The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, January 6, 2020, at 5:03 p.m. in Room 267 of the Charlotte Mecklenburg Government Center with Mayor Vi Lyles presiding. Councilmembers present were Dimple Ajmera, Tariq Bokhari, Ed Driggs, Larken Egleston, Julie Eiselt, Malcolm Graham, Renee Johnson, Matt Newton, Victoria Watlington, and Braxton Winston II.

ABSENT UNTIL NOTED: Councilmember James Mitchell

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Mayor Lyles said I want to say Happy New Year to everybody; if you haven't had a Happy New Year already, you've got a couple months to get it worked on. Actually, this is our first meeting together since 2019 so, out with the old and in with the new. This is our Strategy Session meeting, and this meeting is around the concept that Council should have opportunity for a deep-dive discussion among each other with the facilitation by the staff as needed. Today we are going to tackle a very, very tough subject, but before we do that I just wanted to say that, we had some letters and e-mails about when we would actually address two issues that have been brought forward by the community to us. The first one is dealing with wild animals and the other is dealing with tethering of pets. We are going to take those items up on February 3rd; that is our second meet.

This meeting is devoted entirely to the issue of helping our City be a safe community and addressing the issues of violence that we've had that occurred in 2019. For all of you here; you are welcome to stay and listen to what we are going to talk about. I think all of us have been impacted by violence that is going on in our community, but tonight we are going to discuss that, and we will take up the ban on circus animals and tethering of animals on February 3rd. You are welcome to stay and listen, but please come back on February 3rd.

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ITEM NO. 1: EVIDENCE BASED APPROACHES TO VIOLENCE REDUCTION

Marcus Jones, City Manager said tonight we have a report for you, which is an evidence-based approach to violence reduction. It is a little bit different from how we've approached this in the past, but I think it is the perfect time to begin the dialogue with Council, because we are really talking about a comprehensive approach that may be a little bit different from some of the things we've discussed in this room in the past. Then after that, we will have a brief overview of the upcoming Annual Strategy Meeting. If there aren't any questions, I can jump into this.

There are a few folks that will help out with this presentation, but I do want to start off by basically acknowledging that during last summer, there was a bit of concern about the homicide rate, and so City leaders had asked that we do a deeper dive in terms of what are some of the root causes around violence. I appreciate the Mayor giving us the charge to work collaboratively, and I also want to acknowledge the work that the Mayor Pro Tem has been doing over the course of the past few years in the same area. It is interesting that while we have discussed Police Officers and staffing levels, there has been a lot of work over the past years that is a bit deeper than that.

Today we will expand this discussion about violence beyond policing, but I want to make sure that I start off by saying that we have an exceptional Police force and an exceptional Police Chief, and the Council has done a lot of work over the course of the past two years in terms of dealing with issues such as compensation. That was something that I guess I inherited it; if you go back to 2009 there were things where there were changes in the policing of pay plan and structure. So, this Council was able to address some of that with a two-year approach; much of this was passed in the current budget and next year there is another provision which basically will have Police Officers have the ability to reach top pay faster and to top out faster.
If we start to think about this just in terms of police, I think we start at a deficit. So, if we are really going to be able to prevent and reduce crime, it has to be more of a community

effort and that is not just a community issue but this community effort. Our current approach to violence prevention, which you will find tonight, is really fragmented and that is one of our problems. It ends up leaning heavily on policing and the Criminal Justice System, but right now we believe it is the time to have a more collaborative approach.

Our team was able to analyze data, both from the victim perspective and from the perpetrator perspective, where violence is actually occurring, and we have been able to do research on programs across the country that have worked. Before I turn it over to Sarah Hazel, I would like to just identify some of the members of the Research Team that have been working on this. Sarah Hazel is an Assistant to the City Manager, but also Deputy Chief Gerald Smith will be presenting tonight. Kay Cunningham has worked on this project, Monica Winn and Julia Martin from my office, but also, we had the help of an external partner which is GovEX, which Sarah will speak a little bit more about. I would also like to say that the County has been working very diligently with this project. As a matter of fact, I just left a meeting with the County Manager and it is our goal to work collaboratively with this effort. I will now turn it over to Sarah.

