

Charlotte City Council
Extended Strategy Session

Adapt
for today.

Build for
the future

Extended Strategy Session

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Charlotte City Council: Extended Strategy Session

Adapt for Today | Build for the Future

City of Charlotte Government Center

October 5, 2020

8:00 – 8:15 a.m.	Welcome and Opening Thoughts	Vi Lyles, <i>Mayor</i>
8:15 – 8:30 a.m.	Establishing Meeting Goals	Vi Lyles, <i>Mayor</i>
8:30 – 9:00 a.m.	Budget Outlook <i>Preliminary FY2020 year-end; preliminary FY2021 and FY2022 projections</i>	Marcus Jones, <i>City Manager</i> Ryan Bergman, <i>Strategy and Budget</i>
9:00 – 10:00 a.m.	2020 Annual Strategy Meeting Goals Update <i>Update on 2020 Annual Strategy Meeting action items; discuss and reaffirm goals</i>	Mayor and City Council <i>Facilitator: David Phillips</i>
10:00 - 10:15 a.m.	<i>Break</i>	
10:15 – 11:00 a.m.	CARES Funding Update <i>Provide update on CARES Act spending year- to-date</i>	Shawn Heath, <i>City Manager's Office</i>
11:00 a.m. – 12:00 p.m.	Revisit Spending Plan for CARES, CBDG, and ESG <i>Discuss remaining CARES Act allocations and funding recommendations</i>	Mayor and City Council <i>Facilitator: David Phillips</i>
12:00 – 1:00 p.m.	City Council Governance Commission <i>Update on work of Commission; Working Lunch</i>	Mayor and City Council
1:00 – 5:00 p.m.	Setting the Strategy for Violence Prevention <i>Committee report out and recommendations on Safe Charlotte referrals</i>	Mayor and City Council <i>Facilitator: David Phillips</i>
5:00 p.m.	Closed Session	

At the January 2020 Annual Strategy Meeting, Council identified a number of items for further analysis and evaluation. In March 2020, the City Manager provided Council with 30 White Papers outlining each issue and identifying applicable pathways to implement or complete each item. Despite the challenges of COVID-19, Council and staff have continued to move forward with a majority of items.

Similar to the March report, this status update is organized by item action:

- Referral to committee
- Potential for Future Council Action
- City Manager Implementation
- No Further Action

Each item update includes:

- Date and action of committee and/or full Council
- Relevant updates
- Next steps

Staff will continue to monitor the progress of each item and provide updates to Council.

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
<p>Vet Tourism Projects</p> <p><i>Develop process to evaluate capital projects funded by hospitality taxes</i></p>	Referral-Budget	<p>Budget & Effectiveness Committee has been briefed on this topic twice (July 21 and August 18), and Chief Financial Officer Kelly Flannery has provided the Committee with the criteria that will inform a new policy. The proposed/draft policy will be discussed with Committee in October.</p>	Marcus Jones
<p>Homeownership: Pathways and Barriers</p> <p><i>Provide information on pathways to homeownership, barriers to obtaining financing, tax relief options</i></p>	Referral-Great Neighborhoods	<p>Due to suspended Committee Meetings at the onset of COVID-19, the Housing Framework was reviewed in collaboration with the work of the Housing Task Force. Taskforce concluded that because the Housing Framework was approved in 2018, it is still relevant, and no substantial changes are needed at this time.</p> <p>On September 23, these Task Force recommendations were shared with the Great Neighborhoods Committee and will be shared with Council during an upcoming meeting. The following summarizes the recommendations resulting from the review of the Housing Framework:</p> <p><u>Homeownership Barriers:</u></p> <ul style="list-style-type: none"> • Advocate for state amendment that allows individuals with eviction records to satisfy the judgment and have the eviction removed from their credit history. Poor credit history is a significant barrier to homeownership. This amendment will help remove barriers. <p><u>Homeownership Pathways:</u></p> <ul style="list-style-type: none"> • Council approved CARES Act funding for mortgage assistance for homeowners financially impacted by COVID-19, to help existing homeowners avoid foreclosures. • In addition, the Community Heroes down payment assistance program partnership with the Federal Home Loan Bank of Atlanta has been modified to include additional employment sector employees. This will create more pathways to homeownership. 	Taiwo Jaiyeoba

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
<p>Use of \$50 million Housing Bond</p> <p><i>Rental vs. homeownership</i></p> <p><i>New construction vs. naturally occurring affordable housing</i></p>	Referral-Great Neighborhoods	<p>The Housing Task Force evaluated the use of the Housing Charlotte Framework and the use of the upcoming \$50 million Housing Bond. Highlights of the Task Force recommendations include:</p> <ul style="list-style-type: none"> • The Housing Framework was approved in 2018 and is still relevant and responds to the local housing market. • Support the creation of new affordable for-sale units through a portion (10%) of the upcoming bond allocation. HTF support of for-sale housing must include a minimum of 20% of homes at 60% AMI. • NOAH applications should be accepted on a rolling basis in order to be competitive in the market. • Raise the HTF subsidy cap per unit, and tie it to average AMI served, to increase housing at AMI levels most needed and in areas of high opportunity. <p>The Task Force also identified other tools that should be considered for inclusion in the affordable housing tool box include:</p> <ul style="list-style-type: none"> • Explore a tax increment grant program for affordable housing development • Explore programs that help reduce water, sewer capacity and connection fees, and permit review fees 	Taiwo Jaiyeoba
<p>Gentrification</p> <p><i>Strategies and tools to mitigate displacement</i></p>	Referral-Great Neighborhoods	<p>Due to suspended Committee Meetings at the onset of COVID-19, the Great Neighborhoods Committee did not meet March-August 2020. The Committee has resumed meetings as of September 2020.</p>	Taiwo Jaiyeoba
<p>Land Trust and Land Banking</p> <p><i>Partner with land trust, develop land banking strategy</i></p>	Referral-Great Neighborhoods	<p>The Housing Task Force evaluated the use of the Housing Charlotte Framework and the Housing Trust Fund dollars, and helped identify a plan for execution of the 2020 Housing Bonds. The Task Force recommendations included HTF support for land acquisition for affordable for-sale development for community land trusts. Additionally, staff continues to work with the Westside Community Land Trust.</p>	Taiwo Jaiyeoba

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Workforce Development <i>Develop and advance workforce initiatives that support upward mobility; Link initiatives with partners to develop local workforce</i>	Referral - Workforce and Business Development	<ul style="list-style-type: none"> • Presentation to W&BD Committee on September 13 and September 28 that included overview of unemployment data in Mecklenburg County and on corridors, overview of workforce development eco-system, and discussion of the City's role in job creation. • Staff is obtaining advisory services from EY to develop data-based strategies and solutions to reduce unemployment. This work will continue into 2021 along all of our Corridors of Opportunity. • Recommendations and council discussion on October 5. 	Tracy Dodson
Tree Study <i>Explore and define Charlotte's goals for trees</i>	Potential Future Council Action	Information was presented to TAP/E in June and July 2020. An update of the Tree Study will be presented to Full Council, originally planned for May, was deferred to October 2020.	Taiwo Jaiyeoba
Steele Creek MSD <i>Investigate MSD as a tool to fund traffic improvements</i>	Potential Future Council Action	Evaluation of a Municipal Service District creation will be conducted as part of the Comprehensive Plan as an economic place-making effort.	Taiwo Jaiyeoba

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
<p>City Council Governance</p> <p><i>Improve public input of Council-Manager form of government; Consider structure of Council terms; How to incorporate public committees</i></p>	<p>Potential Future Council Action</p>	<p>The Citizens Advisory Committee on Governance has been meeting since May in response to the Mayor's charge to consider and make recommendations for council on the following issues:</p> <ol style="list-style-type: none"> 1. Mayor and City Council terms of office including length of terms, as well as method of implementation. 2. Mayor and City Council full or part-time positions and related compensation. 3. Updated policy guidelines and principles for City Council redistricting resulting from the results of the 2020 census. <p>In an effort to complete this charge, the Committee has reviewed relevant data from peer cities around the country as well as large cities in North Carolina. There is a survey that is currently open and is collecting input from the community on these issues. The Committee will review these responses in the upcoming weeks and should be in a position to forward its recommendations to Council before the end of the calendar year.</p>	<p>Marcus Jones</p>
<p>Mobility-Strategy Solutions</p> <p><i>Understand strategies and identify opportunities to build a connected, safe, efficient transit system</i></p>	<p>Potential Future Council Action</p>	<p>The City's Department of Transportation is developing a Strategic Mobility Plan which will be presented to Council in Spring 2021 for adoption consideration. As part of that effort, the Charlotte Moves Task Force was formed in February 2020 to deliver a Transformational Mobility Network based on existing mobility plans adopted by the Council and ongoing plans to be considered by Council in the future. There will be a funding strategy associated with the network which will inform a potential voter decision in 2021.</p>	<p>Taiwo Jaiyeoba</p>

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Charlotte Future 2040 Plan, Transportation Action Plan <i>Relationship between Charlotte Future 2040, transit, and transportation</i>	Potential Future Council Action	The City's Planning, Design and Development were presented highlights of the Public Draft of the Comprehensive Plan to TAP/E on September 28. Next steps: <ul style="list-style-type: none"> • Full Council on October 26 and • Public on October 31 <p>Similarly, the associated Strategic Mobility Plan will be presented to Full Council for adoption in Spring 2021.</p>	Taiwo Jaiyeoba
Eastland <i>Update on Eastland</i>	Potential Future Council Action	Continue working with partners to redevelop the Eastland Mall site. Next Steps include: <ul style="list-style-type: none"> • October - City Council Presentation • October/November - Development Agreement decision • Site work is anticipated to begin in Winter 2020/2021 	Tracy Dodson
Opportunity Zones <i>Provide detail of city's Opportunity Zone strategy</i>	Potential Future Council Action	<ul style="list-style-type: none"> • Staff is currently working on more than seven public private partnership opportunities within the city's Opportunity Zones and where Opportunity Funds are involved. • During July 13 Council Meeting, City Council authorized the negotiation and execution of a development agreement on public private partnerships in the North End. <ul style="list-style-type: none"> o Staff is working with the developers to finalize the development agreements • Corridors of Opportunity strategies generally overlap with the city's Opportunity Zones and will be utilized to maximize our ability to enhance private investment opportunities through public investment. 	Tracy Dodson

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Public Safety <i>Future CIP plans or needs related to Police and Fire</i>	Potential Future Council Action	<ul style="list-style-type: none"> • RCA to purchase land for CMPD Northwest Division (Council District 2) was approved by Council on May 26, 2020. This station will be constructed using Design/Build. An RCA for the Design/Build contract is anticipated to be presented to City Council in spring of 2021. • An infill Fire Station in the Hidden Valley neighborhood remains in Advanced Planning and Design. Land for this station has been identified and negotiations are ongoing. An RCA for land acquisition is anticipated to be presented to City Council by the end of 2020. Once the land has been acquired, planning will begin on the new station. • A new Police Station in the Park South Division remains in Advanced Planning and Design. Land for this station has not been identified, but an RCA for land acquisition will be presented to City Council once land is identified. 	Marcus Jones
Violence Reduction <i>Develop a framework that uses evidence-based strategies to apply a public health approach for comprehensive violence reduction</i>	Potential Future Council Action	<p>On January 6, city staff provided updates on violent crime data, violence prevention, and outlined short, medium and long-term actions to reduce violence.</p> <p>On March 2, Council received a presentation on the city's framework to address violence using a public health lens which included five principles:</p> <ul style="list-style-type: none"> • Intergovernmental Collaboration • Community Collaboration in Priority Areas • Interrupt Violence • Invest in Community-Led Efforts • Use Data and Evidence <p>Staff presented updates on several</p> <p>Violence Framework Actions to City Council at the July 7 Strategy Meeting including:</p> <ul style="list-style-type: none"> • Planning for Violence Intervention/Interruption programs (street based and hospital) • Launching an I85 and Sugar Creek Design Sprint to develop actions to increase safety 	Marcus Jones

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
<p>Violence Reduction</p> <p><i>Develop a framework that uses evidence-based strategies to apply a public health approach for comprehensive violence reduction</i></p>	<p>Potential Future Council Action</p>	<ul style="list-style-type: none"> • Developing a data dashboard and the establishment of a data sharing group • Intergovernmental collaboration structure <p>Staff presented status updates on two Framework Items at the September 8 Strategy Meeting:</p> <ul style="list-style-type: none"> • Cure Violence, Violence Interruption program assessment progress • The launch of the city's Community Violence Data Dashboard <p>Since then, City and County Managers, Health Director, and key staff members meet monthly to collaborate and discuss community-wide efforts to address community violence. At the 25th meeting, items that were discussed included:</p> <ul style="list-style-type: none"> • The need for comprehensive messaging around various violence reduction efforts • Update on Cure Violence assessment, including opportunities and challenges to address as we proceed with the assessment • County commitment to share violence Interruption costs • Desire for a future update on County Health ReCAST grant, which supports community-based approaches to improved behavioral health and violence prevention for youth and families that strengthen ways communities collectively reduce trauma. 	<p>Marcus Jones</p>
<p>Equity Lens</p> <p><i>Develop and equity lens for decision making</i></p>	<p>Potential Future Council Action/ City Manager Implementation</p>	<p>This work continues through the city's Office of Equity, Mobility, and Immigrant Integration and through the inclusion of equity in citywide planning documents such as the Comprehensive Plan. The Office of Equity, Mobility, and Immigrant Integration has developed a Language Access policy to ensure that we are providing information to as many residents as possible. Additionally, the CBI Manager is developing a request for qualifications to update the Disparity Study to ensure the city is working with the latest data.</p>	<p>Victoria Johnson</p>

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Track Affordable Housing Progress <i>Develop dashboard to track city's housing goals and progress</i>	City Manager Implementation	<p>This item has been completed. The Housing Dashboard went live in September 2020.</p> <p>Staff provided an overview of the Housing Dashboard to Council during their September 8, 2020 meeting.</p>	Taiwo Jaiyeoba
Business Recruitment <i>Continue evolving, proactive approach to tech recruitment</i>	City Manager Implementation	<ul style="list-style-type: none"> Marketing materials were stalled due to COVID-19 Relief efforts. Website will launch by the end of September on CharlotteOpenforBusiness.com Tech Talent Study has been completed, results are being discussed internally, presentation is being created for a public launch of study data. 	Tracy Dodson
Commercial Code Enforcement <i>Evaluate policy regarding code enforcement at commercial properties</i>	City Manager Implementation	<ul style="list-style-type: none"> The Minimum Housing ordinance was revised by City Council on October 14, 2019; the revisions took effect January 1, 2020. The Noise ordinance was revised by City Council on June 24, 2019; the revisions took effect October 1, 2019. The Non-Residential Building Code (NRBC) ordinance was originally established in 2009. The goal of the ordinance is to provide effective enforcement to keep non-residential buildings safe. Code staff shared a broad overview of the NRBC during the September 16, 2020 Great Neighborhoods Committee meeting as part of the nuisance abatement referral. Because the ordinance has not been reviewed for potential revisions since it was established, HNS is in the process of designing a timeline and framework for which an ordinance review will occur. 	Victoria Johnson

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Community Engagement – Rezoning <i>Have city staff take over facilitating pre-zoning community forums from developers</i>	City Manager Implementation	The "90-Day Assignment" was presented to TAP/E in June 2020 as a Growth and Infrastructure report. The second phase of the report will be presented to TAP/E in October 2020 to discuss how to improve community engagement activities as part of the rezoning process.	Taiwo Jaiyeoba
Corridors <i>Understand strategies to revitalize corridors</i>	City Manager Implementation	Staff currently working to identify projects and leverage timing of deployment to demonstrate comprehensive approach to targeted revitalization on the city's six Corridors of Opportunity. <ul style="list-style-type: none"> • \$24.5 million included in the FY 2021 budget to support six Corridors of Opportunity: Beatties Ford, West Boulevard, Freedom/Wilkinson, Central/Albemarle, I85/Sugar Creek, and North Tryon/North Graham • Presentation to W&BD Committee on July 28 with approval of overall strategy and branding • Presentation to W&BD Committee on September 14 to discuss labor market study for corridors • Presentation on September 23 to Great Neighborhoods committee to discuss vision plan for corridors of opportunity 	Tracy Dodson

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Corridors (contd)	City Manager Implementation	<ul style="list-style-type: none"> • Beatties Ford kick-off event completed September 9, included community engagement, residential code enforcement check/education, and education about Cure Violence (Violence Interrupter) assessment • Staff working on partnership opportunities for three redevelopment projects along the Beatties Ford Corridor • Staff has identified potential partnership opportunities along West Boulevard that supports the implementation of the West Boulevard Corridor Playbook <p>Business Matching Grant Awards:</p> <ul style="list-style-type: none"> • May application cycle - \$1,058,000 awarded • August application cycle - \$515,000 awarded • In May, the city launched the Interior Upfit Grant, enabling qualifying projects to receive up to \$30,000 with a 50 percent match for renovations/improvements: <ul style="list-style-type: none"> • HVAC, fire suppression • Interior Lighting and Utility Upgrades • Removal/Installation of interior walls, flooring • In the first two award cycles, the city awarded \$402,000 in interior awards to 13 projects 	Tracy Dodson

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Corridors (contd)	City Manager Implementation	<p>UrbanMain</p> <ul style="list-style-type: none"> • Completed Transformation Strategy Report in March 2020 • Presentation to W&BD Committee on June 28 • Developing RFP for designated District Organization with Advisory Committee; Selected organization will implement the recommended transformation strategies and develop the UrbanMain program within the Beatties Ford/LaSalle district • RFP will be released in October; Organization selected by end of year • Staff is developing new scope of services with National Main Street Center to provide training and technical assistance to the selected district organization over next 12 months • The four volunteer committees have accomplished multiple quick wins in 2020: <ul style="list-style-type: none"> • Placemaking Grant award for interactive mural of historic and prestigious community figures from the Beatties Ford Road corridor; the mural will be installed in Q4 2020 • Elder Response Initiative: hosted canvassing events within University Park and Lincoln Heights neighborhoods in Q1 and Q2 to assess needs of elderly residents and connect them to resources and information • Historic West End Business Association has led COVID-19 relief response for local businesses in UrbanMain district • Rosa Parks Farmer's Market relocated to within the district • Community Update call, hosted by UrbanMain Advisory Committee and volunteers, is scheduled for November 12th at 6:30pm 	Tracy Dodson

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
SEAP <i>SEAP Implementation and incorporating resiliency planning with an environmental focus</i>	City Manager Implementation	<ul style="list-style-type: none"> • The Tree Canopy Action Plan was presented to TAP/E in June and July. It was scheduled to be presented to Council in May but was deferred to a future date. It will be presented again in October before the study is finalized. • City Council voted to adopt the FY 2021 budget with \$2 million allocated for rooftop solar, and \$1 million for electric vehicle infrastructure • City Council received an update on SEAP progress in August, including: <ul style="list-style-type: none"> o CATS received \$3.7 million Low or No Emissions grant for electric buses o Launched the Renewable Energy and Efficiency Workforce Training (RENEW) focusing on careers in the clean energy economy o Implementation of the sustainable Fleet policies 	Taiwo Jaiyeoba
Police Staffing <i>Provide information on police staffing, update efforts to attract and retain police officers</i>	City Manager Implementation	<p>The FY 2021 Budget included a normal 1.5 percent salary increase plus a step increase for Police Public Safety Plan members. Additionally, the plan also included the following actions:</p> <ul style="list-style-type: none"> • 5 percent salary increase for Police Officers at the top of the pay scale, effective December 2020. • 5 percent salary increase for Police Sergeants effective December 2020. • Consolidation of four Police steps into two, allowing Police Officers to reach top pay sooner in their career. <p>These actions are intended to help retain existing Police Officers and ensure that there are a strong pool of applications to fill existing vacancies.</p>	Marcus Jones
Global University <i>Recruit a global university</i>	City Manager Implementation	The city remains open to further developing the Charlotte region's higher education offerings, including strengthening partnerships with existing universities and recruiting new colleges and universities to the city and region.	Marcus Jones

2020 Annual Strategy Meeting: October Update on Goals and Initiatives			
Title (Summary)	Action	Update (October 2020)	City Manager's Office Lead
Small Business Development <i>Evaluate Charlotte Business INClusion program; focus on business creation and small business development</i>	City Manager Implementation	Due to COVID-19 and the Governor's Executive Order, the Economic Development team pivoted from focusing on the Small Business Strategy to developing and implementing the Open for Business Survive and Thrive strategy that provided the following support opportunities to small businesses negatively impacted by COVID-19: <ul style="list-style-type: none"> • Access to Capital Small Business Grant Program: \$30 million • Access to Capital: Food & Beverage Support: \$5 million • Access to Capital: Hotel Support: \$3 million • Small Business Innovation Fund (city-wide expansion of Center City Partners/Honeywell/Duke existing program): \$1.5 million • Small Business Partner Support: \$2 million • Resilient ReUP Program: \$250k 	Tracy Dodson
Fund Balance Policy	No Further Action	No Update	
Community Engagement Tools	No Further Action	No Update	
Development Processes	No Further Action	No Update	
Police Separation Allowance	No Further Action	No Update	
Tourism	No Further Action	No Update	



CARES Act Summary

In May, the City Manager provided a memo to City Council recommending allocation for the city's \$154.5 million in Coronavirus Relief Funds (CRF). The table below outlines funding allocated to date for the CRF, as well as other CARES Act funding sources: Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing Opportunities for Persons with AIDS (HOPWA). Collectively, these funds are leveraged to provide resources to promote stable housing, support local businesses and other impacted sectors, and maintain continuity of city operations.

