CHARLOTTE.

Community Recovery Task Force Coordinator Updates

May 26, 2020

Mayor Vi Lyles and Charlotte City Council have assembled the Community Recovery Task Force to support families and businesses through the COVID-19 pandemic and help plan for recovery. The task force will focus on three specific areas: Small Business, Housing, and the Airport. Task force objectives include:

- Anticipating and planning for Charlotte's post-recovery challenges
- Listening to the community regarding the challenges people are facing as they navigate a new working and living environment
- Developing recommendations for how Charlotte, specifically city government, can pivot to support changes needed as a result of the pandemic
- Providing residents with a long-term vision for a healthy, stable economic and civic environment

Each recovery task force area includes four city council members and seven sector leaders.

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Task Force Group Members: Ed Driggs (Coordinator); Larken Egleston; Victoria Watlington; Matt Newton; Rachel Geathers, Geathers Enterprises; Lucia Zapata Griffith, Metro Landmarks; Dennis Harris, Former President of NC Airline Pilots Association; Yolanda Johnson, SB&J Enterprises; Erin King Sweeney, King Sweeney Strategies, LLC; Robert Stolz, Former Chair of NC Economic Development Board; Seth Bennett, Charlotte Hornets

Task Force Group Coordinator Update:

The Charlotte Douglas International Airport Economic Recovery Task Force began meeting weekly on April 23, 2020 and has held four meetings. Task Force members heard reports related to the economic and operational effects of COVID-19 on Charlotte Douglas International Airport and its business partners. Task Force meetings included presentations from the following stakeholders:

1. April 23 – Aviation Department
2. April 30 – Concessionaires and sub-concessionaires operating at CLT
3. May 7 – American Airlines
4. May 14 – Aviation and Concession Recap followed by group discussion

The principal goal of these meetings was to explore the contractual relationships among the airport, concessionaires and the airlines to assess the impact of COVID-19 and consider how to expedite economic recovery for the airport community as a whole.

Current Status:

Based on the discussions of the first four meetings, a draft recommendation memo to Mayor and Council was prepared and circulated to Airport Working Group for review. At the May 21 meeting, the group discussed the memo, finalized it, and voted unanimously to approve its findings for incorporation in the consolidated Economic Recovery Task Force report.

Recommendations Include:

Task Force supports the Aviation Department's plans to take the following actions:

1. Utilize North Carolina Airport Improvement Program and Federal CARES Act funds dedicated to CLT to;
    a. Meet non-PFC and PFC backed debt service obligations in FY2021
    b. Meet PFC PAYGO capital project needs in FY2021
    c. Allocate approximately $50 million of remaining stimulus funds to offset the Aviation Department's FY2021 operating and maintenance expense; which will enable the Aviation Department to avoid a reduction in staff and maintain its, industry-leading, low Cost Per Enplaned Passenger (CPE)

2. Provide Airport tenant employees access to a transit pass at no additional cost in FY2021.
3. Provide Airport concessionaires with terminal services, as defined in their contracts, including, pest control and trash removal at no cost to the concessionaire during FY2021.
4. As possible, identify federal agencies and/or local health care providers that may be able to provide low/no cost face coverings for Airport employees.
5. Directly fund replacement of Atrium seating and tables.
6. Directly fund a public information campaign, to the extent permitted by the FAA Revenue Use Policy, that will support the airport and its tenants during the COVID-19 recovery and inform the travelling public of the safety measures in place to help to stop or limit the spread of COVID-19.
7. Continue to work with both prime concession contract holders (HMS Host and Paradies) and their sub-concessionaire partners to provide rent relief, where feasible legally, operationally, and financially. Current items under consideration, include:
    a. Continue to allow concessionaires to determine operating hours throughout the COVID-19 crisis and recovery – with the understanding that the concessionaires will need to provide the Aviation Department with a reopening plan for review and approval;
    b. Waive annual certified audit requirement for FY2020 and allow concessionaires to submit annual statements that their CFO or CEO has certified as accurate;
    c. Adjust annual revenue guarantees for FY2020;
    d. Provide concessionaires payment flexibility for the FY2020 profit-share settlement; and
    e. Allow HMS Host and Paradies to defer fixed space rental payments for the period of July 1, 2020 through December 30, 2020 (with repayment terms to be negotiated).