Sarah Hazel, Office of Sustainability said I think the City Manager mentioned the leadership of this research, but I want just wanted to emphasize the leadership of Rebecca Heffner, Innovation and Technology has really played in putting together this presentation tonight. We are going to hear a little bit more from her in a minute. I will just recognize that as we get into this work there are multiple collaborative efforts underway. In September, County Health Director, Gibbie Harris provided an update to the County Commission and during that update, she defined violence as a public health issue. So, you are going to hear a little bit more about that as this presentation goes on. I think that was sort of foundational framing for the way that we are going to look at violence over the next 20 or so minutes and also tee up the discussion. I also want to acknowledge her work, because there has been a working group pulled together to look at how we might start thinking about a Comprehensive Strategy that includes the County and the City and other community leaders. So, while we are having this conversation we are not doing it in a silo or a vacuum, which I think you are very well aware of with lots of the conversations that you've been having.

I'm going to define a few things for you before I hand it over to Rebecca Heffner, and I think the key thing to think about is that violence is not just homicides; it takes many forms in our community and influences families, not just individuals, whole communities. When we talk about it as a public health issue what we really mean is we need to do a critical analysis of available research of our programs; we need to put the findings of that research in the context of our own community, and we need to really incorporate the perspective of people who are most impacted by the violence. When you look at violent trauma it happens repeatedly. So, it is a recurrent disease, so again, through kind of public health lens. One of four victims experience repeat victimization, so what that means is that if you are a victim of some kind of violent trauma you have a good chance that you will be a repeat victim.

To just reiterate the City Manager's point, because our approach typically has been fragmented, it is really important to look at cross-sector collaboration, and that means the private sector; it means government agencies. It certainly means within our own organization and how we best collaborate to have a more integrated and strategic and delivered approach. We will get more into that as Rebecca and Deputy Chief get into the details. Now, I will hand it over to Rebecca Heffner.

Mr. Jones said as Rebecca makes her way to the lectern, I think you will recall the last time that she was here we talked a bit about the reval, and this is such a difficult topic and the hours and hours of research that Rebecca has been able to do I just want to make sure that we set the stage. I know you will have a number of questions, but it is really our first time at this level looking at this from this public-health perspective.

Rebecca Heffner, Innovation and Technology said I'm going to talk about two pieces to this tonight; one is to talk about the data and one is to talk about the evidence. We talk about them separately; the data really helps us understand what is happening and why

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so going into a little deeper dive around the numbers. The evidence helps us understand what we can do differently, what works to address the issue, and, in this case, what works to prevent and reduce violence.

Starting with a look at the data, this is some of the work that we've done over the past couple of months and in collaboration with the team. I do want to again thank Gibbie Harris and her team at the Public Health Department for the work that they have done, looking at violence broadly in the community and then Monica Nguyen in CMPD, who is the Director of the Crime Analysis Division. She and her team who work with this data every day and from an operational lens are really some of the best analytics folks in the country; I've learned a lot from them in this process.

We are just going to talk about high-level, summary statistics today, but the important thing to really understand when you look at them is the numbers never tell the full story. Most importantly, no statistic, no summary of incidents and describe the really widespread impact of violence on individuals and families and on our community. Also, summary data tends to mask underlying issues and root causes, so what we are going to do as we walk through today, a little different from the quarterly stats that we typically share. Chief Smith and I are going to review the data with that lens to try to tease out as part of this discussion, what are some of those root causes and underlying issues. The most important thing is that the primary risk factor for both victimization and perpetration is previous exposure to or experience of violence. That is why this gets framed as a public health issue, often talked about in terms of epidemic; it is exposure to risk and exposure to violence that can continues the cycle.