Initiative	Source	Funds Allocated to Date
Housing and Homeless Assistance		
Rental and Mortgage Relief	CRF	\$8.0m
Rental and Mortgage Relief	CDBG	\$3.5m
Sub-Total Rent and Mortgage		\$11.5m
Homeless Assistance	ESG	\$4.8m
Homeless Assistance	CRF	\$2.0m
Homeless Assistance	HOPWA	\$.4m
Sub-Total Homeless Assistance		\$7.2m
Business Support - Survive	CRF	\$32.5m
Business Support - Thrive	CRF	\$17.5m
Community Support		
Digital Divide	CRF	\$2.5m
Arts and Artists	CRF	\$1.0m
Youth Opportunity Centers	CRF	\$2.0m
City Operations	CRF	\$63.5m
CRF Total		\$129.0m
CDBG Total		\$3.5m
ESG Total		\$4.8m
HOPWA Total		\$0.4m
Total Allocated to Date		\$137.7m



CARES Act Summary

The table below outlines CARES funding remaining for allocation as of October 5, 2020.

Item	Source	Funds Remaining for Allocation
Contingency	CRF	\$14.5m ¹
Housing Support	CRF	\$10.0m ²
Discretionary Funds	CRF	\$1.0m ¹
Housing	ESG	\$3.9m ³
Housing	CDBG	\$4.9m ³
Total		\$34.3m

¹ – The City Manager will provide recommendations to City Council on October 5th regarding uses for the Contingency and Discretionary Funds.

² – Recommendations approved by the Great Neighborhoods Committee will be resented to City Council on October 5th.

³ – Future recommendations will be developed by the Great Neighborhoods Committee.



COMMUNITY SUPPORT

CARES Act Summary

Initiative: Access Charlotte, Public Wi-Fi

Objective: Increase the city's public wi-fi efforts to support remote work and learning and enhance economic development efforts along the Corridors of Opportunity.

Budget: \$1.5 Million, approved by City Council on August 10

Uses:

- For residential and public spaces, city will cover up-front cost of design, equipment, and installation
- Two years of managed services with a vendor, which includes internet, maintenance, 24/7 call center, Wi-Fi usage and analytics reporting

Status: Executing owner agreements for Wi-Fi sites, estimated launch is October through December.

Initiative: Hotspots for CMS Students

Objective: Support the Charlotte-Mecklenburg Schools Foundation in closing the connectivity gap for students through the purchase of hotspot devices.

Budget: \$1.0 Million, approved by City Council on August 10

Uses:

- CMS will purchase 16,000 hotspots, and the city will provide monthly internet service through December

Status: Contract period for monthly service began in September.



COMMUNITY SUPPORT

CARES Act Summary

Initiative: Arts and Artists

Objective: Provide financial support to arts and culture organizations and artists who have been negatively affected by COVID-19.

Budget: \$1.0 Million with an additional \$2.0 Million in aggregate from Mecklenburg County and Thrive Fund; program administered by Foundation for the Carolinas

Uses:

- Artists and Creative Workers: Support an estimated 150 painters, dancers, musicians, graphic designers, and gig workers; grant amount up to \$7,500
- Small/Mid-Size Non-Profits: Support organizations with less than \$1.0 million in annual revenues; estimated to support 40 to 60 organizations; grant amount up to \$25,000
- Large Non-Profits: Support organizations with at least \$1.0 million in annual revenues; estimated to support 13 organizations; grant amount determined by Thrive Board

Status: Contract is in development.

Initiative: Youth and Teen Opportunity Centers

Objective: Partner with the YMCA to provide productive summer opportunities to youth and teens.

Budget: \$2.0 Million, approved by City Council on August 10

Uses:

- Served 20,351 meals to youth and 2,440 meals to teens; nearly 23,000 meals total
- Served 4,315 children through summer camp and 2,993 teens through Level Up

Status: Program complete.



HOUSING SUPPORT

CARES Act Summary

Initiative: Rent and Mortgage Relief (RAMP)

Objective: Promote stable housing for households earning up to 80 percent and below the Area Median Income with up to three months' rent and mortgage relief.

Budget: \$2.2 Million CDBG; approved on April 13, \$8.0 Million Coronavirus Relief Fund approved on June 1

Uses:

- As of September 25, RAMP has provided 1,853 individuals with assistance.

Status: Continue to market and advertise program.

Initiative: Homeless Assistance

Objective: Support individuals who are homeless/precariously housed through collaboration with partners.

Budget: \$1.2 Million CDBG and \$1.4 Million ESG approved on April 13; \$2.0 Million Coronavirus Relief Fund approved on June 1, \$3.4 Million ESG approved on August 10

Uses:

- Deposit Assistance: one-time payment to cover first month's rent, security, and/or utility deposit for eligible households; have served 41 households as of September 25
- Extended Stay Rooms: support partners in obtaining extended-stay rooms for shelter guests for up to eight months
- Rapid Rehousing and Supportive Services: support unsheltered or unstably housed individuals and families with housing and wrap-around services for up to 12 months; \$2.0 million allocated to Roof Above to prevent homelessness and enable social distancing

Status: All programs are operational; Roof Above is scheduled to close on hotel property by mid-November



HOUSING SUPPORT

CARES Act Summary

Initiative: Great Neighborhoods Coronavirus Relief Recommendations

Objective: Allocate remaining \$10.0 Million of \$20.0 Million to support housing from the Coronavirus Relief Fund.

Recommended Budget: \$2.5 Million for Homeless Shelter Support; \$3.5 Million for Utility Assistance; \$4.0 Million for RAMP

Uses:

- Homeless Shelter Support: Partner with Salvation Army to expand the existing shelter; shelter capacity has been reduced due to space required to maintain social distancing; expansion would add 75 beds and serve an additional 900 people annually
- Utility Assistance: Partner with The Housing Partnership and Socialserve to provide up to three months utility (Duke Energy and Charlotte Water) assistance; estimated to serve approximately 4,600 low-to-moderate income households
- Rent and Mortgage Relief Program: Add \$4.0 million to existing program

Status: Council discussion and recommendation on October 5



SMALL BUSINESS SUPPORT

CARES Act Summary

Initiative: Access to Capital (*Survive*)

Objective: Deploy capital directly to local small businesses who have been impacted by COVID-19.

Budget: \$30.0 Million approved on May 26

Uses:

- Businesses with less than five employees were eligible for up to \$10,000; businesses with six to 25 employees were eligible for up to \$25,000
- 1,825 awards approved, total award amount of \$21.9 million
- Racial/Ethnic demographics:
 - African American/Black - 43%
 - Caucasian/White - 36%
 - Asian - 10%
 - Hispanic/Latin - 8%
 - Other - 3%
 - Native American/Islander - Less than 1%

Status: Issue final awards by October 19.

Initiative: Small Business Partner Support (*Survive*)

Objective: Provide relief to small business ecosystem partners to implement projects or services that support the local business community.

Budget: \$2.0 Million approved on May 26

Uses:

- Twelve organizations have received awards for uses such as: entrepreneur training, technical assistance, expansion of virtual assistance, establishment of business incubator

Status: All funds have been awarded; continue to collect reporting information from recipients on fund uses and outcomes.



SMALL BUSINESS SUPPORT

CARES Act Summary

Initiative: Business Innovation (*Thrive*)

Objective: Support and build resiliency within local businesses to adapt to new environment.

Budget: \$1.5 Million approved on August 10

Uses:

- Follow guidelines for Business Innovation Fund launched by Center City Partners and Honeywell
- Award grants of up to \$40,000 citywide for uses such as: technical assistance, investment in online/e-commerce platforms, business coaching, infrastructure enhancements for social distancing

Status: Applications will open on October 28.

Initiative: Food and Beverage Relief Fund (*Thrive*)

Objective: Provide relief to food and beverage establishments through financial and programmatic support.

Budget: \$4.2 Million Food and Beverage Relief approved on August 10, \$300,000 for Streateries approved August 10

Uses:

- Food and Beverage Relief Fund: provide grants to food and beverage small businesses such as restaurants, bars, music venues and caterers
 - Businesses with less than five employees are eligible for up to \$10,000
 - Businesses with six to 25 employees are eligible for up to \$25,000
- Streateries: provide financial assistance to local business organizations/districts to increase the availability of outdoor dining options

Status: Food and Beverage – Program is accepting applications until October 19; Streateries – Thomas Street Stretery has launched, other contracts are being finalized.



SMALL BUSINESS SUPPORT

CARES Act Summary

Initiative: Hotel/Motel Relief Fund (*Thrive*)

Objective: Provide direct grant assistance to hotels/motels impacted by COVID-19.

Budget: \$3 Million approved on August 10

Uses:

- Owners may apply for more than one property; city reserves the right to deny properties listed on CMPD Nuisance Abatement Program
- Final allocation will be based on number of rooms per hotel, and total of all hotel rooms which are eligible for award

Status: Program anticipated to launch week of October 5; target to send checks by end of October.

Initiative: Resilient ReUp Program (*Thrive*)

Objective: In coordination with Asfalís Advisors, provide businesses with a holistic approach to prepare for and recover from business disruptions.

Budget: \$248,500 approved on August 10

Uses:

- Up to 20 businessowners will participate in three concurrent cohorts
- Businessowners will participate in four training models and learn how to build a crisis management plan

Status: Finalizing contract and program eligibility.



WORKFORCE SUPPORT

CARES Act Summary

Initiative: Hiring Grant (*Thrive*)

Objective: Offset the risk and on-boarding costs of hiring new staff during the COVID-19 pandemic.

Budget: \$750,000 approved on August 10

Uses:

- Company criteria: existing companies within Charlotte with 25 – 500 employees who commit to hiring a minimum of five and a maximum of 30 people
 - Eligible companies will receive \$5,000 per hire; businesses located within the Business Revitalization Corridor Geography will be awarded \$6,000 per hire
 - Hires must be Charlotte residents
- Job criteria: full-time job with benefits, minimum of \$13/hour

Status: Program launched on September 29, first round of awards announced on October 15

Initiative: RENEW (*Thrive*)

Objective: Provide career development opportunities for individuals displaced or disadvantaged by COVID-19.

Budget: \$1.0 Million; \$500,000 approved through Survive and Thrive each

Uses:

- Urban League: Train 60 individuals, provide \$15/hour training stipend, hiring commitments in place
- Goodwill Industries: Train 20 individuals in basic residential and commercial construction and HVAC; hiring commitments in place

Status: Urban League's first cohort began training on September 21, Goodwill expected to begin on October 6



WORKFORCE SUPPORT

CARES Act Summary

Initiative: Workforce Partner Support Grants (*Thrive*)

Objective: Increase capacity of workforce development programs in Charlotte to serve a larger population of residents.

Budget: \$2.5 Million approved on August 10

Uses:

- Workforce partners are eligible to apply for grant funding in three initiatives:
 - Operational expenses to expand or pivot
 - Increase program capacity
 - Workforce innovation
- Grant awards will be based upon strength of proposal and demonstrated capacity to expend funds by December 30

Status: Announced grant recipients on October 2, all recipients targeted to receive funding by October 31

Subject: Access Charlotte | Public Wi-Fi

Objective

The digital divide in the City of Charlotte has intensified, due to the ongoing COVID-19 pandemic. As a result, the increasing need for remote work and virtual learning has grown significantly. The city recognizes this urgency and is accelerating its commitment for public Wi-Fi on buses, and in neighborhoods and public spaces throughout Charlotte. In addition to meeting an immediate need for students and families, public Wi-Fi will boost economic mobility for Charlotte residents. The Access Charlotte initiative will also support economic development efforts in the [Corridors of Opportunity](#).

Allocated Budget: \$1.5 Million

The city has allocated \$1.5 million in funding from the CARES Act Coronavirus Relief Fund to implement public Wi-Fi. For Wi-Fi in residential areas and public spaces, the city will cover the up-front costs of design, equipment purchases and installation. In addition, the city will fund two years of managed services with the vendor; which includes internet connectivity, maintenance, support, 24/7 call center, Wi-Fi usage analytics and reporting. At the end of the two-year pilot period, the project will be evaluated for continued investment.

Sites were selected for inclusion in the Wi-Fi feasibility study based on several factors, including: demonstrated need in areas of low broadband adoption; located within/near a Corridor of Opportunity; existing Housing Trust Fund partners; partnerships with existing community organizations; and opportunity to leverage other city programs and investments and/or leverage partner investments. To coordinate investment, a stakeholder group that includes City of Charlotte, Mecklenburg County, Charlotte-Mecklenburg Schools, the Charlotte-Mecklenburg Library, Foundation for the Carolinas, the Knight Foundation, Inlivan, and the Housing Partnership has been convened. Results of the feasibility study are being evaluated with property owners and implementation will begin as soon as Owner Agreements are executed with the vendor.

Wi-Fi on public transit will be implemented on the approximately 300 buses across the CATS fleet, in conjunction with equipment that is already being installed with funding from the NC Department of Transportation. The CARES funding will cover configuration of the public Wi-Fi plus one year of internet connectivity and usage analytics. In addition to counting the number of people that connect to the public Wi-Fi network, the usage analytics will help CATS better understand ridership patterns to improve bus service.

Timeline

- July through August: Cultivate partnerships and complete Wi-Fi Feasibility Study
- September and October: Complete procurement process and execute Owner Agreements
- October through December: Install and configure public Wi-Fi networks – then get connected!

Subject: CARES Act Funding – Support for Internet Service for CMS Students [CMS Foundation - \$1,000,000]

Goals:

Due to COVID-19, students in Charlotte-Mecklenburg Schools (CMS) have been remote learning. The CMS Foundation, the non-profit partner to CMS, has launched the Connect for Tech initiative to assist in closing the connectivity gap for students.

Through an investment of \$960,000, CMS plans to purchase a total of 16,000 hotspot devices. Internet service will be purchased through T-Mobile. The service contract period began September 2020 with the CMS Foundation providing funds for the monthly service.

Total Cost Breakdown:

The total cost breakdown for 12 months will be:

	Per Device	For 16,000 Devices	Funding Sources	Notes
Device Cost	\$60	\$960,000	CMS	Funds cannot be applied to internet service costs
Service Cost \$15/month for 12 months	\$180	\$2,880,000	CMS Foundation & City of Charlotte	N/A
Admin. Fees*	\$20	\$320,000	TBD	N/A
TOTALS	\$260	\$4,160,000		

* Support program management, staffing costs, payment processing fees

City of Charlotte \$1.0 million Investment Breakdown:

The City of Charlotte \$1.0 million investment breakdown; will be spent by December 30, 2020:

	Per Device	Total Devices	Months	Total
Service Cost \$15/month	\$15	9,000 (First batch of the 16,000 devices being shipped)	4	\$540,000
Service Cost \$15/month	\$15	7,000 (Second batch of the 16,000 devices being shipped)	3	\$315,000
TOTAL		16,000	7	\$855,000*

* The city will work with the CMS Foundation to assist with other eligible costs for the program up to the \$1 million allocated by City Council.

Subject: CARES Act Funding - Foundation For The Carolinas Arts and Artists - \$1,000,000

Objective:

The COVID-19 pandemic has had a significant financial impact on the arts and cultural sector. Foundation For The Carolinas will be working together with the Arts & Science Council, Hue House, and Charlotte is Creative to assist non-profits, artists, and creative workers.

Foundation For The Carolinas plans to combine the City of Charlotte’s contribution of \$1.0 million, Mecklenburg County’s contribution of \$1.0 million in CARES Act funding, and \$1.0 million from the Thrive Fund to support individuals and organizations in the arts and cultural sector.

Arts & Cultural Target Recipient	City Funding	County Funding	Private/Thrive Fund	Totals
Artists & Creative Workers	\$300,000	\$400,000	N/A	\$700,000
Small/Mid-Sized Non-profits	\$100,000	\$400,000	N/A	\$500,000
Large Non-profits	\$600,000	\$200,000	\$1,000,000	\$1,800,000
Total Funding	\$1,000,000	\$1,000,000	\$1,000,000	\$3,000,000

Target Recipients:

This funding will target:

Artists & Creative Workers

- This funding will target individual artists and creative entrepreneurs in Charlotte including painters, dancers, musicians, graphic designers, and creative gig/contract workers. It is anticipated that over 150 beneficiaries would be supported.

Small/Mid-Size Non-profit Organizations

- Non-profits in Charlotte with the primary mission of arts/science/history/creativity and with budgets less than \$1.0 million. It is anticipated that this funding would support 40 to 60 local organizations.

Large Non-profit Organizations

- Non-profits in Charlotte with the primary mission of arts/science/history/creativity and with budgets equal to or more than \$1.0 million. It is anticipated that this funding would support 13 major institutions.