In addition to these 7 recommendations the Task Force further recommends to City Council that the City takes the following actions.

1. Where possible, provide local businesses, including small/local sub-concessionaires, information on and access to other City of Charlotte small business support programs.
2. Where possible, provide small businesses information related to other federal or state level business support programs that they may be able to access.
3. Express support for the North Carolina Airport Improvement Program.
4. Recommend that the FAA develop a consistent set of COVID-19 guidelines and rules for Airports.

These recommendations will enable the Aviation Department to:

- Address additional funding needs required due to COVID-19;
- Protect bondholders, and thereby, protect the City's AA Airport credit rating;
- Maintain CLT's industry leading low CPE; and
- Give Airport stakeholders the relief and support that they need during this crisis and recovery period.

Taken together these recommendations will provide Airport concessionaires an estimated $7 million in rent relief and program support through FY2021. Due to the uncertainty around the speed of recovery, these numbers do not include any estimated amount of rent deferrals or rent abatement for FY2021. However, the Aviation Department is certain, that both HMS Host and Paradies and their sub-concessionaires will be entitled to rent relief in FY2021.

Task Force Group Members: Malcolm Graham (Task Force Coordinator); Braxton Winston; Reneé Johnson; Larken Egleston; Lee Cochran, Laurel Street Residential; Kathy Cummings, Bank of America; Fred Dodson, Charlotte-Mecklenburg Housing Partnership; Kim Graham, Greater Charlotte Apartment Association; Anthony Lindsey, NC Real Estate Commission, Coldwell Banker; Deronda Metz, Salvation Army Center of Hope ; Connie Staudinger, Horizon Development Properties/Inlivian

Task Force Group Coordinator Update:
The Housing Task Force meets weekly on Thursday's at 12 p.m. The first two meetings were focused on level-setting the impacts of COVID-19. Following this, the Task Force developed and adopted a work plan and has begun researching and discussing work plan items such that recommendations can be brought back to City Council (see below for more details on the work plan).

The Task Force has received presentations from:

- Anthony Trotman, Mecklenburg County Assistant Manager (Lead agency for homelessness support and services)
- Kathryn Firmin-Sellers, United Way of Central Carolinas (COVID-19 Response Fund)
- Daniel Mosteller, N.C. District Attorney's Office (landlord-tenant laws as relates to the eviction-stay order regarding hotel residents)
- Judge Kimberly Best and Judge Elizabeth Trosch, Mecklenburg County District Court (eviction process and current status of evictions)
- Mary Williams, City's Community Relations Department (Eviction avoidance through Dispute Settlement Program/Landlord-Tenant Mediation)

Action Plan:
The Task Force adopted a 90-day work plan on May 7, 2020. The work plan consists of items in seven key categories:

1. Increasing the Supply of Affordable Housing,
2. Financial Assistance,
3. Evictions,
4. Homelessness and Supportive Services,
5. Regulatory and Legislative Issues,
6. Marketing and Communications, and
7. General

Each category in the work plan has been assigned a timeline that identifies when the task will be discussed at a meeting. Sector Task Force members will lead each work plan category based on their area of expertise. The role of the lead is to gather information to understand what is happening in the community related to the issue, and to lead the discussion for each item. City Council members were not assigned as leads so that they could float between each work plan category as needed.

For each item in the work plan, time will be allotted for public hearings/public testimonies, including bringing in subject matter experts. Leads will be responsible for identifying these subject matter experts.

Overview of Next Steps:
While acknowledging that many residents are grappling with both current and soon to be delinquent mortgage and rent relief coupled with building on information learned in a recent Housing Recovery Task Force meeting about the 1,800 pending evictions when the courts reopen on June 1, 2020; the following table details a proposal for dispersing $10 million of the $20 million of funding to address affordable housing in our community. This recommended spending supports work plan items 1, 2 and 4.

The Task Force will continue to meet weekly to work on items in the work plan. A final report will be submitted to City Council with recommendations; recommendations related to urgent items will be brought forward as needed.

Next Meeting: The next meeting will occur on Thursday, May 28, 2020.