We are all familiar with the statistics about 2019; it was a really tough year. The homicides spiked, and this is a trend that other cities across the nation are experiencing, there are some up and some down, but it has been a really tough year in Charlotte. Nationally, homicide is the second leading cause of death for young people age 10 to 24. Despite the spike in homicides, we are still experiencing some of the long-term decline in the violent-crime rate, as our population increases and when you look at violent crime overall, not just homicides, the incidents of violent crime over the last couple of years has remained relatively flat. So, we are really looking at a spike in homicide in particular.

We are going to look at who is victimized, who the perpetrators are and where violence is occurring. These data represent 2017 through the third quarter of 2019. When you look in aggregate homicide victims are most often male, young adults or a person of color. In age, you are really looking at 18 through the mid to late 20's; after that, the incidents drop off dramatically. For people of color, they comprise about 78% of homicide victims over this time period, but just 58% of the population. In terms of risk, you also see these trends in the numbers around non-fatal shootings, non-fatal gun-shot injury victims; you get even more of this pattern, 85% male the distribution for age is really more tightly centered around the early 20's. So, that is the group we are looking at high risk of homicide.

Some of the things we can really learn about what has been happening are when we look at circumstances around homicides. When you look at violence as a public health issue, you can recognize some types of violence are really spread and defused throughout the community in a cotangent like process. So, when you look at this number, over 25% of homicide incidents resulted from an argument. This is a type of violence that really can spread. You look at escalating disputes and revenge shootings that result in homicide, they defuse and spread through social networks often. This 25% is an increasing percentage, so what we are seeing over time is more and more of the homicides are occurring because of arguments. CMPD has sophisticated crime analytics; they are actually able to understand when there is risk for a dispute or a revenge shooting but CMPD alone cannot stop the violence. Some of these circumstances can really point us to partnerships that help interrupt the escalation of violence as being key to reducing homicides.

The next statistic there, nearly 20% of homicide incidents were domestic-violence related. This is overtime around half of that are familial homicide and half of that intimate-partner homicide. These types of incidents don't spread through networks the way that argument-

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driven homicides do, and instead, risk escalates over time for individuals who are in these situations. So, this is really thinking about partnerships that help victims become survivors or move toward safety and security are the key approaches here. These are just illustrations of how a better understanding of the circumstances and the characteristics around homicide can help us identify what is the right combination of prevention, reduction, strategies, and initiatives. There is,, unfortunately, no one size fits all, no one thing that in and of itself will make the community safer.

We look a little bit at perpetrators; this is data on homicide perpetrators. It is much more limited, ongoing investigations and some circumstances that are unknown means we have much more limited data, but clear patterns do emerge again. Perpetrators now mostly young adults and primarily black of African American. We've also heard from CMPD over the past year about challenges around repeat offenders. You look at prior circumstances; you have over a quarter of perpetrators who have prior local felony convictions and nearly 41% with prior local-felony charges, also, almost half of homicide perpetrators who had two more local arrests leading up to the incident.

So, you can see in both victimization and homicide perpetration the disproportionality related to young male, people of color. So, what we are really seeing in these data is the impact of systematic inequities that have led and lead to use of color having higher risk of exposure to risk factors across multiple domains, also differential treatment within the justice system and all of the systems that have come before. A lot of these are issues we are already working on as a community in our partnership. The important thing to really understand here is that it highlights the need for a multi-pronged approach so one where we are both focused on individuals and how we can support individuals with comprehensive supports and promotion of protective factors and then also what can we do if the system is low or how do we address issues of inequity and lack of economic opportunity?

The last piece of this is to take a look at where violence is occurring. When we look at violent crimes, this is not just homicide; this is violent crime broadly. When we look at violent crime across our community, we know everyone is impacted by the toll. There are some areas that face greater exposure and risk both to violence and to the risk factors that may lead to it. CMPD has identified four priority areas that are durable areas of concentrated violent-criminal incidents. By durable I mean year over year; this is not just 2019. This is not just the last three years of data that were analyzed but over time. These four areas altogether comprise fewer than two square miles of the CMPD jurisdiction but account for approximately eight percent of violent crime incidents. Deputy Chief Smith is going to come up and talk a little bit more about what is happening and what are the presenting issues in these four areas as well as what this means for policing.