Grant Amounts:

- The Arts & Science Council will administer the grant application process. Grants will be awarded based on applicant category, strength of application, size (income or budget), extent of demonstrated loss, and ability to fully spend funds by December 30, 2020.
- The grants will be awarded in various amounts outlined below:

Artists & Creative Workers

\$2,500

\$5,000

\$7,500

Small/Mid-Sized Non-profits

\$5,000

\$15,000

\$25,000

Large Non-profits

The grant ranges will be
determined by the Thrive
Board.

Subject: YMCA and My Brother's Keeper CARES Act Funding

Summary:

One area that was heavily impacted by COVID-19 was summer youth programming and employment opportunities. Summer is a critical time for youth skills development and getting experience in the workplace, but this summer many job opportunities were eliminated or moved virtual, leaving youth without access to the internet further behind. According to the National League of Cities, approximately 30 percent of large cities cancelled their summer employment programs. Even the City's Mayor's Youth Employment program was affected. Looking beyond youth employment, recreational camps and activities had limited capacity this summer leaving many youth and teens without a safe, supervised outlet and opportunities for meals. Furthermore, one of the community partners families rely on in the City's Corridors of Opportunity geography, the YMCA, was impacted through lost revenue, with the closing of much of their operations due to COVID-19.

To meet this need, through our existing partnership with YMCA and My Brother's Keeper, the City of Charlotte invested \$2.0 million to support Youth and Teen Opportunity Centers through a 7-week program.

Youth and Teen Opportunity Centers:

With operational and programming support, the YMCA of Greater Charlotte and My Brother's Keeper served youth and teens through several main areas of focus:

- Health Equity
- Youth Camps
- Teens Experiences (including Job Skills Training)
- Mentorship

Elements of programming included:

- Youth and teen programming
 - Level Up from 8-11pm to provide teens a safe place in the evenings
 - Summer camp for youth aged 5-12 years old
- Job skills training – youth coaching, and career readiness
- Weekend and evening enrichment focused on:
 - Career and trade experiences
 - Health and wellness
 - Career development
 - Personal development
- Meal provision to participating youth and teens
- Health equity programming– COVID-19 prevention education, increased awareness of mental health resources, increase food security

Highlights, by the numbers:

- 20,351 meals served to youth, and 2,440 meals served to Teens
- 4,315 kids served through summer camp
- 2,993 teens served through Level Up programming
- 94 teens served through Charlotte Works

Next Steps: Program complete.

Subject: CARES-Act Housing and Homelessness Services Update

Sources of Funding CARES - Community Development Block Grant (CDBG)
CARES - Coronavirus Relief Funds (CRF)
CARES – Emergency Solutions Grant (ESG)

Objective:

Due to the impacts of the COVID-19 pandemic, many low-to-moderate income renters and homeowners have experienced a total loss of income and/or significantly reduced income, which has created housing insecurity, including increased potential for evictions and foreclosures. Additionally, homelessness in our community has been exacerbated by the pandemic.

The following programs were created to help keep as many residents impacted by the pandemic as possible stably housed, and to support the organizations that provide homeless assistance in our community.

Rent and Mortgage Relief

RAMP CLT

- The RAMP CLT rent and mortgage relief program is designed to serve households earning up to 80 percent and below the area median income. This program is funded through a combination of federal funding sources granted to the city to be used to help the city and its residents navigate the COVID-19 pandemic. These sources include Community Development Block Grant (CDBG) and CARES-Coronavirus Relief Funds (CRF).
- The RAMP program provides up to three month's rent or mortgage assistance to eligible households that earn 80 percent and below the area median income, and that have experienced a financial hardship related to the pandemic.
- The city partnered with the Charlotte Mecklenburg Housing Partnership (CMHP) to administer the RAMP program.
- CMHP has created the rampclt.com website dedicated to the mortgage and rent relief programs. This website provides residents with seamless access to information about the program, including eligibility criteria and program applications. The website also connects people to other community resources including information about the city's Community Relations Dispute Settlement Program for households facing evictions.
- This program was established at the onset of the pandemic using initial CARES-CDBG funds. Upon receipt of the CARES-CRF, which has a mandated date of December 30th for fund expenditures, staff quickly shifted all program expenditures to the CRF funding source.
- An update on the program is provided on page 3.



Homelessness Assistance**Deposit (Security and/or Utility) Assistance Program (CARES-CDBG)**

- The Deposit Assistance program leverages the work of homeless services providers, including Roof Above and the Salvation Army Center of Hope women's shelter, working to transition homeless individuals and families into non-supportive permanent housing as a result of COVID-19.
- The program provides a one-time payment to cover first month's rent, security, and/or utility deposit assistance for eligible households transitioning from homelessness.
- The city has partnered with Socialserve to administer the Deposit Assistance program.
- An update on the program is provided on page 3.

Extended Stay Rooms (CARES-ESG)

- \$700,000 has been allocated to Salvation Army to obtain extended-stay rooms for shelter guests for up to eight months. The funding also allowed Salvation Army to initially purchase prepared food for shelter guests to help with health safety after two staff members tested positive for COVID-19.
- \$688,000 has been allocated to Roof Above to obtain extended-stay rooms for shelter guests for up to eight months.
- An update on the program is provided on page 3.

Rapid Rehousing and Supportive Services (CARES-ESG and CARES-CRF)

- \$3,407,640 of CARES-ESG has been allocated to United Way of Central Carolinas to support individuals and families experiencing sheltered and unsheltered homelessness (approx. 124 households), as well as individuals and families unstably housed in hotels (approx. 100 households) for a period of up to 12 months. This includes wrap-around supportive services to help households retain or move to permanent housing. Other community partners involved in this effort include Mecklenburg County Continuum of Care, Salvation Army Center of Hope, Socialserve, Roof Above, The Relatives, Supportive Housing Communities, and Community Link.
- \$2,000,000 of CARES-CRF has been allocated to Roof Above (formerly Urban Ministry/Men's Shelter) to provide supportive housing to prevent homelessness and enable social distancing in the shelter.
 - Roof Above is scheduled to close on the hotel property by mid-November 2020.

Program Updates

The chart below reflects individuals served and funds disbursed as of September 25, 2020:

<u>Type of Assistance</u>	<u>Individuals Served</u>	<u>CDBG</u>	<u>CRF</u>	<u>ESG</u>	<u>Totals (all funding sources)</u>
RENT AND MORTGAGE ASSISTANCE					
RAMP CLT - Rent Assistance	1,771	\$0	\$3,381,375	NA	\$3,381,375
RAMP CLT - Mortgage Assistance	82	\$169,754	\$36,477	NA	\$206,231
RAMP CLT – CMHP Administrative Expenses	NA	\$0	\$400,000	NA	\$400,000
Total RAMP CLT:	1,853	\$169,754	\$3,817,852	NA	\$3,987,606
HOMELESSNESS ASSISTANCE					
Deposit Assistance (Security/Utility)	41	\$60,483	NA	NA	\$60,483
Extended Stay Rooms (Salvation Army)	215 ¹	NA	NA	\$200,000	\$200,000
Extended Stay Rooms (Roof Above)	78	NA	NA	\$300,000	\$300,000
Rapid Rehousing & Supportive Services	tbd ²	NA	tbd ²	NA	tbd ²
Total Homelessness Assistance	334	\$60,483		\$500,000	\$560,483
Total Funds Disbursed	2,187	\$230,237	\$3,417,852	\$500,000	\$4,548,089

¹The Salvation Army has served 215 individuals in extended-stay rooms, representing 74 households.

²Contracts for Rapid Rehousing & Supportive Services are currently being finalized, therefore no funds have been disbursed.

Council Action History

<u>RCA Date</u>	<u>Funding Source</u>	<u>Program</u>	<u>Amount</u>
April 13, 2020	CARES-CDBG	RAMP CLT	\$2,228,100
	CARES-CDBG	Deposit Assistance	\$1,225,000
	CARES-ESG	Extended Stay Rooms	\$1,388,000
June 1, 2020	CARES-CRF	RAMP CLT	\$8,000,000
	CARES-CRF	Supportive Services (Roof Above)	\$2,000,000
August 10, 2020	CARES-ESG	Rapid Rehousing & Supportive Services (United Way)	\$3,407,640

Subject: Great Neighborhoods Committee Coronavirus Relief Fund Recommendations

Background:

- On May 26, 2020, City Council allocated \$20.0 Million of CARES Act - Coronavirus Relief Funds (CRF) for Housing initiatives.
- On June 8, 2020, City Council approved the Housing Task Force recommendation for \$10M CRF utilization, including \$8M for the Rent and Mortgage Relief Program (RAMP), and \$2.0 Million for supportive services for individuals and households experiencing homelessness.
- On September 16, 2020, the Great Neighborhoods Committee recommended using the remaining \$10.0 Million CRF funds for the following programs:
 1. Homeless Shelter Support: \$2.5 Million
 2. Utility Assistance: \$3.5 Million
 3. Rent and Mortgage Relief Program (RAMP): \$4.0 Million

Recommendations

1. Homeless Shelter Support: \$2.5 Million

- The Salvation Army Center of Hope (COH) is the main emergency shelter for women and families seeking immediate housing with services
- The pandemic is creating more need for shelter, while simultaneously decreasing the number of beds available due to social distancing requirements
 - Prior to COVID-19, COH sheltered an average of 400 women and children nightly
 - As a result of COVID-19, the COH bed count has been decreased to 175, and 110 families are housed in hotels (300 individuals)
- By expanding the existing shelter, 75 beds can be added
 - 250 people
 - 900 additional people annually
- Renovation Details
 - Extend back of building toward Spratt Street
 - Convert existing space to a multi-purpose room with its own entrance, laundry room, and restroom facilities to be used in extreme weather/disasters (separate from main shelter)
 - Add partitions in dorms to delineate sleeping areas, add privacy and increase public health
- **Propose using \$2.5 Million CARES-CRF to support the expansion of the Salvation Army Center of Hope**

<u>Source</u>	<u>Amount</u>
Salvation Army	\$2,000,000
City CARES-CRF	\$2,500,000
Total	\$4,500,000

2. Utility Assistance: \$3.5 Million

- Due to the impacts of the COVID-19 pandemic, low-to-moderate income residents are finding themselves with significantly reduced income. This is creating housing insecurity, including potential disconnection of essential utilities. The Utility Assistance program is proposed to mitigate this risk for low-to-moderate income renters and homeowners.
- As of July 31, 2020
 - 66,000 residential Duke Energy accounts were in arrears in Mecklenburg County, representing \$16.5 Million
 - 24,902 Charlotte Water accounts were past due, representing \$5.0 Million past due by more than 90-days
- **Propose using \$3.5 Million CARES-CRF for utility assistance**
 - Partner with The Housing Partnership and Socialserve to administer the program
 - Serve approximately 4,600 low-to-moderate income households impacted by COVID-19
 - Up to three months utility bill assistance
 - Average \$750 per household
 - Can include arrears back to April 2020

3. Rent and Mortgage Relief Programs: \$4.0 Million

- COVID-19 has had an immediate impact on the housing stability of low-to-moderate income renters in Charlotte and the nation, and eviction rates are expected to continue increasing
- **Propose adding \$4.0 Million CARES-CRF to the existing Rent Assistance Program administered by The Housing Partnership**
 - Assist low-to-moderate income residents that have been negatively impacted by COVID-19
 - As of September 25th, 1,771 applications have been approved, totaling \$3,381,375 in rent assistance

Subject: Open for Business | Survive Initiatives | Access to Capital: Small Business Relief Fund

The purpose of this update is to provide information on the Survive Initiative: Access to Capital Small Business Relief Fund.

Objective

The goal of the Access to Capital (ATC): Small Business Relief Fund is to deploy much needed capital directly to our local small businesses who have been hit hardest by COVID-19. Small businesses are eligible for:

- 5 or less employees (micro business): \$10,000
- 6-25 employees; W-3 required (small business): \$25,000

Foundation For the Carolinas is the grant administration partner for this program and the application was developed and processed for approval by their team in conjunction with the city's Economic Development Department staff. The Foundation For the Carolinas also took the lead on all communications and community outreach. To qualify* ATC, a business must have:

- Headquarters located within the Charlotte city limits
- 25 or less employees
 - 5 or less employees: \$10,000
 - 6-25 employees: \$25,000 (W-3 required)
- Total gross sales of at least \$30,000 and less than \$2.0 Million in 2019
- Started before January 1, 2020
- No current bankruptcy proceedings
- Demonstrated COVID 19 impact

**Priority given to businesses receiving no federal, state and/or MBRF funding*

Timeline

- May 11th: Workforce and Business Development Committee ATC Update
- May 12th: Small Business Recovery Task Force ATC Program Design and Update
- May 19th: Small Business Recovery Task Force ATC Program Design and Update
- May 26th: City Council approves Survive Strategy
- June 2nd: Small Business Recovery Task Force ATC Program Design and Update
- June 16th: Small Business Recovery Task Force ATC Program Design and Update
- June 30: Small Business Recovery Task Force: ATC Program Update
- July 14th: Small Business Task Force: ATC Program Update
- August 10th: Workforce and Business Development Committee ATC Update
- August 10th: City Council ATC Update
- September 28th: Workforce and Business Development Committee ATC Update

Current Commitments:

The information below summarized the progress of the Access to Capital: Small Business Relief Fund.

- Total awards approved: 1,825 for a total of \$21,865,000
 - Micro businesses: 1,584
 - Small businesses: 241
- Racial demographics of applications awarded:
 - African American/Black 43%
 - Caucasian/White 36%
 - Asian 10%
 - Hispanic/Latin 8%
 - Other 3%
 - Native American/Islander Less than 1%
- Gender demographics of applications awarded:
 - Male 57%
 - Female 43%
 - Non-binary Less than 1%
- Years in business of applications awarded:
 - 8+ years 48%
 - 4-7 years 23%
 - 1-3 years 28%
 - Less than one year 1%

Budget: \$30.0 Million**Staff Recommendation:**

Issue all awards by the week of October 19 and then begin the required surveying of all grant recipients. The program has capacity to issue up to \$3.0 Million in additional CARES Act funds. Should the city want to put more funding towards this specific program, FFTC would need to know of that decision by October 9 so they can keep their contractors assigned to this program employed.

Future Council Action

- None

Next Steps:

- Issue checks the week of October 5
- Issue checks the week of October 19
- Complete small business surveying by December 11

Subject: Open for Business | Survive Initiative | Small Business Partner Support Grant Program

The purpose of this update is to provide information on the Small Business Partner Support Grant.

Program Description:

The Small Business Partner Support Grant is a \$2.0 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. The maximum grant is \$250,000 and must be expended by December 30, 2020.

Eligibility Requirements:

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.

Organizations were asked to provide/describe the following:

- Must be located in the City of Charlotte (Headquarters or Local Office)
- Documentation that the organization has served the Charlotte business community for at least two years (i.e. annual reports or similar supporting documents)
- 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:

Organizations were asked to submit the following information to help us better understand their 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/Selection Process:

The online application was open from June 1, 2020 until June 11, 2020. There were 20 eligible applications and 18 ineligible applications received. Initial eligibility was determined based on the organization's responses/information provided to the criteria in the "Eligibility Requirements" listed above. Next, a six-person team of City staff from the following departments reviewed and scored the 20 eligible applications.

- Airport (2)
- Charlotte Water (1)
- General Services (1)
- IT (1)
- Planning (1)

The reviewers were paired in three, two person teams. Two teams were randomly assigned seven applications to review and score and one team was randomly assigned six applications to review and score. Final scores for each application were the average of the two reviewers scores. In advance of assigning applications for review, reviewers were provided information about the program, the scoring criteria, and given the opportunity to ask questions.

Based on the reviewers' scores, 12 organizations received awards. The total amount funded was \$1,996,393 and awards were announced at the Small Business Recovery Task Force meeting on June 30.

Timeline

- June 1-11: Application opened online
- June 12-June 19: Proposal reviewed and scored
- June 30: Awards announced at the Small Business Recovery Task Force meeting
- June 30-July 30: Contracts executed/First payments made/Projects began
- August 30-present: Projects continued/First monthly reports received/Second payments made

Budget: \$30.0 Million**Next Steps:**

- October 1-31: Second monthly reports due
- November 1-30: Third monthly reports due
- December 30: Final report/final budgets due

Summary of Funded Organizations:**ASPIRE Community Capital, \$30,000**

Provide entrepreneurial training and assist business owners with technical assistance. Funds would be used for salaries, marketing, and technical assistance.

Carolina Small Business Development Fund, \$250,000

Provide accessible funding and deliver COVID-19 specific programming to educate and empower small businesses in the City of Charlotte through assessments, technical assistance, and referrals to partner agencies. Funds would be used for salaries/benefits, marketing, facilities, supplies, technology, and technical assistance.

Charlotte LGBT Chamber of Commerce, \$146,525

Expansion of ReadyCLT website and hotline. This Charlotte Small Business Recovery & Readiness Center would provide a centralized effort to assist and guide micro-businesses, small businesses and non-profits through the three-phase governmental plan to re-open the economy. Funds would be used for technology, marketing/branding, staff, and community outreach.

Charlotte Mecklenburg Black Chamber of Commerce, \$200,000

Establish a business incubator for disadvantaged, underinvested and underrepresented entrepreneurs in Opportunity Zones in Charlotte North Carolina which will include training and access to technology. Funds would be used for salaries, equipment, technology, marketing, and office supplies.

Grameen America, \$250,000

Provide technical assistance for our 3,458 members in Charlotte. Funds would be used for salaries/benefits for technical assistance.

Historic North Charlotte Neighborhood Association, \$150,000

Create community driven inclusive areas in underutilized public spaces throughout Charlotte, utilize digital, screen printers, graphic designers, and other “gig” artists to design “Open for Business” campaigns for various businesses and business districts across Charlotte, use artists to design creative to drive consumers to be aware of hygiene in a post COVID-19 world. Funds would be used for salaries, equipment, and marketing.

Historic West End Partners, \$250,000

Historic West End Partners, the Plaza Midwood Merchants Association, and the Charlotte Small Business Coalition joined forces to create a plan to engage and assist more than 100 small businesses on the West Side and the East Side of Charlotte by assessing the needs of small businesses, prioritizing how best to mitigate the impacts of COVID-19, implementing mitigation solutions tied to technology integration, coaching and planning, and marketing and education. Funds would be used for project development, data analysis, technology, training/coaching/education, and marketing.

Latin American Chamber of Commerce, \$244,840

“Community Kitchens to Support Local Needs” project will contract with Hispanic/Latino owned micro businesses in the food industry over a period of two months to provide meals to 8,000 families, helping potentially feed 32,000 individuals which will protect Hispanic/Latino businesses from permanently closing, and contributing to unemployment rates, food insecurity, increased debt, and possibly foreclosures and homelessness. Funds would be used for salaries, marketing, supplies, business training, meals/food/sales tax.

National Black MBA Association, \$113,528

Provide the Ignite Small Business MBA Bootcamp – powered by TDE (Bootcamp) which will provide an MBA experience for business owners. The program will develop and strengthen business and entrepreneurial competencies needed to remain competitive in today’s ever-changing business environment. Funds would be used for equipment, marketing, technology, program facilitator, program administration fees, membership fees, and scholarships.

Prospera, \$150,000

Provide pandemic recovery individual consulting to Hispanic entrepreneurs. Provide COVID-19 disaster recovery business training to Hispanic business owners. Provide Hispanic-owned businesses services of professionals that are not offered in-house. Funds would be used for salaries/benefits, business continuation services, equipment, marketing, facilities, and supplies.