Funding Amount	**Initiative**	**Proposed Implementation Partner/Vehicle**	**Program Eligibility**	**Anticipated Timeline**
Up to $8M for Mortgage and Rental Assistance	**Mortgage Assistance** - Expand existing program approved by Council on April 13, 2020 that is currently administered by the Charlotte Mecklenburg Housing Partnership. The expanded program will allow for assistance to additional low to moderate income households, including, but not limited to HouseCharlotte program participants, but are having trouble with paying the mortgage due to COVID-19 Due to the impacts of the COVID-1 pandemic, low-to moderate income homeowners are without employment and income and are on the brink of losing their current housing. To help mitigate this risk, these funds will be used to provide mortgage assistance. Each case will be evaluated on a case by case basis in order to maximize the funds and to leverage other community funding that may be available.	The Charlotte Mecklenburg Housing Partnership. CMHP is the recommended vendor because they are currently administering the initial mortgage assistance program which allows us to build on exiting program infrastructure.	Low to moderate income homeowners COVID-19 related loss or reduction of income	Amend the existing agreement with the Charlotte-Mecklenburg Housing Partnership as soon as possible. Establish expanded guidelines by June 12, 2020.

Funding Amount	Initiative	Proposed Implementation Partner/Vehicle	Program Eligibility	Anticipated Timeline
	Rental Assistance - Expand existing program approved by Council on April 13, 2020 that is currently administered by the Charlotte Mecklenburg Housing Partnership. The expanded program will incorporate a systems-based approach and leverage other rental assistance programs, while allowing for assistance to additional low to moderate income households who are not currently residing in a Low-Income Housing Tax Credit assisted property but are having trouble with paying rent due to COVID-19. Due to the impacts of the COVID-1 pandemic, low-to moderate income homeowners are without employment and income and are on the brink of losing their current housing. To help mitigate this risk, these funds will be used to provide rental assistance. Each case will be evaluated on a case by case basis in order to maximize the funds and to leverage other community funding that may be available.	The Charlotte Mecklenburg Housing Partnership. CMHP is the recommended vendor because they are currently administering the initial mortgage assistance program which allows us to build on exiting program infrastructure	Low to moderate income homeowners COVID-19 related loss or reduction of income	Amend the existing agreement with the Charlotte-Mecklenburg Housing Partnership as soon as possible. Convene a meeting with other partners currently providing rental assistance to develop expanded guidelines by June 12, 2020. Implement expanded program by June 26, 2020.
$2M	**Supportive Housing Program**	Partner with Urban Ministry to provide supportive housing in order to prevent homelessness associated with the COVID 19 and to further achieve the recommended 6ft of social distancing in the homeless shelter.		Execute agreement with Urban Ministry by July 1, 2020.

Task Force Group Members: Julie Eiselt (Co-Coordinator); James Mitchell (Co-Coordinator); Dimple Ajmera; Tariq Bokhari; Sarah Baucom, Girl Tribe, Co-Founder and Owner; Malcomb Coley, Ernst & Young, Managing Partner; Dave Matthews, Bank of America, CIO; Vinay Patel, SREE Hotels LLC, President; Chad Turner, LGBT Chamber of Commerce, President; Mark Vitner, Wells Fargo, Chief Economist; DeAlva Wilson, Business Advisory Committee, Chair

Task Force Group Coordinator Update:

The Task Force meets weekly on Tuesdays at 10:30 a.m. At the first meeting, the Task Force provided insight on what they are seeing and hearing in Charlotte related to small businesses and suggestions on how to address these issues. They received a Wells Fargo Economic Outlook presentation from Mark Vitner and Tracy Dodson presented information on the State of Small Business which included discussions on how we define small business.

The Task Force continues to discuss recommendations around short-term, mid-term and long-term strategies that include consumer confidence, best practice communications, workforce safety, and technology which are all part of a two-part approach to support small businesses.

- City of Charlotte Open for Business Initiative launched on April 17th to create a comprehensive digital platform that will easily connect local small businesses with our residents who want to support them.
- $1 Million Micro Business Grant program was approved by the Mayor & City Council on April 27th and is being administered by LISC Charlotte
- The City is working with partners who counsel small business and finding ways to support local hot lines.

Regional efforts for small businesses include:

- Mecklenburg County Small Business Roundtable
- Charlotte Regional Business Alliance Economic Stabilization and Advancement Task Force
- Charlotte Center City Partners Small Business Adaptation and Resilience Program

Action Plan:

The Survive and Thrive Initiative Strategy is an evergreen initiative to help small businesses survive in today's new world and thrive in whatever comes next.

