSITY
DICE/UNIVERSITY
UNC

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- Provide access and understanding to cutting edge, evidence-based practices from university scholars to enhance innovation and understanding of mental illness prevention and treatment.

- Any METRICS?
- 100 COUNTIES?
- 25% 4/11 Byns?