Small Business & Technology Development Center (SBTDC), \$50,000

Provide a program, using the curriculum, NxLevel™ Guide to Growing Your Business, for up to 25 companies in Charlotte. This 10-session in-depth program will work from stabilization through the creation of a sustainable growth plan, with a post-COVID19 focus. Funds would be used for curriculum and materials, marketing, technology, training, and supplies.

Women’s Business Center of Charlotte, \$161,500

Provide “COVID-19 Training for Business Owners” who need business training and educational workshops by procuring additional technology to enhance webinars, trainings, and social media platforms. Funds would be used for salaries/benefits, facility rentals, program fees, technology, and supplies.

Subject: Open for Business | Thrive Initiatives | Business Innovation Program

Objective

After the deployment of Access to Capital, there will still be a continued need in Charlotte for small businesses to thrive in a COVID-19 environment. The businesses that are still in existence are resilient, however they may need additional tools to pivot their business to ensure they thrive. The Business Innovation Program will help fund those innovative ideas.

Timeline

- May 19th: Presented Thrive Strategy to Small Business Task Force
- June 30th: Small Business Task Force: Brief overview of Thrive Strategy
- July 14th: Small Business Task Force: Thrive Strategy presented
- August 10th: Workforce and Business Development Committee approves Thrive Strategy

Current Commitments:

There have been no formal commitments nor contracts made in regard to this funding.

Budget: \$1.5 Million

Staff Recommendation:

Honeywell and Charlotte Center City Partners (CCP) launched a Business Innovation Fund in June 2020. This fund was created by a \$2.0 million gift from Honeywell. The fund provides grants up to \$40,000 to companies with innovative ideas on how to pivot their storefront businesses to make them more resilient in a COVID-19 economy, this program is location restricted to businesses within a 2-mile radius of Trade and Tryon and can not be used for operating expenses. CCCP launched applications for this program in early July and received over 190 applications.

The recommendation is to match Honeywell's donation to create a city-wide Business Innovation Fund Program and to use the same program Honeywell and CCCP have created along with the same criteria, application, review process, funding caps, etc. The application launch is scheduled for October 28.

Building off the Honeywell/CCCP Innovation Fund, the program Criteria could be the same with the exception of location eligibility as described below. Learn more here: <https://www.charlottecentercity.org/innovation-fund-faqs/>

Eligibility:

- Small businesses must either have an existing physical location or be expanding its business in the City of Charlotte.
- The business headquarters is located within the City of Charlotte.
- The business had 50 employees (full and part-time) or fewer as of March 1, 2020
- The business experienced adverse impacts due to the COVID-19 pandemic
- The business is willing to participate in interviews to document and share their lessons learned

Priority to:

- Businesses with an existing physical location or that are expanding their business in the City of Charlotte

- Storefront businesses that create unique experiences
- Innovations and adaptations with potential to replicate and scale or create multi-sector collaborations

What can these funds be used for?

- Technical assistance and advising
- Investing in online presence and e-commerce platforms
- Investing in systems and packaging to allow for contactless distribution of product
- Business coaching
- Investing in online and digital consumer experience
- Marketing related to the adaptations you are making (new product, service, mode of experience)
- Infrastructure enhancements to lessen crowding, maintain safe distances between customers and associates, and enable safe product testing, try-on, and fittings
- Investments in keeping front-line associates protected
- Not limited to the categories above – be creative.

Future Council Action

- None

Next Steps:

- October 28th: Launch application
- December 10th: Close the program

Subject: Open for Business | Thrive Initiatives | Food & Beverage Relief Fund

Objective

The food and beverage industry has been hit exceptionally hard by COVID 19. The funds designated for this program include the following activities.

Access to Capital: Food Service Relief Fund: \$4,190,000

The purpose of the Food Service Relief Fund is to provide grants to food and beverage industry small businesses such as restaurants, bars, music venues, and caterers. Qualifying small businesses are eligible for:

- 5 or less employees (micro business): \$10,000
- 6-25 employees; W-3 required (small business): \$25,000

The application period is open from September 21-October 19 and eligibility criteria include:

- Business must be located within the [city limits](#) of Charlotte, NC.
- Started before January 1, 2020
- No current bankruptcy proceedings
- Submitted Mecklenburg County Food and Beverage Tax forms
 - 2019
 - August or September of 2020

Access to Capital: Hospitality Relief Funds Administration: \$510,000

The Foundation For the Carolinas is the partner for the administration of both the Food Service Relief Fund and the Hotel/Motel Relief Fund (see separate write up for description). Costs associated with the admin fees for these two programs include,

Execution: \$307,000

- Application Development & Testing
- Website Development
- Translation Support
- Communications Support
- Call Center
- YMCA Support Site Rental, Staffing & Navigators
- Application Reviewers
- Quality Control Cross Check
- Survey
- Contracted Project Management

Infrastructure: \$63,000

- Grants Software
- IT Support
- HR Support
- Facilities/Utilities
- Janitorial/COVID Protocols

- Insurance
- Security

FFTC Management Fee: \$140,000

Streateries Initiative: \$300,000

This project is being led by the city's planning department team. The purpose is to provide financial assistance to local business districts to increase the availability of outdoor dining opportunities. This program is currently underway.

Timeline

- August 10th: Workforce and Business Development Committee (did not approve)
- August 10th: City Council Meeting (reversed WFBD committee recommendation and approved)
- September 28th: Workforce and Business Development Committee (update)

Current Commitments:

The administration contract with FFTC is being amended to include these funds. Contracts with Streateries partners are being finalized as well and payments made. The first round of checks from the Access to Capital: Food Service Relief Fund to small business owners should occur by October 19.

Budget: \$5.0 million

Recommendation:

Proceed forward with administration of these three initiatives. The Access to Capital: Food Service Relief Fund has the capacity to award additional CARES Act funds. The FFTC team will need to know of any additional funding by October 23 to ensure contractors assigned to this program continue to be employed.

Future Council Action

- None

Next Steps:

- Issue first round of checks October 19
- Complete program in eight weeks or less
- Complete small business surveying by December 11

Subject: Open for Business | Thrive Initiatives | Hotel/Motel Relief Fund

Objective

The hotel industry has been hit exceptionally hard by COVID 19. The Hotel/Motel Relief Fund provides direct grant assistance to hotels/motels located within the City of Charlotte limits. To qualify, a property must:

- Be located within the Charlotte city limits
- Have been filing Room Occupancy Tax with the Mecklenburg County since April 2019
- Have experienced a 25 percent or greater revenue loss as a result of the COVID-19 pandemic
- Be registered with the NC Secretary of State

Additional eligibility information includes:

- Owners may apply for more than one property, but must submit separate applications for each
- Hotel ownership groups located outside Charlotte MUST attest that grant dollars will only support their Charlotte hotel properties.
- City reserves the right to deny properties that are listed in the CMPD's Nuisance Abatement Program

Award structure

- Grants will be a fixed dollar allocation based on number of rooms
- Example:

If the City of Charlotte Hotel Allocation is	\$3,000,000
If the total number of rooms of all applicants is	13,000 rooms
The per room allocation would be	$\$3,000,000/13,000 = \textbf{\$230.77 per room}$
A hotel with 50 rooms would receive	\$11,538 grant award

- If a hotel has already received a grant through the Small Business Recovery Grant Program, the amount of that grant will be deducted from the total dollars awarded through this program.

Timeline

- August 10th: City Council Meeting (reversed WFBD committee recommendation and approved)
- September 28th: Workforce and Business Development Committee (update)

Current Commitments:

This program is not currently open and no commitments have been made.

Budget: \$3.0 million

Recommendation:

Proceed forward with administration of this program and execute the next steps listed below.

Future Council Action

- None

Next Steps:

- Launch program week of October 5, with two-week application period
- Target to issue checks by the end of October

Subject: Open for Business | Thrive Initiatives | Resilient ReUp

Objective

Many small businesses in the city of Charlotte are struggling with managing their business through the prolonged crisis due to restrictions brought by the COVID-19 pandemic. The Resilient ReUp Program is intended to help provide businesses the resources to survive and thrive from crises.

In coordination with Asfaldis Advisors, businesses will be provided with a holistic approach to prepare for and recover from business disruptions. This will be done through a set of trainings utilizing proven crisis management strategies, principles of design thinking, leadership and crisis communications resources along with one-on-one coaching. This combination of resources will help small businesses solve for immediate and long-term business disruptions.

While staff are still working out the specific details of this program, the following is a brief overview:

- Three groups of up to 20 participants each will go through 3 concurrent Cohorts. The optimal participant would be a small business owner looking to mitigate the uncertainty brought by the evolving COVID economy, pivot when needed while remaining resilient through further disruption.
- There will be four training modules that will prepare business owners to build a crisis management plan: Crisis Leadership – Leading To and Through Crises; Business Preparedness - How to Come out on the Other Side; Innovating Through Disruption - How to Pivot Your Business Model; and Crisis Management – Navigating Uncertainty and the Unexpected.
- Asfaldis Advisors will provide personalized coaching to business owners with access to crisis management and business innovation experts.
- Asfaldis will also provide statistics on the before and after assessments for each participant.

Timeline

- May 19th: Presented Thrive Strategy to Small Business Task Force
- June 30th: Small Business Task Force: Brief overview of Thrive Strategy
- July 14th: Small Business Task Force: Thrive Strategy presented
- August 10th: Workforce and Business Development Committee Survive and Thrive Initiatives Update
- August 10th: City Council Survive and Thrive Initiatives Update
- September 14th: Workforce and Business Development Committee Open for Business Update
- September 28th: Workforce and Business Development Committee Open for Business Update

Current Commitments:

The contract with Asfaldis as our primary partner is in the final stages of processing. No commitments have been made beyond that as we vet participant requirements.

Budget: \$248,500

Future Council Action

- None

Next Steps:

- Finalize contract and program eligibility
- Recruit participants
- Begin workshops

Subject: Open for Business | Thrive Initiatives | Thrive Hiring Program

Objective

Mecklenburg County is experiencing record unemployment due to the COVID-19 pandemic. Prior to COVID, the county had an average unemployment percentage of 3 percent. As of the end of July, unemployment had spiked to 9.8 percent. The Thrive Hiring Program is a tool to help mid-size businesses put displaced Charlotte residents back into jobs by incentivizing the creation of new jobs; hiring Charlotte residents in to full time careers with benefits.

This program is intended to offset the risk and on-boarding costs of hiring new staff during the middle of the COVID-19 pandemic. The goal of this program is that through off-setting some of the hiring costs, companies will be encouraged to post and fill more jobs sooner than anticipated, release hiring freezes, support company expansions or bring new companies to Charlotte.

Built off the framework of the City of Charlotte Opportunity Hiring Grant program, the Thrive Hiring Program incentivizes companies to create and fill new jobs in the City of Charlotte. Under this program, the city would pay an eligible company \$5,000 per hire for each new position filled before the end of the year. Business located in the Business Revitalization Corridor Geography will be awarded \$6,000 per hire. These positions must be full time, with benefits, and the hire must be a Charlotte resident.

Budget: \$750,000

Program Requirements

Eligibility and Hiring Requirements:

- Eligible Companies: Existing companies located in the City of Charlotte with 25-500 employees who commit to hiring a minimum of 5 people and a maximum of 30 people.
- Eligible Job Criteria: Full time job with benefits that start within a month of hire. Must pay a minimum of \$13 per hour
- Eligible Candidate: Employee must be a resident of the City of Charlotte
- Date: Hires must be on payroll with benefits prior to December 15, 2020

Partner Selection Qualifications - Companies must meet the following criteria:

- Registered company with the North Carolina Secretary of State
- Must have a physical office location in the City of Charlotte (though hires can work remote)
- Must have between 25 and 499 employees in all Charlotte-area locations
- Jobs must pay at least \$13 per hour
- Applications must be filled out completely to be considered eligible
- City staff will review applications. Companies will be reviewed and selected on a rolling basis until funds are exhausted.
- Preference will be given to companies who:
 - Have internal training programs to upskill new hires
 - Are hiring for jobs with an outlined career path
 - Are located in the Business Revitalization Corridor Geography
 - Express they are interested in hiring candidates from Charlotte's workforce development partners

Next Steps:

- Execute program
 - September 29th: Program launch
 - October 15th: First round awarded with applications being reviewed on a rolling basis.
 - November 1st: First application for payment due
 - December 15th: Final application for payment due

Subject: Open for Business | Intensive Career Cohorts | RENEW

Objective

The City of Charlotte seeks to provide career development resources for Charlotte residents who have been displaced or additionally disadvantaged due to COVID-19. Intensive career cohorts provide a paid learning experience for individuals to receive competitive knowledge and skills in in-demand occupations and provide job placement opportunities within the industry. In June 2020, the RENEW Training Program was presented to City Council as part of the Survive strategy. This program targeted job training opportunities in HVAC and aligned with sustainable workforce development goals in the city's SEAP and American Cities Climate Challenge.

Budget \$1.0 Million (\$500,000 allocated in Survive and \$500,000 allocated in Thrive for cohort expansion)

Selection Process

The city released a RFP for training partners and competitively selected Urban League of the Central Carolinas as the initial training provider for the RENEW Program. Urban League is currently under contract to train 60 people between August 2020 – August 2021. In September, the city went under contract with Goodwill Industries of the Southern Piedmont as an additional training partner to provide a Fall 2020 training class with 20 participants. In total, 80 Charlotte residents are expected to be trained and placed in employment through the program.

Participant Selection Process

The program was marketed throughout Charlotte using social media placements and a press release. Participants applied online for the program and in addition to answering questions about program interest, they were screened based on the following eligibility criteria:

- Individuals who have been displaced from employment or significantly disadvantaged in seeking employment due to COVID-19.
- Recent graduates of high-school or college programs who have limited job prospects due to the contracting job market.
- Must be a resident of the City of Charlotte
- Must be at least 18 years old
- Must be eligible to work in the United States
- Additional criteria provided by employer partners

Program Status:

Urban League: 30 people were selected for the fall cohort of Urban League's program through a selection process that included more than 155 applicants. Classes began on Monday, Sept 21st and instruction will be offered virtually and in-person. Participants are receiving a training stipend of \$15/hr. Funding has also been set aside for paid work-based learning experiences if needed prior to beginning full-time employment. Urban League has received hiring commitments from Trane Technologies who has agreed to be their employer partner for the program. Trane will engage with the participants on a bi-weekly basis and also arrange a career fair towards the end of the program for members of their vendor network to meet and interview class participants.

Goodwill Industries of the Southern Piedmont: Goodwill is in the final selection phase of their 20 participants for the fall cohort that will begin on Tuesday, October 6th. These participants will complete both a basic residential and commercial construction curriculum as well as HVAC training. Goodwill has partnered with CPCC to deliver the

instructional content. Participants will also receive training stipends and have the opportunity for work-based learning if needed. Goodwill's employer partners include MSS and Schneider Electric.

Corporate Advisory Council: The city has convened a monthly meeting of the program's Corporate Advisory Council (CAC) since July 2020. Approximately 45 companies participate on each call. The purpose of these meetings is to increase corporate support of the program and provide regular program updates. The CAC also advised on the curriculum design and eligibility requirements.

Next Steps:

- Continue program execution.
- Receive regular updates from training providers
- Prepare for the placement of fall cohort graduates
- Prepare for the selection of Urban League's January cohort
- Continue monthly meetings of the Corporate Advisory Council

Subject: Open for Business | Thrive Initiatives | Workforce Partner Support Grants

Objective

Due to the increase in Charlotte's unemployment rate, resources are needed to increase capacity of our workforce development programs in our community in order to serve a larger population of residents seeking career resources and job placement assistance. The Workforce Partner Support Grants will help fund initiatives related to these needs. This allows the workforce development partners in our community to bring forward new ideas for the city to consider and fund.

Timeline

- May 19th: Presented Thrive Strategy to Small Business Task Force
- June 30th: Small Business Task Force: Brief overview of Thrive Strategy
- July 14th: Small Business Task Force: Thrive Strategy presented
- September 3rd: Program Launched
- September 18th: Application window closed
- October 2nd: Awardees announced

Budget: \$2.5 Million

Program Details:

Under this grant program, three initiatives were created for funding available to eligible workforce development organizations. These funding initiatives are as follows with ideas for what funding could include, but not limited to:

1.) Operational Expenses to Expand or Pivot

- a. Fund operational expenses to expand workforce offerings
- b. Purchase technology equipment, tools, or software to provide or enhance virtual services.
- c. Increase the capacity of staff to serve growth in displaced workers through training and/or continuing education.
- d. Marketing related to the service adaptations (new program, service, mode of experience)

2.) Increase Program Capacity

- a. Enhance the organization's provision of direct services to youth and adults displaced or negatively impacted due to COVID-19 including but not limited to:
 - i. Additional instructor fees and program administrative costs to expand number served
 - ii. Training scholarships for short term programs that lead to industry recognized credentials in high demand industries
 - iii. Paid work experience/paid internships
 - iv. On-the-job training (subsidize 50-75 percent of job seeker's salary for up to 6 months)
- b. Provide supportive services for program participants and job seekers who are employed, searching for employment, and/or enrolled in a training that leads to industry recognized credential in high demand industry

3.) Workforce Innovation

- a. The creation of a nimble fund that allows investment in innovative ideas that advance educational and workforce development opportunities for Charlotte residents adversely impacted by COVID-19
- b. Ability to bring public-private partnerships to the table for consideration

Eligibility:

To be eligible for the program the applicant must be a government, non-profit, academic, for-profit organization that provides “direct services” in education and workforce development to residents of Charlotte.

Applicants must also demonstrate/provide the following:

- Must be located in the City of Charlotte (Headquarters or Local Office)
- Documentation that the organization has served the Charlotte community for at least two years (i.e. annual reports or similar supporting documents)
- List of current Board of Directors/Advisory Board: Name, Title, Year Appointed to Board
- Most recently approved annual audit

Priority to:

- Organizations with proven results in education and workforce development programming
- Organizations that provide the highest return on investment by impacting the most residents in our city.
- Providers that provide:
 - Adequate scope of work
 - Itemized budget for execution
 - Timeline for execution
 - Project accountability outcomes
- The overall impact to the organization due to this public health crisis
- The perceived community benefit of the organization’s intended use of the funds including how many individuals would be served through enhanced direct services, the sustainability of any new technology solutions acquired, etc.

Additional Requirements:

- Funds cannot be used for employee payroll expenses, or any expenses currently covered by any additional sources of COVID-19 related financial assistance.
- Funds must be completely expended by December 30, 2020
- Grant recipients must meet data reporting requirements post award and agree to the City of Charlotte having access to applicable documents should an audit of the grant program occur.

Grant Awards:

- Organizations were asked to submit an application for each initiative of funding requested
- The city created a selection committee made up of diverse representation that will review applications and make award recommendations.
- Grant amounts will be based on strength of proposal and demonstrated capacity to expend the total grant amount by December 30, 2020.