The Survive Strategy includes:

- City of Charlotte Open for Business Initiative launched on April 17th to create a comprehensive digital platform that will easily connect local small businesses with our residents who want to support them.
- Access to Capital
    - Micro business relief funds
    - Small business relief funds
- Ecosystem/Partner Support
- Workforce Rapid Response
    - CLT career pivot virtual bootcamp
    - Job placement coordination and outreach program

The Thrive Strategy includes:

- Meet evolving needs of Open for Business Website
- Talent Development Programs
    - Intensive Career Cohorts
    - Technology Training Programs
    - RENEW Training Program
- Business Innovation
    - B2C Small Business Accelerator
    - Resilient Restart Program
- Thrive Business Grants
    - Innovate Business Grant
    - Thrive Hiring Grant

Overview of Next Steps:
The Task Force will continue to meet weekly to move forward the items in the Survive and Thrive initiative. This includes discussions on how to rapidly deploy capital to small businesses and resource partners.

Next Meeting: Tuesday, May 26th, 10:30am

Project Name	Qualification(s)	Total Funding
Open for Business	• Includes initial funding required to enhance 'Open for Business' site and functionality • Project scope and budget required	$250,000
Small Business Access to Capital • Micro Relief Fund: 0-5 employees • Small Business Relief Fund: 6-25 employees	Business Application (types of documentation) • Business Tax Returns • Profit & Loss Statement • Balance Sheet • Current Business Bank Statement • Lease Agreement/Mortgage Statement	$30,000,000
Small Business Partner Support Grant Program • Grants to existing and new small business partners	Partner Application • Scope of work (must demonstrate COVID 19 impact relief) • Organization/business qualifications • Itemized budget • Timeline for execution • Project accountability outcomes	$2,000,000
Intensive Career Cohorts • Paid training and work-based learning experience • Guaranteed job placement • Focus on high growth industries	Partner Application • Scope of work (must demonstrate COVID 19 impact relief) • Organization/business qualifications • Itemized budget • Timeline for execution • Project accountability outcomes	$1,500,000
Workforce Development Support • Workforce Providers Council (WPC): • RENEW Workforce Training Program (PIECE 2.0):	Partner Application • Scope of work (must demonstrate COVID 19 impact relief) • Organization/business qualifications • Itemized budget • Timeline for execution • Project accountability outcomes	$750,000
B2C Small Business Accelerator • Re-tooling our small businesses for a new normal • Virtual accelerator with ~10 companies per cohort tailored to local small business post-COVID needs	• City of Charlotte will establish and announce criteria in the immediate term to evaluate partnerships and provider bids in an open process	$500,000

*July 1: First Round Budget deployment assessment and plan timeline for Second Round Budget

Open for Business

Serving as a universal brand representing small businesses in Charlotte, Open for Business will be hosted on an interactive and dynamic web-based platform designed to connect small business owners with the resources they need to secure financial support, safely reopen and reposition their offerings with the support of the broader business community. As small businesses adjust to a new normal, the web platform will be continually updated to serve an evergreen City brand and resource supporting the growth of small businesses.

Project Description

Rolling out in two phases, the Open for Business platform will be supported on a dedicated web asset that will first serve the immediate needs of Charlotte small businesses facing hardship at the hands of COVID-19. While the first phase of the Open for Business platform is designed to address the immediate needs faced by small businesses, the second phase is focused on creating a dynamic, continually updated online community for small businesses to connect with and support one another for whatever comes next.

Below are the services and functionality that we will be building into the platform. We will prioritize these based on the current economic landscape, feedback from businesses, budget and other considerations.

- **Grant Opportunities** – Connecting small business with the grants and financial resources they need to maintain liquidity and make it through the reopening process.
- **Access to PPE** -- Linking Small businesses with PPE distributors to ensure they always have access to the products necessary to protect their employees and customers in accordance with state and federal guidelines.
- **Confidence Guides** – Curating resource guides and amplifying content designed to build confidence among consumers, employees and residents about the steps the City and its Small businesses are taking to protect health and safety while reopening.
- **Workforce Programs & Bootcamps** -- Launching workforce programs and bootcamps to help workers reskill and small business owners reposition their businesses for growth within the new constraints of COVID-19.
- **Job Openings & Resources** -- Posting job openings and other workforce resources to connect talent with employers to decrease local unemployment and fill emerging workforce needs.
- **Small Business Promotion** -- Regularly featuring profiles of small businesses that are creatively adapting themselves for growth through blogs, videos, interviews and other deployable media.
- **Business Resiliency Strategies** -- Deploying business resiliency strategies designed to help small businesses prepare for and protect against the unforeseen threats of the future.
- **Job Connector** -- Hosting a job connection platform to fill job openings and support the local small business talent economy.
- **Workforce Programming** -- Supporting workforce programming to provide employees with resources to build successful careers.
- **Recovery Resources** -- Listing other recovery resources to help small businesses in Charlotte continue to rebound post-COVID.