Next Steps:

- October 2nd: Announce Round 1 grant recipients
- October 31st: Recipients should have received funding

Subject: Open for Business | Thrive Initiatives | Access to Capital: Small Business Relief Fund Administration

Objective

The goal of the Access to Capital (ATC): Small Business Relief Fund is to deploy much needed capital directly to our local small businesses who have been hit hardest by COVID-19. Small businesses are eligible for:

- 5 or less employees (micro business): \$10,000
- 6-25 employees; W-3 required (small business): \$25,000

Foundation For the Carolinas is the grant administration partner for this program and the application was developed and processed for approval by their team in conjunction with Economic Development Department staff. They also took the lead on all communications and community outreach. Specific administration budget costs include:

Programming Costs

	<u>Initial</u>	<u>Extension</u>
Program Set-up & Community Impact	\$1,211,000	\$ 383,000
Infrastructure	\$ 490,000	\$ 0
FFTC Management Fee	<u>\$ 675,000</u>	<u>\$ 0</u>
Total Program Extension Costs	\$2,376,000	\$ 383,000

Total Programming Expenses **\$2,759,000**

- 57% of funding into the community
- FFTC absorbing all infrastructure expenses & charging no fees for the 8-week program extension

Timeline

- May 12th: Small Business Recovery Task Force ATC Program Design and Update
- May 19th: Small Business Recovery Task Force ATC Program Design and Update
- August 10th: Workforce and Business Development Committee ATC Update

Current Commitments:

FFTC has a contract with the City of Charlotte for administration and marketing/community outreach of the Access to Capital Small Business Relief Fund.

Budget: \$2,759,000

Staff Recommendation:

Issue all awards by the week of October 19 and then begin the required surveying of all grant recipients. The program has capacity to issue additional CARES Act funds. Should the City want to put more funding towards this specific program, FFTC would need to know of that decision by October 9 so they can keep their contractors assigned to this program employed.

Future Council Action

- None

Next Steps:

- October 9: City decision as to whether to designate up to additional CARES Act funds to this program.
- December 30: FFTC contract completed

Subject: CARES Funding Supporting City Operations

Background

- The City of Charlotte received \$154.5 million from the CARES Act Coronavirus Relief Fund.
- The Department of Treasury’s CRF guidance identified a range of eligible expenditures associated with City Operations, including payroll expenses for public safety personnel, expenses to improve telework capabilities for public employees, and other expenses to facilitate compliance with COVID-19 public health measures, etc.
- Reimbursable CRF costs must be expended between March 1, 2020 and December 30, 2020.

As outlined in the City Manager’s memo to Council on May 11, 2020, \$70 million of CRF funding was initially set-aside for City Operations. As shared with Council on August 10, 2020, this allocation was subsequently changed to \$63.5 million as a result of expected reimbursements of \$6.5 million from FEMA.

Allocated Budget: \$63.5 million

Estimated costs – by December 30, 2020 – for City Operations-related expenses to be reimbursed with CRF funds.

Category	Estimated Expenditures 3/1/20 – 12/30/20	Description
First Responder Salaries	\$14.9M	Estimated portion of eligible police/fire pay
Premium Pay	\$9.7M	“Hazard pay” for police/fire personnel
Emergency Leave	\$3.9M	COVID-19-related emergency leave pay
Facility Needs	\$15M	<ul style="list-style-type: none"> • CMGC ReWORK [\$6M] includes renovations and furnishings to enhance employee health and support telework capabilities • HVAC upgrades [\$5.5M] to reduce employee health risk • Building improvements [\$3M] to reduce employee health risk at over a dozen City-owned facilities
Technology Needs	\$10.0M	Range of investments [including hardware and network technology] to improve the City’s teleworking capability and support social distancing requirements
Solid Waste Services	\$8.5M	Vehicle and equipment purchases that will decrease the number of personnel required in a truck
Other	\$1.5M	Over 20 miscellaneous eligible expenditures, with an average budget of \$75K
Total	\$63.5M	

Next Steps

Continue to monitor approved funding while evaluating eligible and compelling CRF funding requests. Any such funding requests that are approved may result in an adjustment[s] to one or more of the line items shown in the table on page 1.



Safe Charlotte

FY2021 Committee Referrals

For the past several months, Council and staff have been committed to reviewing how the city provides services to create a safer Charlotte for all residents. This work spans not just reimagining policing but addressing the other issues that impact economic mobility including unemployment, workforce development and comprehensive approaches to our Corridors of Opportunity. City Council Committees have taken on significant and important work to provide recommendations to the policy questions below:

Budget and Effectiveness

Police Budget Review by Services Area: *How are resources being used within Police to promote safe communities and decrease violence in the city?*

Violence Prevention Data Matrix and Public Scorecard: *What are Council's expectations to demonstrate the effectiveness of violence prevention measures with data?*

Great Neighborhoods

Nuisance abatement and residential impact policy: *What should the city's policy for addressing opportunities, challenges, and consequences in conducting nuisance abatement for residents be with consideration of mitigating any resultant housing displacement?*

Review of vision plans for Opportunity Corridors: *Define the policy for using city plans to help advance opportunities within the Opportunity Corridors*

Intergovernmental Relations Committee

Nuisance abatement (regulation and challenges): *Identify ordinances or laws that can be adjusted to streamline the nuisance abatement process*

Citizens Review Board Process and Subpoena Power: *Develop a legislative strategy to advance granting Subpoena Power for the CRB*

Criminal Justice Advisory Group (CJAG) participation (Effectiveness review based on city participation: is it appropriately managed and resourced) *Define the city's role in collaborating on the Criminal Justice Advisory Group (CJAG) as well as opportunities to collaborate with Mecklenburg County on re-entry*



Safe Charlotte

FY2021 Committee Referrals

Safe Communities

Police services audit: *What core services accomplish CMPD's mission?*

Review enforcement data: *Based on current enforcement data, what policy changes are needed?*

Violence Prevention Strategy: *What is an advanced a holistic violence prevention strategy?*

Transportation, Planning and Environment

Development and Design considerations to increase security: *Within the city's planning and development, can we further factor in components and considerations to advance safety? Are our Urban design standards for safety and security best practice?*

Workforce and Business Development

Workforce Development Plan to reduce high unemployment: *Identify policy options for the city to reduce unemployment*

Workforce development policy (criteria required for when city funding is included): *Develop processes to promote workforce development opportunities through city funded programs*

Workforce Plan for Corridors of Opportunity: *Develop policy to promote workforce development and opportunities within the Opportunity Areas*

Strengthening workforce development within Diversion program: *Develop options to advance Workforce development in diversion programs (This could apply to all programs from transit to housing).*



Budget & Effectiveness

FY2021 Committee Process and Recommendations



Ed Driggs
Chair



Julie Eiselt
Co-Chair



Dimple Ajmera



Malcolm Graham



Renee' Johnson

Referral 1: Review CMPD Budget by Service Area

Process

- On August 18, Strategy and Budget Director Bergman provided the Committee with a visual tool to better understand the CMPD budget. This included a breakdown by cost. Council members requested additional information on: equipment purchases, overtime, staffing levels, and procurement.
- On September 15, Strategy and Budget Director was joined by CMPD Deputy Chief Voorhees, CMPD Business Services Manager Kellie High-Foster, and CMPD Data Analytics Manager Monica Nguyen to address the questions from the previous Committee meeting. This presentation included the following:
 - A handout with all CMPD purchases over \$1,000 from the “equipment lines” in FY 2020
 - An explanation for the data that CMPD uses to determine appropriate staffing levels within its patrol divisions
 - A summary of all overtime costs in FY 2020
 - A flow chart of the procurement process and policies for all CMPD purchases
 - The CMPD Capital Assets policy
- On September 29:
 - The Committee reviewed more detail on Calls for Service data specific to lower priority calls and discussed how the needs of those calls could be met with a means other than an armed officer.
 - Discussion around how to best meet the needs associated with calls for service that involve a mental health issue; to include expanding the CPCRT or having an alternative agency responding to these type calls.



Budget & Effectiveness

FY2021 Committee Process and Recommendations

Referral 1: Review CMPD Budget by Service Area

Findings and Recommendations

- After accounting for unique and reimbursed services, 86 percent of the Police budget is related to salaries, benefits, and insurance. 76 percent of sworn Police positions are dedicated to patrol and calls for service in the city's 13 Police divisions. The number of dedicated Patrol Officer positions is less than optimal to handle the current call volume and responsibilities.
- There are opportunities to redistribute workload across some of the "priority 5" Calls for Service to non-sworn technicians to allow for Sworn Officers to spend more time on activities specific to their core role and responsibilities.
 - *Further assessment is recommended to develop and pilot an approach to shift call responses from sworn officers where feasible.*
- The current co-responder model on mental health calls should be reviewed to determine if the city can initiate a program allowing for a separate non-law enforcement agency to respond to lower risk mental health, homeless, and other community support calls for service.
 - *Recommendation that the City Manager develop a program for consideration to include advancing collaboration with Mecklenburg County.*



Budget & Effectiveness

FY2021 Committee Process and Recommendations

Referral 2: Develop a Public Scorecard to Measure Progress

Process

- In February 2020, this concept was initially reviewed broadly with the Safe Communities Committee:
 - Concept was explained to Safe Communities Committee at the February 4, 2020 meeting as a component within the building of a Violence Reduction Framework
- In August 2020, Referred to Budget and Effectiveness Committee:
 - Reviewed available data around violence and what measures are tracked: This allowed the Committee to gain a better understanding of current measures and considerations.
 - Reviewed proposed violence prevention data dashboard: Committee gained a better understanding of the new dashboard and to allowed for staff to get feedback on further development of the tool.
 - Promoted partnerships to further create robust measures of the holistic aspects involved in violence prevention: Committee engaged community partners in collaboratively targeting resources toward most impactful initiatives.
 - The Committee provided staff with affirmative feedback on demonstrating the effectiveness of violence prevention measures with data, and direction for presenting to full Council.
 - Presented to full Council at the September 9, 2020 Strategy Session.

Referral 2: Review CMPD Budget by Service Area

Findings and Recommendations

- Public Scorecard initial phase completed
 - Measures will be tracked consistently and reported to City Council
 - Collaboration with service partners will continue to further build out robust data and identify indicators
 - On-going updates and refinement will be made based on available data and community



Great Neighborhoods

FY2021 Committee Process and Recommendations



Malcolm Graham
Chair



Braxton Winston
Vice-Chair



Tariq Bokhari



Julie Eiselt



Victoria Watlington

Referral 1: Nuisance Abatement and Residential Impact Policy

Process

- Code Enforcement Housing Nuisance Abatement City Referral Presentation. The presentation addressed the following:
 - Code Enforcement process for residential and non-residential structures
 - Enhanced Multi-Family Inspection Program
 - In Rem Actions and Displacement Referrals
 - Emergency Relocation Program and Displacement Referrals
 - Non-Residential Building Code (Commercial)
- Code Enforcement addresses nuisance abatement related to the structure of residential and commercial properties. CMPD addresses nuisance abatement related to people.
- The Code Enforcement process is essentially the same for both residential and commercial properties. This process is prescribed by State statute. Code Enforcement works closely with CMPD to address any nefarious activity that may be occurring at a property.
- Consequences of Enforcement vs Non-Enforcement.
 - The committee discussed the importance of ensuring that Code Enforcement does not lead to gentrification and displacement of residents.

Findings and Recommendations

- The Committee voted to send the presentation to full Council at an upcoming Council meeting and to:
 - Review the voluntary relocation program, and
 - Review the referral process to internal and external programs



Great Neighborhoods

FY2021 Committee Process and Recommendations

Referral 2: Review of Vision Plans for Opportunity Corridors

Process

- An overview of the Corridors of Opportunities program was provided to the Committee. The Committee was informed about existing area plans/playbooks for each corridor. In every instance, these plans (with the exception of the West Blvd. Playbook) were dated between 1999 and 2010. The West Blvd. Playbook was completed in 2018. Further, the I-85/West Sugar Creek corridor has a Design Sprint ongoing. These Plans/Playbooks are intended to be “living documents”, co-created with community partners, and used as guidance for implementation of projects/programs on the corridors.
- Preparing a Playbook for Corridors: This guidance will take the form of action prioritization, capital investment (such as streetscape, redevelopment, transportation, or public realm improvements) within the program fund, and where appropriate, specific land use and urban design guidance for private properties in each of the corridors.
- Establishing recommendations and actions: As a Playbook is developed, recommendations and actions may take the form of new ideas generated through community engagement or reaffirmations of projects identified in previous planning documents.
- Creating an implementation plan: The implementation recommendations in a Playbook are compiled and documented in an implementation matrix created to inventory, assign responsibility, and track the completion of action items.
- Council Committee Review and Council Action: At the completion of a draft Playbook and Implementation Plan, a council committee review and full council action to receive the Playbook should be initiated.

Findings and Recommendations

- The Committee supports the development of playbooks, design sprints, and updated plans as needed to guide corridor investments.
- Committee expressed an interest in hosting a Town Hall meeting to discuss the important of Playbooks/Design Sprints as platforms for receiving community input in the corridors of opportunities program.
- The Committee presentation will be reported out at a future Council meeting.



Intergovernmental Relations

FY2021 Committee Process and Recommendations



Tariq Bokhari
Chair



Braxton Winston
Vice-Chair



Larken Egleston



Matt Newton



James Mitchell

Referral 1: Nuisance Abatement

Process

- Committee will be briefed by City Attorney Patrick Baker at its October 14 meeting on ways the city can more fully utilize its Nuisance Abatement powers specified in State Statutes

Findings and Recommendations

- Committee will discuss potential administrative and/or legislative options at the same meeting

Referral 2: Subpoena Power for Citizens Review Board

Process

- Councilmember Egleston briefed the committee on concurrent work occurring in the Safe Communities Committee
 - City of Raleigh has expressed support for establishing a similar board and securing subpoena power
 - Chief Jennings has expressed support for subpoena power, for both officers and relevant witnesses
 - Subpoena power is important to providing Citizens Review Board complete information to make appropriate recommendations

Findings and Recommendations

- Committee will finalize legislative strategy for Council's 2021 Legislative Agenda at the October 19 Intergovernmental Committee Meeting



Intergovernmental Relations

FY2021 Committee Process and Recommendations

Referral 3: Criminal Justice Advisory Group (CJAG) Participation

Process

- Discussed the history of CJAG, which was chartered by Mecklenburg County Criminal Justice Services Department in 2005 as an informal forum where criminal justice system leaders engage in systemic planning and coordination

Findings and Recommendations

- Continue to actively engage with CJAG to address criminal justice policy across organizations
- Further define participation and city's role at the December 21 Intergovernmental Committee Meeting



Safe Communities

FY2021 Committee Progress and Vision Report



Larken Egleston
Chair



James Mitchell
Vice-Chair



Dimple Ajmera



Renee' Johnson



Victoria Watlington

Referrals: Review Police Related Issues and Receive Community Input for Enhanced Accountability and Trust

Police Services Audit • Review Enforcement Data • Violence Prevention Strategy

Process

- The Safe Communities Committee had several referred policy questions specific to the review of Police Services and chose to address the needs by building an overall framework for review that incorporated aspects of all the referrals in a focused approach to reviewing 12 key issue areas (listed below).
 - CMPD Community Engagement and Youth Programs
 - Police Recruitment and Training
 - Police Oversight
 - Role of Citizens Review Board
 - Role of Civil Service Board
 - CMPD Rules of Conduct
 - Response to Resistance Directive
 - CMPD Directives on Passive Protest and Peaceful Demonstrations and First Amendment Activities
 - Police Transparency & Access to Information
 - CMPD Budget
 - Addressing calls for service that involve mental health issues
 - Criminal Process reform
- A Community Input Group (CIG) was established with a diverse representation of participants to conduct a review of each of the 12 topics and to provide the Committee with their perspectives and to propose needed changes within the areas. See list of participants on the following page.
- The Committee met every other week over the course of the last several months. For each of the topics CMPD provided overviews, input was provided by the Community Input Group (who also met every other week) and the Committee held discussions and questions and answer sessions.



Safe Communities

FY2021 Committee Progress and Vision Report

- During the course of the Committee, CIG, and CMPD's work on these issues several changes were put in place including; strengthening CMPD policy language to address Duty to Intervene and full alignment with the "8 can't Wait" initiatives; the implementation of signal side arm monitors; new Civil Emergency Unit (CEU) uniforms that allow for mounting BWCs; policy changes not to use "no knock" warrants nor to use CS agents (tear gas) for crowd dispersal.
- The committee reviewed each topic area to develop the foundational information needed for full Council in considering further improvement strategies and establishing a holistic approach to Safe Communities and Violence Reduction.

Findings and Recommendations

- Requested the City Manager to use the input from Committee discussions across all the Council Committees, and the input from the Community to draft a holistic framework for Safe Communities based on Council's feedback.

Safe Communities – Community Input Group Participants

Geoff Alpert, <i>University of South Carolina, Criminology Professor</i>	Corine Mack, <i>NAACP Charlotte-Mecklenburg Chapter President</i>
Trevor Allen, <i>NC Department of Justice Director</i>	Rodney McGill, <i>Community Unity Center 100 Founder</i>
Michael Barnes, <i>Attorney and Former Mayor Pro Tem</i>	Ryan McGill, <i>Civil Service Board, Chair</i>
Dr. Britney Broyhill, <i>Atrium Health Senior Director of Advanced Practice</i>	Larry Mims (NoLimit Larry), <i>WPEG Power 98 Radio Personality</i>
Meko Chosen, <i>Activist</i>	Kass Ottley, <i>Seeking Justice CLT Founder</i>
Robert Dawkins, <i>Safe Coalition State Organizer</i>	Milena Price, <i>City of Charlotte Office of Equity Administrative Officer</i>
Cindy Decker, <i>CMPD Bridge the Difference</i>	Federico Rios, <i>City of Charlotte Office of Equity, Mobility and Immigrant Integration Assistant Director</i>
Vicki Foster, <i>Former CMPD Assistant Chief</i>	Don Thomas, <i>My Brother's Keeper Charlotte Mecklenburg Executive Director</i>
Cherie Grant, <i>City of Charlotte Economic Development, Corridors of Opportunity Coordinator</i>	Dr. Michael Turner, <i>UNC Charlotte Professor</i>
Denada Jackson, <i>City of Charlotte, Office of Constituent Service Manager</i>	Rev. Peter Wherry, <i>Mayfield Memorial Baptist Pastor</i>
Tonya Jameson, <i>Citizen Review Board, Acting Chair</i>	Lacey Williams, <i>City of Charlotte Office of Equity, Economic Mobility Manager</i>
Fatina Lorick, <i>McAddo Lorick, Attorneys at Law</i>	Emily Yaffe, <i>City of Charlotte Office of Equity, Immigrant Integration Specialist</i>



Transportation, Planning & Environment

FY2021 Committee Process and Recommendations



Julie Eiselt
Chair



Larken Egleston
Vice-Chair



Ed Driggs



Matt Newton



Braxton Winston

Referral 1: Development and Design Considerations to Increase Security

Process

- Urban Design Center (UDC) staff routinely uses industry best practices to address safety and security concerns during the design process for public space and public realm elements in our capital programs and plan development.
- Concepts and practices common in CPTED (Crime Prevention Through Environmental Design) are considered during the conceptual stages of a design and again during later design development review phases.
- In addition to community input, the UDC staff routinely partners with CMPD to evaluate existing and future public space when a conceptual design process is undertaken.
- Utilization of recent innovative and newly developed guidance on public space standards related to public health, as the result of COVID-19 impacts, is being evaluated and will be integrated into current and future projects.
- Addressing safety concerns in public transportation (shelter lighting, street lights)

Findings and Recommendations

- Look for opportunities to implement smart lighting, similar to Camp North End, across the city.
- Committee adopted a motion to reflect these considerations in the comprehensive plan and the rezoning process.
- The Committee presentation will be reported out at a future Council meeting.