Access to Capital

Small businesses have suffered financial disruptions during the COVID 19 pandemic. On the state and federal level, there have been several programs specifically focused on providing access to capital for small businesses to help mitigate COVID 19 impacts. Because of the high demand for these financial resources and the often-complex application requirements associated with them, many small businesses have not been able to access these funds. A recent study by the nonprofit Piedmont Rising, found only 2.5% of North Carolina small business received funding through the Paycheck Protection Program.

Project Description

In order to provide additional opportunities to small businesses in Charlotte, the City is proposing an access to capital program that supports,

- Businesses with 0-5 employees: up to $10,000
- Businesses with 6-25 employees: up to $25,000

Priority will be given to small businesses within the Charlotte city limits that have not previously received federal and state funding, or assistance from the initial $1million in City of Charlotte CDBG funds provided to the Micro Business Relief Fund.

The goal of the program is to ensure it is as accessible as possible to Charlotte's diverse small business community. Types of documentation that show proof of business operations could include,

- Schedule C from 2018 Tax Return (protects personal information if sole proprietor)
- Lease Agreement with Business Name
- Mortgage Statement with Business Name
- Bank Statement with Business Name
- IRS Letter with EIN
- Profit and Loss Statement
- Balance Sheet
- Certificate of Insurance with Business Name
- Sales and Use Tax Report for Mecklenburg County

The City proposes to partner with an organization with the capacity to administer $30million in access to capital funds. The CARES Act requires distribution of these funds to eligible businesses by December 30, 2020.

Small Business Partner Support Grant Program

The City of Charlotte is pleased to accept proposals for the *Small Business Partner Support Grant* which will allow our partners to serve the small business community as they maneuver through this difficult time. The Small Business Partner Support Grant is a $2 million fund to provide grants to small business ecosystem partners focusing on COVID-19 impact relief. Funds may be used to provide programs, projects, or services to the local small business community. Funds will only be awarded for programs and services the City of Charlotte currently does not provide. The maximum grant is $250,000 and must be expended by December 30, 2020.

Eligibility

To be eligible for the program the applicant must be a government, non-profit, academic, or Chamber/501(c)6 organization that's main purpose is to serve the local small business community. You will be asked to provide/describe the following:

- Agency description
  - Must be located in the City of Charlotte (Headquarters or Local Office)
  - Must provide documentation that the organization has served the Charlotte business community for at least two years (i.e. annual reports or similar supporting documents)
- Agency mission and vision statement
- Documents supporting agency designation
  - 501(c)3 letter
  - 501(c)6 letter
  - Cooperative Agreement with governmental agency
  - Other supporting documentation
- List of current Board of Directors/Advisory Board: Name, Title, Year Appointed to Board
- Annual Audit (with two-year comparative financials), if applicable
- Federal Tax Returns for the previous two years

Proposal Requirements

You will be asked to submit the following information to help us better understand your proposed project/program/service:

- A detailed scope of work describing how the project/program/service alleviates the impact of COVID-19 for the local small business community
- An itemized budget and specific timeline for the proposed project/program/service
- Detailed performance measures and outcomes (i.e. number of businesses served)

Application Process

The City of Charlotte will administer this grant program.

Intensive Career Cohorts

The Intensive Career Cohorts (PIECE 2.0) build off the pass success of workforce training programs that couple intensive technical training with wrap-around supportive services. Additionally, these programs align employers and training participants to ensure career placement for individuals with barriers to employment.

Project Description

The proposed intensive career cohorts will create new opportunities to align workforce training programs with in-demand industries in Charlotte that have higher potential for immediate employment and growth over the next six months. These sectors could include: Advanced Technology, Skilled Trades (RENEW), Trade & Logistics, Workplace Sanitation, and Back Office Operations.