Workforce & Business Development

FY2021 Committee Process and Recommendations



James Mitchell
Chair



Tariq Bokhari
Vice-Chair



Dimple Ajmera



Malcolm Graham



Renee' Johnson

Referral 1 (Combined):

- Workforce Plan for Corridors of Opportunity
- Workforce Development Plan to Reduce High Unemployment
- Strengthening Workforce Development within Diversion Programs

Process

- An overview was presented to address unemployment and what the city could do to implement a comprehensive job strategy to inform and guide the city's work to eliminate barriers for people in high unemployment zip codes around the city. This strategy will align with other city-wide plans already implemented to address housing and transportation.
- Corridor labor market data:
 - Historically high unemployment exists in specific areas of our city.
 - Data indicates that many of our unemployed face barriers to employment
 - City needs to better understand who is unemployed, why and where their best opportunity is for job placement- which will yield customized solutions.
- Charlotte Works and workforce system:
 - Charlotte has a robust workforce development ecosystem that is serving the community in a variety of ways.
 - The city needs to continue to bring job opportunities to residents and connect workforce partners to these employers.
 - Gaps do remain in this ecosystem.



Workforce & Business Development FY2021 Committee Process and Recommendations

Referral 1 (*Combined*):

- Workforce Plan for Corridors of Opportunity
- Workforce Development Plan to Reduce High Unemployment
- Strengthening Workforce Development within Diversion Programs

Process

- Job Creation
 - The city has been very successful in bringing new job opportunities to Charlotte residents.
 - There is a lack of real estate product along some corridors.
 - We need to identify new development opportunities for job location that will provide opportunity to adjacent residents.
- In summary, in-depth research and discussion for these three referrals have resulted in the apparent strong need to develop a Comprehensive Job Plan for our city, built on data-based solutions with metric based results, that informs:
 - Jobs: Defining the jobs needed in our community for all to have opportunity
 - Businesses: How we work with businesses to grow them and recruit them.
 - Talent Initiatives: Programs we invest in, skills needed in our community
 - Land Use and Mobility: Where and how we are creating real estate product to house the jobs and the services needed to be successful
 - Partnerships: How do we work best with our partners to achieve these goals
 - Tools: What tools and policies do we need to successfully implement this plan

Findings and Recommendations

- Staff will continue discussions with the Committee in 2020 on the effective use of peer city models to consider for Charlotte as a pilot project.
- City investment policy recommendations and Corridor of Opportunity Labor Study Findings will be presented for initial consideration the first quarter of 2021 to inform the FY2022 budget, guide the city's efforts in the community and define how we work strategically with our partners in this ecosystem.



Workforce & Business Development

FY2021 Committee Process and Recommendations

Referral 2: Workforce Development Policy

Process

- The Committee continued discussions on workforce development referrals and the city's role around a policy framework to be presented at the October 5th City Council Safe Communities Report Out Session to reduce high unemployment, strengthening within Diversion program, Corridors of Opportunity plan, and a policy to direct the criteria for city funding.
- Review lessons learned on what it takes to put and keep people in jobs, and to help them to successfully gain skills to stay employed. Create process to connect our workforce development partners to connect with employers and place people in jobs that will yield measurable results that demonstrate people placed in jobs.
- Find ways to encourage companies to partner with the city to advance our community goals of job growth and opportunity. This could include building capacity of existing programs (RENEW), expanding the capacity of our Opportunity Hiring Grant and building off peer city construction industry led efforts such as Denver CO.
- Essential to the success of any program will be developing and strengthening relationships with existing businesses in Charlotte to understand their labor needs and finding jobs for individuals at all levels to create opportunities for success.

Findings and Recommendations

- The Committee will continue to meet through the end of 2020 and anticipate a final recommendation to the Committee and presentation to the full Council the first quarter of 2021.

POLICE BUDGET REVIEW BY SERVICES AREA

Committee:	Budget and Effectiveness Committee
Statement of Issue:	The Budget and Effectiveness Committee has been tasked with reviewing CMPD's budget by service area and determining how resources are being used within Police to promote safe communities and decrease violence in the city.
Deliverable:	Provide recommendations on possible adjustments to how CMPD resources are allocated.
Latest Developments:	Mayor
Document prepared on:	9/30/2020
Date of First Committee Discussion:	8/15/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> On August 18, Strategy and Budget Director Bergman provided the Committee with a visual tool to better understand the CMPD budget. This included a breakdown by cost. Council members requested additional information on: equipment purchases, overtime, staffing levels, and procurement. On September 15, Strategy and Budget Director Bergman was joined by CMPD Deputy Chief Voorhees, CMPD Business Services Manager Kellie High-Foster, and CMPD Data Analytics Manager Monica Nguyen to address the questions from the previous Committee meeting. This presentation included the following: <ul style="list-style-type: none"> A handout with all CMPD purchases over \$1,000 from the "equipment lines" in FY 2020. An explanation for the data that CMPD uses to determine appropriate staffing levels within its patrol divisions. A summary of all overtime costs in FY 2020. A flow chart of the procurement process and policies for all CMPD purchases. The CMPD Capital Assets policy On September 29: <ul style="list-style-type: none"> The Committee reviewed more detail on Calls for Service data specific to lower priority calls and discussed how the needs of those calls could be met with a means other than an armed police officer responding. There was also discussion around how to best meet the needs associated with calls for service that involve a mental health issue; to include expanding the Community Policing Crisis Response Team (CPCRT) or having an alternative agency responding to these type calls. <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> Police Budget includes an operating budget minus reimbursed services (CLT Airport Officers, CMS School Resource Officers) and unique services (animal Care and Control and 911) of \$257,537,629; 86.4 percent of which is personnel related. Optimizing the allocation Staff Resources - There are opportunities to redistribute workload across some of the "priority 5" Calls for Service to non-sworn personnel or other departments and agencies to allow for Sworn Officers to spend more time on activities specific to their core role and responsibilities.

Committee Progress

	<ul style="list-style-type: none">○ Further assessment is recommended to develop and pilot an approach to shift call responses from sworn officers where feasible.• The current co-responder model on mental health calls should be reviewed to determine if the city can initiate a program allowing for a separate non-law enforcement agency to respond to lower risk mental health, homeless, and other community support calls for service.<ul style="list-style-type: none">○ Recommendation that the City Manager develop a program for consideration to include advancing collaboration with Mecklenburg County.
Next Steps:	Discussion with full Council at the October 5 Expanded Strategy Session.



VIOLENCE PREVENTION DATA MATRIX AND PUBLIC SCORECARD

Committee:	Budget and Effectiveness
Statement of Issue:	What are Council's expectations to demonstrate the effectiveness of violence prevention measures with data?
Deliverable:	Develop a Public Scorecard to measure progress toward violence reduction
Latest Developments:	Mayor
Document prepared on:	9/30/2020
Date of First Committee Discussion:	8/15/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> • In February 2020, this concept was initially reviewed broadly with the Safe Communities Committee: <ul style="list-style-type: none"> ○ City's Proposed Violence Reduction Framework concept was explained to Safe Communities Committee at the February 4, 2020 meeting as a component within the building of a Violence Reduction Framework • In August 2020, Referred to Budget and Effectiveness Committee: <ul style="list-style-type: none"> ○ Reviewed data currently available around violence and what measures are tracked: This review allowed the Committee to gain a better understanding of current measures and considerations. ○ Reviewed proposed violence prevention data dashboard: This review allowed the Committee to gain a better understanding of this newly developed dashboard and to allow for staff to get feedback on further development of the tool. ○ Promoted partnerships to further create robust measures of the holistic aspects involved in violence prevention: This review allowed the Committee to engage community partners in collaboratively targeting resources toward most impactful initiatives. ○ Committee review. The Committee provided staff with affirmative feedback on demonstrating the effectiveness of violence prevention measures with data, and direction for presenting to full Council. ○ Presented to full Council at the September 9, 2020 Strategy Session. <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • Public Scorecard initial phase completed <ul style="list-style-type: none"> ○ Measures will be tracked consistently and reported to City Council. ○ Collaboration with service partners will continue to further build out robust data and identify indicators. ○ On-going updates and refinement will be made based on available data and community feedback.
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.

NUISANCE ABATEMENT AND RESIDENTIAL IMPACT POLICY

Committee:	Great Neighborhoods
Statement of Issue:	Nuisance abatement and residential impact policy
Deliverable:	What should the city's policy for addressing opportunities, challenges, and consequences in conducting nuisance abatement for residents be with consideration of mitigating any resultant housing displacement?
Latest Developments:	On September 16, Housing and Neighborhood Services staff provided an overview of Code Enforcement with a focus on the enforcement process for both residential (single-family and multi-family) and commercial properties.
Document prepared on:	9/23/2020
Date of First Committee Discussion:	9/16/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> • Code Enforcement Housing Nuisance Abatement City Referral Presentation. The presentation addressed the following: <ul style="list-style-type: none"> ○ Code Enforcement process for residential and non-residential structures ○ Enhanced Multi-Family Inspection Program ○ In Rem Actions & Displacement Referrals ○ Emergency Relocation Program & Displacement Referrals ○ Non-Residential Building Code (Commercial) • Code Enforcement addresses nuisance abatement related to the structure of residential and commercial properties. CMPD addresses nuisance abatement related to people. • The Code Enforcement process is basically the same for both residential and commercial properties. This process prescribed by State stature (see slide 6 of the presentation). Code Enforcement works closely with CMPD to address any nefarious activity that may be occurring at a property. • Consequences of Enforcement vs Non-Enforcement. <ul style="list-style-type: none"> ○ The committee discussed the importance of ensuring that Code Enforcement does not lead to gentrification and displacement of residents. <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • The Committee voted to send the presentation to the full Council at an upcoming Council meeting and to: <ul style="list-style-type: none"> ○ Review the voluntary relocation program, and ○ Review the referral process to internal and external programs
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.

VISION PLANS FOR CORRIDORS OF OPPORTUNITIES

Committee:	Great Neighborhoods
Statement of Issue:	Review of vision plans for Opportunity Corridors
Deliverable:	Define the policy for using city plans to help advance opportunities within the Opportunity Corridors.
Latest Developments:	High-level takeaway on what information has changed since Phase 1: Initiation document
Document prepared on:	9/18/2020
Date of First Committee Discussion:	9/23/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> • An overview of the Corridors of Opportunities program was provided to the Committee. The Committee was informed about existing area plans/playbooks for each corridor. In every instance, these plans (with the exception of the West Blvd. Playbook) were dated between 1999 and 2010. The West Blvd. Playbook was completed in 2018. Further, the I-85/West Sugar Creek corridor has a Design Sprint ongoing. These Plans/Playbooks are intended to be “living documents”, co-created with community partners, and used as guidance for implementation of projects/programs on the corridors. • Preparing a Playbook for Corridors: This guidance will take the form of action prioritization, capital investment (such as streetscape, redevelopment, transportation or public realm improvements) within the program fund, and where appropriate, specific land use and urban design guidance for private properties in each of the corridors. • Establishing recommendations and actions: As a Playbook is developed, recommendations and actions may take the form of new ideas generated through community engagement or reaffirmations of projects identified in previous planning documents. • Creating an implementation plan: The implementation recommendations in a Playbook are compiled and documented in an implementation matrix created to inventory, assign responsibility and track the completion of action items. • Council Committee Review and Council Action: At the completion of a draft Playbook and Implementation Plan, a council committee review and full council action to receive the Paybook should be initiated. <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • The committee supports the development of playbooks, design sprints, and updated plans as needed to guide corridor investments. • Councilmember Winston expressed an interest in hosting a Town Hall meeting to discuss the important of Playbooks/Design Sprints as platforms for receiving community input in the corridors of opportunities program. • The Committee presentation will be reported out at a future Council meeting.
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.



PROMOTING POLICE TRUST AND ACCOUNTABILITY

Committee:	Safe Communities
Statement of Issue:	There is mistrust between the community and police, as well as opportunities for further improvement.
Deliverable:	Review current practice, policy and receive community input to determine recommendations to further enhance accountability and trust in Police: Conduct a review of De-escalation Practices and Protests, national best practices for police reform, CMPD policy alignment with "8 Can't Wait" initiative, and determine any necessary policy changes
Latest Developments:	<ul style="list-style-type: none"> Safe Communities Committee has reviewed information on CMPD directives (including a deeper analysis of the Passive Protests and Peaceful Demonstrations and the First Amendment), rules of conduct, training, recruitments, community and youth programs, alignment with 8 Can't Wait, roles of the Civil Service Board and Citizens Review Board, Review Police Transparency & Access to Information, and received input from the Community Input Group at each meeting. The Committee received input from the Community Input Group covering all of these topics plus the feedback on the Police Budget, Criminal Process, and Management of Subjects with Mental Illness. The reviews, discussions, and community input were used by the Committee to develop recommendations for full Council consideration.
Document prepared on:	9/29/2020
Date of First Committee Discussion:	6/23/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> The City Manager provided an overview of progress toward meeting Council's directives on reviewing police services and for developing a holistic violence prevention strategy. Input on each topic was provided by the Community Input Group and CMPD provided overviews and answered Committee questions. The committee reviewed information to develop recommendations to full Council on how to promote increased trust between the public and CMPD: <ul style="list-style-type: none"> Action Items from June 8, 2020 Council Business Meeting Summary of Requests for Police Reform – as of 6/23/2020 Input from Specific Groups Clarifying FAQs on CMPD Pre-Meeting Q&A for June 8 Council Business Meeting "8 Can't Wait" Alignment Response Update of 21st Century Policing Background documents: <ul style="list-style-type: none"> Listing with descriptions of CMPD Directives Listing of CMPD Standard Operating Procedures CMPD Community Engagement and Youth Programs Police Recruitment and Training Roles of the Citizens Review Board and Civil Service Board CMPD Rules of Conduct Response to Resistance Directive Review of CMPD Directives on Passive Protest and Peaceful Demonstrations and First Amendment Activities

	<ul style="list-style-type: none"> • CMPD Calls for Service data • Report on Police Oversight Offices • Police Transparency & Access to Information • Considerations around addressing calls for service that involve mental health issues • Potential Criminal Process reform <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • Requested the City Manager to use the input from Committee discussions across all the Council Committees, and the input from the Community to draft a holistic framework for Safe Communities based on Council's feedback.
Next Steps:	<ul style="list-style-type: none"> • October 5 - Proposed recommendations will be discussed with full Council at the October 5 Extended Strategy Session. • October 12 - Based on input from full Council, public input on the Safe Communities plan and recommendations is planned to be received at the October 12 Council Business Meeting. • October 13 – Safe Communities Committee to review feedback received on the plan. • October 26 - The finalized plan and applicable action items coming before Council for vote at the October 26 Business Meeting.



DESIGN & DEVELOPMENT CONSIDERATIONS

IN SAFETY AND SECURITY

Committee:	Transportation, Planning & Environment Committee
Statement of Issue:	Development and Design Considerations to Increase Security
Deliverable:	Within the city's planning and development, can we further factor in components and considerations to advance safety? Are our Urban design standards for safety and security best practice?
Latest Developments:	Work with developers to integrate safety and security elements in the design of developments. Invest in infrastructures (lighting, etc.) that increase citizens sense of security.
Document prepared on:	9/21/2020
Date of First Committee Discussion:	9/28/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> • Urban Design staff routinely uses industry best practices to address safety and security concerns during the design process for public space and public realm elements in our capital programs and plan development. • Concepts and practices common in CPTED (Crime Prevention Through Environmental Design) are considered during the conceptual stages of a design and again during later design development review phases. • The UDC staff routinely partners with CMPD to evaluate existing and future public space when a conceptual design process is undertaken. • Utilize recent innovative and newly developed guidance on public space standards related to public health, as the result of COVID-19 impacts, are being evaluated and will be integrated into current and future projects. • Addressing safety concerns in public transportation (shelter lighting, street lights) <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • Look for opportunities to implement smart lighting, similar to Camp North End, across the city. • Committee adopted a motion to reflect these considerations in the comprehensive plan and the rezoning process. • The Committee presentation will be reported out at a future Council meeting.
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.



WORKFORCE DEVELOPMENT STRATEGY

Committee:	Workforce & Business Development
Statement of Issue:	Identify policy option to promote workforce development and reduce unemployment
Deliverable:	<p><i>Workforce Development Plan to reduce high unemployment:</i></p> <ul style="list-style-type: none"> Identify policy options for the city to reduce unemployment. <p><i>Workforce Plan for Corridors of Opportunity:</i></p> <ul style="list-style-type: none"> Develop policy to promote workforce development and opportunities within the Opportunity Areas. <p><i>Strengthening workforce development within Diversion Programs</i></p> <ul style="list-style-type: none"> Develop options to advance Workforce development in diversion programs.
Latest Developments:	<ul style="list-style-type: none"> Develop a comprehensive plan to place people in jobs that guide the City's work, investment and partnerships in our community. Determine whether the Cincinnati Works approach to reducing barriers to employment is currently being addressed in the CLT workforce ecosystem and identify the gaps for city participation Corridor of Opportunity- intensive dive into learning who is unemployed and why along our corridors to better serve them – resulting in a pathway to place them into jobs. Uncover new opportunities and make connections to source new jobs, create a process for these jobs to measurably place local residents, and city strategies to incentivize participation.
Document prepared on:	9/29/2020
Date of First Committee Discussion:	8/10/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> An overview was presented to address unemployment and what the city could do to implement a comprehensive job strategy to inform and guide the city's work to eliminate barriers for people in high unemployment zip codes around the city. This strategy will align with other city-wide plans already implemented to address housing and transportation. Corridor labor market data: <ul style="list-style-type: none"> Historically high unemployment exists in specific areas of the city. Data indicates that many unemployed residents face barriers to employment. City needs to better understand who is unemployed, why and where their best opportunity is for job placement- which will yield customized solutions. Charlotte Works & workforce system: <ul style="list-style-type: none"> Charlotte has a robust workforce development ecosystem that is serving our community in a variety of ways. The city needs to continue to bring job opportunities to our residents and connect our workforce partners to these employers. Gaps do remain in this ecosystem. Job Creation <ul style="list-style-type: none"> The city has been very successful in bringing new job opportunities to our residents. There is a lack of real estate product along some of corridors.

	<ul style="list-style-type: none"> • Need to identify new development opportunities for job location that will provide opportunity to adjacent residents. • In summary, in depth research and discussion for these three referrals have resulted in the apparent strong need to develop a <u>Comprehensive Job Plan</u> for our city, built on data-based solutions with metric based results, that informs: <ul style="list-style-type: none"> • Jobs: Defining the jobs needed in our community for all to have opportunity • Businesses: How we work with businesses to grow them and recruit them • Talent Initiatives: Programs we invest in, skills needed in our community • Land Use & Mobility: Where and how we are creating real estate product to house the jobs and the services needed to be successful • Partnerships: How do we work best with our partners to achieve these goals • Tools: What tools and policies do we need to successfully implement this plan <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> • Staff will continue discussions with the Committee in 2020 on the effective use of peer city models to consider for Charlotte as a pilot project. • City investment policy recommendations and Corridor of Opportunity Labor Study Findings will be presented for initial consideration the first quarter of 2021 to inform the FY2022 budget, guide the city's efforts in the community and define how we work strategically with our partners in this ecosystem.
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.



WORKFORCE PLAN FOR PUBLIC INVESTMENT

Committee:	Workforce & Business Development
Statement of Issue:	Workforce development policy (criteria required for when city funding is included)
Deliverable:	Develop processes to promote workforce development opportunities through city funded programs
Latest Developments:	<ul style="list-style-type: none"> Construction appears to be a high demand industry that the city has the most influence with our capital spend. Building off the lessons learned from Denver, staff will develop an approach to incentivizing public private partnerships to assist residents gaining entry into this high demand field. Incentivize vs. Mandate: The city may play a role in incentivizing this work and not mandating through policy due to past success rates and legal hurdles.
Document prepared on:	9/29/2020
Date of First Committee Discussion:	9/28/2020
Committee Discussion:	<p><u>Key Steps and Information Reviewed:</u></p> <ul style="list-style-type: none"> The Committee and staff continued discussions on workforce development referrals and the city's role around a policy framework to be presented at the October 5th Extended Strategy Session to reduce high unemployment, strengthening within Diversion program, Corridors of Opportunity plan, and a policy to direct the criteria for City funding. Lessons learned on what it takes to put and keep people in jobs, help them to successfully gain skills to stay employed. Create process to connect our workforce development partners to connect with employers and place people in jobs that will yield measurable results to demonstrate people placed in jobs. Find ways to reward companies to partner with the City to advance our community goals of job growth and opportunity. This could include building capacity of existing programs (RENEW), expand the capacity of our Opportunity Hiring Grant and build off peer city construction industry led efforts such as Denver CO. Essential to the success of any program will be developing and strengthening relationships with existing businesses in Charlotte to understand their labor needs, finding jobs for individuals at all levels to create opportunities for success. <p><u>Key Findings and Recommendations:</u></p> <ul style="list-style-type: none"> The Committee will continue to meet through the end of 2020 and anticipate a final recommendation to the Committee and presentation to the full Council the first quarter of 2021.
Next Steps:	Discussion with full Council at the October 5 Extended Strategy Session.

Community Input Group Participants

- Geoff Alpert, *University of South Carolina, Criminology Professor*
- Trevor Allen, *NC Department of Justice Director*
- Michael Barnes, *Attorney and Former Mayor Pro Tem*
- Dr. Britney Broyhill, *Atrium Health Senior Director of Advanced Practice*
- Meko Chosen, *Activist*
- Robert Dawkins, *Safe Coalition State Organizer*
- Cindy Decker, *CMPD Bridge the Difference*
- Vicki Foster, *Former CMPD Assistant Chief*
- Cherie Grant, *City of Charlotte Economic Development, Corridors of Opportunity Coordinator*
- Denada Jackson, *City of Charlotte, Office of Constituent Service Manager*
- Tonya Jameson, *Citizen Review Board, Acting Chair*
- Fatina Lorick, McAddo Lorick, *Attorneys at Law*
- Corine Mack, *NAACP Charlotte-Mecklenburg Chapter President*
- Rodney McGill, *Community Unity Center 100 Founder*
- Ryan McGill, *Civil Service Board, Chair*
- Larry Mims (NoLimit Larry), *WPEG Power 98 Radio Personality*
- Kass Ottley, *Seeking Justice CLT Founder*
- Milena Price, *City of Charlotte Office of Equity Administrative Officer*
- Federico Rios, *City of Charlotte Office of Equity, Mobility and Immigrant Integration Assistant Director*
- Don Thomas, *My Brother's Keeper Charlotte Mecklenburg Executive Director*
- Dr. Michael Turner, *UNC Charlotte Professor*
- Rev. Peter Wherry, *Mayfield Memorial Baptist Pastor*
- Lacey Williams, *City of Charlotte Office of Equity, Economic Mobility Manager*
- Emily Yaffe, *City of Charlotte Office of Equity, Immigrant Integration Specialist*

Community Input Group

Proposed Changes for Consideration

July 16 - September 29, 2020

Topics (page)

Police Oversight

- **Role of Citizen's Review Board** (page 87)
- **Role of Civil Service Board** (page 91)
- **Alignment with 8 Can't Wait** (page 93)

Review Role of Police Recruitment and Training (page 100)

Review Rules of Conduct and Response to Resistance (page 104)

Police Community Engagement and Youth Programs (page 107)

Passive Protests and Peaceful Demonstrations and First Amendment Activities (page 110)

Police Transparency and Access to Information (page 113)

Police Budget (page 114)

Management of Subjects with Mental Illness/Extreme Distress
(page 116)

Criminal Process (page 118)

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Citizens Review Board
-
-

Sub Group Members:

Vicki Foster

Michael Barnes

Corine Mack

Fatina Lorick

Topic 1. CRB

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Supoena Power	<p>Vicki Foster:</p> <p>Will be hard to get past the FOP and state Primarily helpful with supoening witnesses outside the agency however if they are involved most would voluntarily come anyway Can compel ex, a officers personal cell phone but who will extract the info, and go thru the entire phone, what if it shows other things not related that are not criminal, personal in nature but concerning, what if they share phones with a wife</p>	<p>Vicki Foster:</p> <p>Depts generally require the officer to cooperate fully in any investigation You would fair better (and quicker) to have the City manager implement the duty of cooperation expected in your performance of duties as an employee of the City/CMPD Not going to get anywhere once the first officer invokes/pleads the 5th. It will become habit.</p>

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
	<p>(ie they have the same no. now they must be subpoenaed) Lot of issues that have not been discussed These powers need attorneys to oversee</p> <p>Michael Barnes:</p> <p>I'm not comfortable recommending that the CRB be given subpoena power because I understand the power of subpoenas as an attorney and I don't think it's a power that should be broadly given. The convergence of statutory law, constitutional law, case law, city code and police department policy can create outcomes that vary widely from case to case/incident to incident. No two cases are ever the same and granting subpoena power outside the grand jury process or a legal process which includes lawyers for all parties can create havoc.</p> <p>Corine Mack:</p> <p>Subpoena powers are most useful to compel information from witnesses outside the police department and officers in fear of retaliation.</p>	<p>Michael Barnes:</p> <p>Perhaps there should be an inspector general established at the state level, outside the attorney general's office to investigate and report on police abuse cases throughout NC. I do think the other items are worth exploring further.</p>
	Vicki Foster:	Vicki Foster:

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Duty to Intervene	<p>Will need training on what actually constitutes neglect of duty, very different definition from a Police Dept and what is expected</p> <p>Should tighten up the fact that officers have to report it to their supervisor is one thing but WHO holds them accountable? Is the information documented, what happens to the officer who reported it? Suppose the supervisor agrees with it?</p> <p>IE. I make someone stop roughing someone up and then tell my supervisor, then WHAT happens? There has to be a process to how its documented, disciplinary action and who ensures the officer is not retaliated against for telling?</p>	<p>I Support the CRB being able to review neglect of duty violations which include duty to intervene</p>
Justified but Potentially Preventable	<p>Vicki Foster:</p> <p>There is already a policy that says if the officer contributed to the problem, they can be in violation of policy</p> <p>Fatina Lorick:</p> <p>This seems to be contradictory. There should be clear language about unjustified conduct. With the language as</p>	<p>Vicki Foster:</p> <p>Think that verbiage alone justified but potentially preventable needs to be looked at from the policy violation aspect as once its justified you know deal with the contributing factors which are again policy violations</p>

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
	is, will the officer still be held accountable?	
Structure	<p>Fatina Lorick:</p> <p>I noticed that in the Keith Lamont Scott case there was not a majority ruling.</p> <p>Quorum qualification is only 6 members.</p> <p>Citizen Review members are appointed.</p> <p>How can there be increased awareness of CRB so that citizens know how to voice their concerns when issues arise with police interaction?</p> <p>Corine Mack:</p> <p>For civilian review boards to be effective, they should be provided the authority to override the recommendations of the police</p> <p>Mayoral and city council appointments makes CRB a political entity. Community selections of at least half of the board would address the lack of trust of CRB decisions and outcomes.</p>	<p>Fatina Lorick:</p> <p>Create specific language to address when there is a tie.</p> <p>With 11 members the quorum qualification should be higher.</p> <p>There may need to be stronger qualification guidelines to assist in appointing the correct people.</p> <p>Community involvement through quarterly surveys and discussions to continue trust.</p> <p>All CRB members must undergo implicit bias and dismantling racism training annually.</p>

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Role of the Civil Service Board
- Passive Protests and Peaceful Demonstrations
- First Amendment Activities
- Criminal Process

Sub Group Members:

Rev. Peter Wherry

Kass Ottley

Ann Kuester Steppe

Ryan McGill

Topic 1. Civil Service Board

*How to make CSB process more accessible? -> Educational outreach possibly through Corridors of Opportunity work?(Cherie) Make meetings available to public via WebEx or Zoom? (Ryan)

*Are CMPD applicants asked about tattoos? (Wherry)

*Psycho-social history (narrative)? CMPD would complete this in-house and CSB would review results (Wherry)

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
How to make it so CRB and CSB work better together	Changes to scope of CSB would have to be approved by General Assembly	Have CSB to act as appeal board (Ryan)
Giving citizens of Charlotte another avenue to have the decisions made by Chief of Police appealed		Have CSB to act as appeal board (Ryan)

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
* Lack of transparency in deliberations creates some sense of hiding among citizens	Employee has option to make hearing open or closed. If open, the trial is public	Possible to have some portion of deliberations to be made public? (Wherry)
Minimize opportunity for officers to disconnect from community		Make sure that officers live within the City (Ryan)

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Eight Can't Wait
- Rules of Conduct
- Police Oversight
- Budget

Sub Group Members:

- Dr. Britney Broyhill (BB)
- Robert Dawkins (RD)
- Cindy Decker (CD)
- Rodney McGill (RM)
- Dr. Michael Turner (MT)

Topic 1. Eight Can't Wait

Discussion Notes

Issues	Concerns/Improve ment Opportunities	Factors for Consideration	Proposed Changes to Consider
1	<p>Requires Exhaust of ALL alternatives before shooting</p> <p>What are the tools in the toolbox to use before lethal force? (CD)</p> <p>Concerns suggestion/example of clinicians and mental health professionals being alternative responders with the mental health crisis victim and a knife. (BB)</p>	<ul style="list-style-type: none"> • Oregon is not a good comparison to Charlotte's demographic (CD) • These fields are also in high need/low supply and make it difficult to go out to calls. (BB) • Physical restraint of a person to get patients experiencing a psychiatric break under control is sometimes needed (BB) • Mothers frequently call police for help when their children are a harm to themselves and others; social work/mental health clinicians are equipped 	<ul style="list-style-type: none"> • List alternatives in the policy that should be exhausted prior to lethal force. (CD) • Perhaps provide specific scenarios: ie subject has a gun held on officer, then what? (CD) • Suggest that the officers required to understand the nature of the call first to understand their toolbox and prepare themselves for resources needed (CD) <ul style="list-style-type: none"> ○ Sex trafficking, drug related, domestic, etc. • Train community groups to handle mental health patients to reduce officer involvement with patients, examples below: (RD)

Issues	Concerns/Improve ment Opportunities	Factors for Consideration	Proposed Changes to Consider
		<p>to handle this or trained how to protect themselves and the community when these patients escalate to that level (BB)</p> <ul style="list-style-type: none"> • When officers run out of tools if someone continues to resist, what does the officer do? (CD) • The concern is that mental health professionals and others are killed in rare but highly publicized manners. This could set back reform generations because people are mostly reactionary. (RM) • De-escalation is a skill that is usually from the heart as opposed to policy. An officer who immediately comes in screaming, scared, and belligerent themselves are a danger to the community themselves. Innocent people and unconvicted people are both put at danger by officers who either stray from policy or are not held accountable by their superiors. (RM) 	<ul style="list-style-type: none"> ○ https://www.motherjones.com/crime-justice/2020/07/oakland-ceasefire-shootings-murder-rate-social-services-life-coach-boston-miracle-thomas-abt-david-kennedy-cat-brooks/ ○ https://www.westword.com/news/denver-may-divert-some-911-calls-to-crisis-response-team-instead-of-police-11542576 • Clinicians and mental health professionals should have a trained policeman with them who acts as auxiliary and complementary components of the call as opposed to first responders. (RM)
2	<p>Ban Shooting at Moving Vehicles</p> <ul style="list-style-type: none"> • Shooting at moving vehicle policy language does state that officers can shoot back if a suspect is shooting 	<ul style="list-style-type: none"> • A vehicle can be used as a weapon and can cause lethal threat to the community and responding officers; however it should not be considered a weapon if it is not being used as one. (BB) • CMPD shooting in motor vehicles in Charlotte is 	<ul style="list-style-type: none"> • The language for “shooting at moving vehicles” policy should be updated to reflect similar language from NYPD and New Orleans Police (BB) • Suggest adding specific language that would clarify that if a vehicle is being used in a “ramming attack” it could be considered a

Issues	Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
	<p>at them in a moving vehicle (BB)</p> <ul style="list-style-type: none"> It still considers the vehicle as a weapon which the campaign suggests should not automatically count as a weapon (BB) 	<p>problematic because they accounted for around 20% of all officer shootings in 2018 (RD)</p>	<p>threat of lethal force and ONLY then be considered a weapon. (BB)</p> <ul style="list-style-type: none"> This would allow CMPD to use lethal force on a moving vehicle if the subject is shooting from a moving vehicle or performing a ramming attack only. (BB) This coincidental violence needs to be rooted out before putting clean policies in place. Bad cops will continue to find loopholes, so they must be gone for any real reform to occur. (RM)
3	<p>Ban on Chokeholds & Strangleholds</p> <p>Representative from 8 Can't wait feels that CMPD policy does not ban both Chokeholds and Strangleholds</p>	<ul style="list-style-type: none"> Feel like the stranglehold policy is strong since it says CMPD bans any hold that restricts air or blood flow (BB) The current policy is adequate in our review (BB) How many police have been shot by people in moving vehicles? How many people have been shot by police while they are in a vehicle? The high number of shootings in vehicles by CMPD tells the community that the officers here feel they have the leeway to commit such atrocious acts as shooting at fleeing cars and unarmed motorists. The shooting at cars criteria for CMPD is one that needs to be reviewed for past casualties. If a citizen shoots illegally into a police 	<ul style="list-style-type: none"> None (BB) The chokehold policy needs to be enforced on a case by case basis with real punishment for those who violated this policy. This policy is necessary because bad police do not need a gun to severely harm someone. This policy needs to be reviewed to determine if upper management has properly adjudicated these issues; or have they turned blind eyes to the community's detriment. (RM)

Issues	Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
		<p>car the statute of limitations will not save them; thus police who have illegally shot into cars should have their cases reviewed. Again, the mass of all illegal acts and police killings here in Charlotte involve black citizens and white cops. (RM)</p>	
4	<p>Duty to Intervene</p> <p>Representative from 8 Can't Wait feels that the CMPD policy added in July has conflicting policy language</p>	<ul style="list-style-type: none"> • Feel like duty to intervene policy is strong and meets requirement (BB) • It states officers must act if "manifest injustice would result from failure to take immediate action" (BB) 	<ul style="list-style-type: none"> • None (BB) • The duty to intervene policy may be strong, however, its reality is weak. This duty to intervene could have saved a life several times in Charlotte over the years. If officers themselves are not being held accountable for beastly actions, how can the community expect for the same system to hold other officers in the vicinity accountable. The intervening officer policy means nothing if the intervening officer does not feel they are there for justice, only to do their job. Any officer or human who watches a vicious assault or similar action should have some accountability along with that bad cop. (RM)
5	<p>How often are officers updated when policies are updated? (CD)</p>	<ul style="list-style-type: none"> • If the language used in CMPD Standards of Operations are vague, ambiguous and lack true definition, there will never be a way to hold an officer accountable. The lack of definition does not benefit the officers or the public due to the subjectivity of the standards expected from the officers. (RD) 	<ul style="list-style-type: none"> • Officers need good working knowledge of policies (CD) • Officers need ongoing training and communication skills to be approachable (CD) • Partners should have different personalities to approach situations differently (CD)

Issues	Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
6	Revise and strengthen CMPD use of force policy	<ul style="list-style-type: none"> • “REQUIRE OFFICERS TO EXHAUST ALL OTHER REASONABLE MEANS BEFORE RESORTING TO DEADLY FORCE” <ul style="list-style-type: none"> ○ That is a quote from the section on shooting into moving vehicles. It is not listed in the standard for use of deadly force. Just under shooting into moving vehicles. Sam said that and listed both SOP’s for our reference. That’s the conflicting policy he referenced. (RD) 	<ul style="list-style-type: none"> • The legal force standard is to bland for the black community. The police around the country need to be audited also for their violence standards and determine who they are using extra force on and why. The legal force standard here in Charlotte does not protect people in the Black community. All of the police killings that have been arbitrary have been done to black males in particular. CMPD needs to audit the actions of its officers now to determine who is already past their limit of hand slaps or reprimands. Putting those officers in other positions only brings their bad behavior to that department. It does not matter if you are a traffic cop, a bad cop will find a way to create the “legal” scenario for them to kill black people. (RM)
7			<ul style="list-style-type: none"> • Officers can much better patrol areas if the officers involved have familiarity and a productive ongoing relationship with the community they are going to. The policies we see in CMPD are slanted against black communities no matter who the officers are. There needs to be a data log of how many officers are sent to where for what reasons. The community wants to see if CMPD are bringing convoys of police cars to black communities

Issues	Concerns/Improve ment Opportunities	Factors for Consideration	Proposed Changes to Consider
			like they are in other communities for similar calls. The amount of police arrest and violence by percentage in black communities needs to be accurately noted and understood by the community and CMPD. (RM)
8		<ul style="list-style-type: none"> The comprehensive reporting needs to be kept by an independent agency that has no dog in the fight. The community does not trust any police records, policies, or boards because their reports are self-serving at the least. The comprehensive reporting means nothing if the papers are graded by the students and protected by the teachers. Policemen and their superiors should be held to a higher standard of documentation because of the history of police and our community. An outside agency is the only way to acquire real numbers. (RM) 	

BB Summary: Overall feel like CMPD's policies are meeting the 8 Can't Wait Campaign's recommendation. We do have suggestions of potential additions that can be added to the Shooting at Moving Vehicles policy and Use of Deadly force to only enhance those policies. Do not agree with the feasibility of some of the alternative interventions suggested by the speaker prior to using deadly force.

RD Summary: CMPD needs to immediately remove the [8 Can't Wait Checklist](#) from its website and issue a retraction listing the points that are not in compliance with 8 Can't Wait. Currently CMPD is asking the public to send in suggestions on "How they would like to be policed" and it called "8 Isn't Enough". The title of [this survey](#) also needs to be changed since they are not in compliance and the title erroneously infers that CMPD has achieved

the * can't wait" baseline and is attempting to move forward. In good faith, "8 Isn't Enough" can not be a tagline when the original 8 have not been achieved.