In addition to the RENEW Training Pathway (see Round 1 budget line item 'Workforce Development Support" for additional details) the other cohort proposed for immediate consideration and funding is in Advanced Technology. This six-month cohort will provide a paid technology training experience with the end result of placing displaced residents in high-demand technology jobs. Charlotte residents displaced from employment due to Covid-19 will be the focus of recruitment for cohort participants.

The intensive career cohorts, from a City funding perspective, will consist solely of participant salary support during the in-year training program, and will leverage partner support to deploy that payroll support through established trusted partner groups like the CELC. The training programs, instruction, curriculum, and ultimate guaranteed job placements will be matched and provided by the private sector. No City funds will be deployed unless those private sector match commitments are obtained.

Workforce Development Support

Due to the COVID-19 pandemic, 22% of the North Carolina workforce has filed for unemployment. Of that 22%, 42,542 individuals in Mecklenburg County filed for unemployment just in the month of March. The City of Charlotte and Mecklenburg County are anticipating overall unemployment rates of around 15%-20% this summer and fall. This is a five-fold increase compared to February 2020. While temporary relief has been provided to displaced or furloughed workers through federal assistance such as Unemployment Insurance supplements and the Paycheck Protection Program, these benefits will eventually expire. Our community is bracing for tens of thousands of displaced workers needing assistance as they seek new employment opportunities. The need to support jobseekers by connecting them to workforce development services is greater now than ever before.

Project Description

The proposed funds for workforce development support will be allocated in two ways 1) provide financial support to the local Workforce Providers Council, 2) provide funding to RENEW Workforce Training Pathway (part of Project PIECE 2.0) to pay for training subsidies and support immediate placement in employment opportunities following program completion.

Workforce Providers Council (WPC): the organizations in the (WPC) lead local workforce development efforts and work collaboratively to increase economic mobility, develop talent, and respond to business needs. Members of the WPC have transitioned to providing virtual workforce development services, but there is a need to build capacity for virtual and in person services. Having adequate resources available, the WPC will be able to scale services such as career advising, supportive services, occupational skills training and connection to employment opportunities.

Renewable Energy and Energy Efficiency Workforce Training Pathway (RENEW): RENEW Workforce Training Pathway expands on the past success of Project P.I.E.C.E, and addresses job shortages in an additional industry - renewable energy and energy efficiency skilled trades with a specific focus on HVAC, electrical training, and energy management.

During this program participants will be paid to complete an industry certified training course as well as a work-based learning experience and be placed into training-related career paths including full-time employment, pre-apprenticeships, and apprenticeships. Residents displaced from employment due to Covid-19 will be the focus of recruitment for cohort participants.

The City already partners with the Workforce Providers Council organizations to provide workforce development services in the community. For RENEW, the City will contract with a training provider to provide technical training, supportive services and administer the training stipend to program participants. Additionally, partnerships with the private sector will help secure post-program employment opportunities.

B2C Small Business Accelerator

An 'accelerator' is a program, usually surrounding a theme, that brings together hot innovators, entrepreneurs, and startups that have important solutions, and accelerate them with capital, mentorship, and customers to achieve an ultimate outcome quicker. Usually that outcome is designed to only help the ~10 companies that are accepted inside the program grow, and further help the community where the accelerator is located by relocating their operations and creating new jobs.

In this first of its kind program, the B2C Small Business Accelerator is designed to bring together ~10 companies per cohort that fall within the theme of 'solutions needed to retool or pivot for the new normal' that the small businesses in Charlotte with under 25 employees require. Those solutions within this accelerator program will then become the 'marketplace' or 'appstore' that is accessible to over 10,000 small businesses in Charlotte. These small businesses will then be able to use these solutions to pivot, which for the first time incorporates the entire small business community into an accelerator program.

Project Description

The focus of the accelerator is for ~10 companies per cohort to operationalize solutions that meet the needs of small business as they pivot their operations to mitigate COVID 19 impacts. Example solutions include, social media, marketing, contactless bill pay, and legal. The initial cohort(s) will be virtual with the plan to potentially locate a physical accelerator in Charlotte once conditions permit.

The City of Charlotte will establish and announce criteria in the immediate term to evaluate partnerships and provider bids in an open process.