CMPD should use the exact language from Campaign Zero's page so that CMPD can be in compliance with 8 Can't Wait: <https://www.joincampaignzero.org/force>.

My recommendation is that each member of the Safe Communities Committee watch & review the reasons Campaign Zero listed on our Zoom call for noncompliance by CMPD. I feel that a report back from us will include personal bias and Council needs to hear his responses objectively. Once each member has invested the 30 minutes to listen to the official response from Campaign Zero on CMPD's noncompliance with 8 Cant Wait, Council should live up to the resolution it passed and ensure that CMPD changes each SOP to ensure compliance. After all SOP's have been changed, publicly present the changed SOP's to Campaign Zero and request them to certify that CMPD is complying.

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Roles of Police Recruitment and Training
-
-

Sub Group Members: Tonya Jameson, Geoff Alpert, Michael Barnes, Vicki Foster, Fatina Lorick, Corine Mack

Topic 1. Recruitment and Training

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Vicki Foster: If there are concerns by a recruiter and it has happened and the top official doesn't agree, the notes of the recruiter should still be presented to civil service Recruiters should be allowed to express their concerns if any to civil service	Can cause retaliation on the recruiter (an example is with a police officers son)and the recruiter found things that disturbed them but the official was a friend and over the recruiter and wanted to suppress the notes	Any concerns by the recruiter should have be noted and turned in without retribution or bias by the recruiter or official Request all notes of concern
Civil Service involvement	May need training on key things to focus on as they can sometimes get hung up on small things (driving records etc) need more question about those coming from other agencies	Although obtaining IA records from other agencies tis he best actual tool we have, not all cops that are not good cops have IA records, we need recruiters who can go to the agencies and talk with people they have worked with and for of all different backgrounds

Social media tells a lot about a person and we need to figure out how to get info earlier (although hard without passwords and permission)	Most are aware their social media will be looked at and they have time to clean it up ahead of time even before the interview where they ask to see it	Not sure of the solution but thinking
There is a need for more real recruiters where they can go spend time, unfortunately a lot of their time is administrative	Hard to do with their caseloads and intensive work they have to do as this involves Need more actual recruiters	
Time to look at all psychological tests again to see if there is anything else out there that may be better..no test will measure a person's heart, racism or agenda but need to constantly check for improvements	Cost is a factor if new ones are found and validation studies	Look for new or other psychological tests to ensure we are keeping up with the times
More recruiters that look like what you want to recruit although CMPD has done a good job at that, more is needed	Some people have been in the role a long time and are callous and don't like thinking outside the box	Move them, yes it causes issues and possibly lawsuits but we know who they are, if you constantly speak ill of the agency itself should you be a recruiter
Resident Incentive	Very good tool and I'm more than familiar with the idea but the suggestion of adding more money to get people to live in those 4 areas will not likely produce what you think	Officers move out of the city for a host of reasons primarily taxes as the department is younger now and making 50k a year with a family they chose to live where taxes are cheaper, the other issue is it's really easy to say live here but ask yourself do you want to live there for a few thousand extra dollars? Officers want to be OFF too, you will never be OFF as people perceive you to be their

		personal police if living in the neighborhood. You become 911, next you have to feel safe for you and your family. Certain areas will require enforcement action and they have to worry about if they had to lock up someone in the area if they and their family are safe. We tried this in the 90's when Earle village was being transformed. Not saying you will not find any but unlikely to net what you expect
Finding other people or companies to answer non-violent	Can work as proven by the COPS (citizens on patrol) who handle certain small things like picking up found items and turning them in, helping direct traffic etc however they are volunteers and not paid so you don't have as much control on how many are working a given day and how long. There are many areas someone else can do. Many have been tried but can be tried again but the City will need to help with the buy-in. When CMPD tried to implement many citizens were upset and demanded to see the police saying it was their tax dollars (ie stolen cars, larcenies)	Would need the city to push and do education on the "why" doesn't work well coming from CMPD. Has to be a joint effort. They will call them saying they want to see a officer and once you cave that's all it takes. Look at call impact, victim/citizen impact, hours saved and time saved. Will have to be paid positions, can't do consistency with volunteers
Geoff Alpert: Impact of training	While we were provided the statistics on training there was no information about its impact or effectiveness.	Consider the academy scores as part of an evaluation of officer performance. This could be done randomly or when there is a complaint filed against an officer
Evaluation of training	Again, the hours and topics are one thing – but there was no information of how the training	Develop and implement a survey and hold focus groups of officers who have been on the department for a while to

	is perceived by officers AFTER they have been in the field.	determine which areas should be improved. This should be done by an outside entity, perhaps UNCC?
Modification of training	Agency and officer data	Using the agency and officer data, a committee of stakeholders should make recommendations to the department for modifications or changes

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Rules of Conduct

Sub Group Members: Cindy Decker, Robert Dawkins, Rodney McGill, Dr. Michael Turner (will report back)

Topic 1. Rules of Conduct

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
#11: Intervention "Manifest Injustice"	Ambiguity of language, example of Sgt on June 2, what does manifest injustice mean, where's the line between insubordination and accountability	Change to "in violation of CMPD policy, ethics, and/or directives" Policies and directives are assumed to prevent "manifest injustice"
#1: Abuse of power	Mandatory reporting, promotions (ex Deputy Chief)	Would like more information about how officers who have been disciplined for abuse of power are promoted and how that info is shared across departments
#4: Associations	Include and define hate groups (based on DOJ list)	Add HATE GROUPS to associations, and/or groups that breed animus/hateful attitudes toward other racial groups? Employees will avoid associations with persons who they know, or should know, are involved in criminal activity, are under criminal investigation or indictment or who have a serious criminal record or are

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
		members of or affiliated with racial or white supremacist groups, including Nazis, the Aryan Brotherhood, the Ku Klux Klan, Proud Boys and similarly situated groups, except as necessary to the performance of official duties or where unavoidable due to family relationships. (Provided by Michael Barnes – Group 1)
#2: Arbitrary Profiling	"solely based on race"	<p>*Need something more robust to protect against racial/gender/religion/sexual orientation profiling.</p> <p>*Need more research to understand whether arbitrary profiling exists, and the depth to which it exists (ex. Traffic stops)</p> <p>*CMPD will systematically seek out and review whether AP exists and then tailor a response based on what is actually going on</p>
#33: CEU Identification		Officers must be identified in CEU, must be displayed
#42: Violation of Rules	What are the consequences	<p>*Would like access for the public</p> <p>*Public transparency on what is the escalation of consequences, is it possible to request in specific cases</p>
#43: Equipment	Video needs to stay on, penalty for turning off?	Stay on all times when interacting with public

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
"fitness for duty"	Include mental health considerations?	*This needs to be included in policies and procedures *officers should not be held back or discriminated against for seeking mental health support *Mental health check ups should be strongly encouraged (PTSD screenings, etc)

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- **CMPD Community Engagement & Youth Programs**
- Police Transparency and Access to information
- Management of Subjects with Mental Health illness

Sub Group 3 Members: Meko Chosen, Don Thomas, Larry Mims, and Trevor Allen

Topic 1. • CMPD Youth Programs

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
<p>Data: Numbers seem too good to be true, 99% raises a red flag, if you have reached that high a percentage of your goal your goal should be reevaluated. There is missing data and metrics for some of the programs. How are programs evaluated and by whom? Are we measuring outputs or outcomes? Can we take to scale the programs that data shows are effective?</p> <p>Demographics: There is no clear indication that the programs are catering to at-risk youth specifically. Given the presentation that was given on youth programs there is a sense that the youth most in need of the programs are not accessing them. Despite the programs existing, problems in the community involving youth are not abating. The missing demographics for some of the</p>	<p>Create a programming framework that is managed outside of CMPD</p> <p>Better data must be collected in order to make an informed decision on program effectiveness and scalability.</p> <p>Allot no new funding until there is a better than anecdotal understanding of what is working well.</p> <p>Document the funding streams for all programs.</p>	<p>External audit of youth programs to determine their effectiveness, scalability and whom they are serving.</p> <p>Once an audit is completed consider potential partnerships with grassroots orgs that are working well and producing results. Allow the organization to maintain autonomy in its implementation of programming. Don't take over the program or narrative.</p> <p>Programs need to be affordable for the youth/communities they are serving, make grants available to the youth most in need of participating in these programs.</p> <p>CMPD can divest of being the implementer and evaluator of youth programming and instead invest into a community</p>

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
<p>programs makes it unclear who is being served. What is the ratio of funding to service provided and where do the funding sources for each program come from?</p> <p>Location: Where are the programs implemented? The programs should be neighborhood based.</p> <p>Partnership: Partnerships with community and or grassroots organizations is necessary. CMS' Turning Point Academy should be a focus for programming given the population it serves. Why are successful programs like Tar Heel ChalleNGe Academy not partners?</p>		<p>backbone organization that can redirect funds to grassroots organizations. Not just one group but spread out to multiple groups that have proven themselves effective in the delivery of youth services and programs.</p> <p>Have more community based events (like West Fest) to offer an outlet for young people and communities to enjoy themselves and have positive interactions with law enforcement.</p>
<p>Programming: Programing should not be focused on sports only. There are many young people that are not interested in sports and are more inclined to participate in community events.</p> <p>Programs must be mindful of how age restrictions can hinder the ability to reach an entire family. If a program serves one person in a family, an appropriate program should be made available for the other youth in the home.</p>		

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Are all the programs free for at-risk youth? What type of support would it take for them to be?		
<p>Potential for improved community relations and potential recruitment: It is important for CMPD to work in communities to show that its youth programming cultivates a positive image which can create interest in younger people that could then be recruited later in life. Sharing positive engagement stories within communities – successes engaging youth and sharing best practices, can help get more resources allocated to provide this type of programming.</p>		

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Role of the Civil Service Board
- Passive Protests and Peaceful Demonstrations
- First Amendment Activities
- Criminal Process

Sub Group Members:

Rev. Peter Wherry
Kass Ottley
Ann Kuester Steppe
Ryan McGill

Topic 1. Passive Protests and Peaceful Demonstrations

Charge: Provide perspective on various aspects of policing and how law enforcement interacts with the community, and to provide reactions and feedback to potential policy changes, programs, budgets, practices and plans.

Discussion Notes:

- Need legal advice on how to make possible
- Robust communications plan to communicate rules of engagement with all parties, social contract, have a handbill to pass out to everyone that is onsite
- Revise ordinance so that protesting is only in street in order to protect private or public property (otherwise would be challenge to enforce)
- Understand some uniforms don't allow for wearing camera, should purchase new uniforms

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Need more definition around what moves a protest from peaceful	Revision of rules of engagement to include: Ways to operationalize (should be a policy in place that defines what criteria must be met for a demonstration to classified as unpeaceful)	1. No chemical agents (CCW Crowd Control Weapons) OC Spray or CS Gas 2. No flashbangs, grenades, rubber bullets No (KIP's Kinetic Impact

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
	<p>Examples:</p> <p>Allowed</p> <ul style="list-style-type: none"> - speech is protected- whether vile or loud - animated protesting (jumping, fist pumping, etc.) - Police will respect people clearly marked as "Legal Observers" in every protest. Any arrest, harassment, or assault of any kind on these individuals, will constitute an infringement of the entire body of protestors' constitutional rights. <p>Prohibited</p> <ul style="list-style-type: none"> - projectiles thrown, - certain distance must be maintained from businesses - no firearms visible or concealed - endangering life or safety of other person - No fireworks 	<p>Projectiles of Any Kind) due to there inaccuracy when fired from a distance, history of injuring bystanders and ability to cause serious injuries, disabilities and sometimes death.</p> <ol style="list-style-type: none"> 3. Body cameras must be worn and turned on. If not worn, and turned on while officers are engaging with Protestors/crowd, officer terminated (Civil Service Board review) 4. Every engagement with citizen should be included on body camera footage 5. Should not seal identity of officer in charge of protest & should include footage. Officers must have on Badges and visible name plates.
Rename/redefine role of officers during protests/demonstrations	Should be peace officers, stay to the background	<ol style="list-style-type: none"> 1. Officers should not be in riot gear (Officers should be in regular uniforms) 2. No need for show of force (march on perimeter of protest)
		No military-type weapons should be near protests.
		Officers should document violent or disruptive behavior prior to arrest. Officers should also isolate the violent

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
		protestors from the peaceful protestors when possible.
Mechanism to encourage officers to speak out/stand up when things are wrong	Duty to intervene	Tie civil lawsuits to pension of officer (instead of suing City, should go after pension) if there is no monetary limit tied into going after the officers pension.

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

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Sub Group Members:

Corine Mack, Michael Barnes, Fatina Lorick, Geoff Alpert, Tonya Jameson, and Vicki Foster

Topic 1. Police Transparency and Access to Information

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
CMPD isn't being truthful regarding incidents. They say one thing publicly, but videos depend something else.	Legislation that prohibits immediately releasing video to the general public.	CMPD will convene the city manager and Safe Communities Committee immediately within 24 hours of an incident that will likely cause public outcry. CMPD will share any video, not prohibited by law, with the committee before issuing a public statement if at all possible. This will ensure more transparency when investigating incidents. Members of the committee are bound by confidentiality rules since they will view the footage in closed session.
CMPD keeps the city shut out when a shooting or any incident happens which makes look like CMPD is always trying to provide cover for the officer and the police department	Releasing too much information may compromise the investigation.	New structure when a fatality shooting occurs - Fatality Review Team (different people come together and go through it, full fledged review and it's not just police) <i>Michael Barnes previously suggested an inspector general to review fatal police shootings.</i>

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Rules of Conduct
- Police Oversight
- Police Budget
- 8 Cant's Wait

Sub Group Members: Cindy Decker, Robert Dawkins, Rodney McGill, **Dr. Michael Turner** (will report back)

Topic 3. Police Budget

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
CMPD has not had an external audit		External Audit
Budget is growing too fast	Sustainable pension considerations	
How much time devoted to services that the police shouldn't be doing		
Analysis about investment in personnel allocation vs return on investment	How is time being used vs what is the return on safety numbers. As the City grows the pension grows, is the City able to ensure we are prepared for these pension challenges? CMPD notes: City and State monitor to ensure that we are able to cover costs.	Add to the legislative agenda that employees should be able to receive pensions in the way that they want to receive them.

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Overtime	Deficit of officers and overtime is filled by officers are filling in those space. How much of overtime was incurred during protests?	Can overtime costs of non-City business can that overtime be reimbursed to the City? Revenue from bringing special events to the City balance the costs of overtime- not direct reimbursement but an overall benefit. If a special event does not meeting a certain \$\$ in cost benefit can the special event owe that difference back to the city or CMPD for overtime costs?
Youth programs & other community training programs Note: PAL is a 501C3 that runs the main program. We provide officers and sports equipment.	Residents are not hearing about programs or are not hearing reports on results of programs. Beyond PAL there is not community recognition. Programs are referral based and not all know enough to make referrals.	PAL- be the partner organization to other organizations to spread word. Devote funding to advertise CMPD youth programs especially focused on young women.

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Management of Subjects with Mental Illness /Extreme Distress
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-

Sub Group Members: **Meko Chosen, Don Thomas, Larry Mims and Trevor Allen**

Topic

Discussion Notes

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
<p>Questions:</p> <p>When they know that a person has mental health illness does that lead to bias?</p> <p>What information can be shared with the police and how? How does HIPAA's privacy protections impact what information can be shared? Can family members share information?</p> <p>Who should be called for instances of mental health crisis? Should it be the police? Can the services offered (or in partnership with) CriSys be expanded? What additional programs or services could be made available through this or other partner organizations?</p> <p>When the police is called to address the needs of someone</p>	<p>Multiple calls should lead to a relationship that should help during moments of crisis</p> <p>The number of mental health calls officers are being called to (both aggregate and raw data).</p> <p>Incentivize the hiring of counselors, social workers and clinicians' by creating a pathway to licensure through the provision of practicum hours and clinical supervision</p> <p>Take into consideration the complete mental health diagnosis, course of treatment and the challenges faced by the patient and the liability to the city of negatively addressing behaviors created by the side effects to medication.</p>	<p>Implement the pilot introduced by independent researcher Jarrod James in the Beatties Ford corridor. 911 calls would be redirected to a non-police mental health emergency service provider</p> <p>Create a mechanism where mental health calls that do get responded to by the police are not addressed by a rookie officer i.e. someone that does not have CIT training or an officer that has several complaints lodged against them. Seasoned officers (8 years or better with CIT training) would be called upon as the 1st line of defense for "frequent flyers".</p> <p>CMPD create or better market a program to get licensure and practicum hours for mental health staff. In addition, create</p>

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
<p>with a history of incidents can we prioritize officers either with CIT training or that have a relationship with the subject attending to that call? How do we institutionalize that response?</p> <p>How can we close the loop on informing officers about the use of medication and the possibility of future incidents due to the side effects?</p> <p>Do we press charges on subjects before we fully understand the mental health illness they have and its associated behaviors? How does the diagnosis and the prescribed medication factor into how they are dealt with in the Criminal Process?</p> <p>How do we avoid victimizing people that are unable to care for their mental health?</p> <p>Can we move these types of services to a different emergency response model that lives apart from the police department and could instead be housed at the fire department?</p>	<p>We cannot create barriers for serving individuals most in need of community support. If this is done, then we are complicit in the continuation of the issues.</p>	<p>a pathways program to get people on a career track towards social service careers, focusing on individuals with lived experience in the system.</p> <p>Firefighters and emergency response services/peer support workers can arrive to assist with individuals dealing with mental illness</p>

Safe Communities' Community Input Group

Sub Group Analysis

Topics for Specific Feedback

- Role of the Civil Service Board
- Passive Protests and Peaceful Demonstrations
- First Amendment Activities
- Criminal Process

Sub Group Members:

Rev. Peter Wherry
Kass Ottley
Ann Kuester Steppe
Ryan McGill
Rev. Christy Snow

Topic . Criminal Process

Discussion Notes:

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
Three out of 5 people being held in U.S. jails today have not been convicted of a crime. We have thousands of People sitting in jails right here in N.C. awaiting trial that have not been convicted of a crime. They are being held solely because of their inability to pay bail. In effect the Cash Bail System criminalizes poverty and perpetuates inequalities in the justice System. Spending even a few days in jail can result in people losing their job,	D.C Superior Court Judge Truman Morrison stated. "There is no evidence that money is needed to get People back to court. It's irrational, ineffective, unsafe and profoundly unfair"	Do away with cash bail

Concerns/Improvement Opportunities	Factors for Consideration	Proposed Changes to Consider
<p>housing and even custody of their children.</p> <p>Reforming Pre-Trial practices to ensure that defendants rights to be presumed innocent and treated equally under the law are preserved, regardless of their income.</p> <p>A criminal summons can replace an arrest for many minor crimes, requiring a court appearance without going to jail first.</p>		
<p>At the felony level, provide accommodation for legal exceptions such as petitions for new trial due to jury tampering, ineffective council, and jury nullification</p>		<p>For persons with legitimate and proven legal exceptions, end the requirement for treatment and activities during probation which require admission of an offense</p>
<p>More specifics around reasonable suspicion of a crime</p>		<p>Must define "reasonable"</p>