Deputy Chief Gerald Smith, Police said this is perfect point for me to start where she left off to put some perspective to this two-square-mile area, these four areas, total two-square miles. The jurisdiction for CMPD is 438 miles, so you've got eight percent of violent crime coming out of these two-square miles, which is less than one percent of our total area that we police. Also, three of these four areas accounted for 14 of our homicides last year, and as Rebecca said, the four homicides are not violent crime by itself, but there are many other categories, and that is why the fourth category is included in our presentation here.

The first priority area and I think before I even begin I need to clarify an area. I am not speaking of a community. I am not speaking of a neighborhood. I am talking about an area, a very tightly compacted area. This is not a descriptor of any neighborhood or whatever; it is a very small area that we see a great deal of violence coming from.

Councilmember Mitchell arrived at 5:26 p.m.

The first priority area and these are not in any particular order, is around the Sugar Creek Road and I-85 area, and this has been mentioned many times before. It is comprised of 13 low-budget cash only motels in this area. There is a lack of accountability from the manager and business owners there. I believe there is one hotel that the officers who

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work that area receive corporation from continuously, but the others are not very cooperative. There is a great deal of illegal-drug activity, which has exacerbated by its location to the I-85 corridor there. Also, prostitution is rampant through this area, and speaking from my experience of policing of about 30-years, I have to go into detail about what prostitution brings to an area. Along with prostitution, you not only get the act of prostitution, you get robbery reports; you get sexual assault reports. You get physical assault reports; you get drugs. You get a myriad of things when you see street-level prostitution in an area like you see here.

There is a large population of families and students living here; in other words, they are good working, hard-working people who are living here, and the housing instability is the reason for it. You go there, and you see families in a room surviving. We have put in a lot of work there, and when I say law enforcement, that is not only CMPD, but state and federal have put in a great deal of work in this area because of the level of violence in this area. Also, without that work the conditions would be much worse; it would be much worse. As Rebecca has said before, we cannot do it ourselves. Law enforcement, policing, CMPD, we cannot do this ourselves.

The second area is Beatties Ford Road and LaSalle Street. We have illegal-drug activity; we have a homeless population or transient population that has increased over time there. We also have some property owners that are less responsible with the upkeep of their property. There are some outstanding property owners there who are doing everything they can to fight the conditions there, but some are just caring as to what is taking place on their property, and we are speaking in this area of commercial sites as well as multi-family residential sites as well. There are some very good stories of some people who own property in that area and who have done a great deal. There is a church who bought the carwash in that area and cleaned up the conditions at the carwash and that is just outstanding work. There is a high concentration of check cashing, convenience stores and a lack of retail in that area, and there are code issues. Our Code Enforcement Nuisance Abatement do a great deal of work in that area. There is increased community investment impacting the area; there are some people who are investing in the area right now, and there is a conflict between the conditions and the investment as well.

The third area is Nations Ford and Arrowood Road; it is a concentration of multi-family sites, and it is predominantly armed robberies of Latinos and Hispanics in this area. Just a great deal and the ones who are actually committing the crimes are not from the area; they are coming in. They view the population in this area as easy victims; they see them as carrying large amounts of cash and congregating in parking lots, which makes it very easy for them to in the perpetrator's view to rob. Also, there is a rapid residential turnover there. We spoke to the officers, the boots on the ground, who work these areas, and they do a great deal of community outreach, and they described the conditions there as the residents turning over about every three months. They do everything they can to reach out to make connections, build networks, built relationships, and in three months they are doing it over again. As I said before, the offenders are coming from other areas and some of the crimes that are taking place in this area is just not being reported at all, and if those crimes were reported the number of incidents would go up.

The last area is Central Avenue and Sharon Amity Road. I will start off by saying I mentioned earlier that 14 of the homicides, we had last year happened in three of these areas. Central Avenue and Sharon Amity Road had none; this is the one that did not have any homicides in its last year. Some of the conditions overlap with the others; it is a concentration of multifamily sites. Predominantly, there are armed robberies in this area and a very diverse population, and there is a communication barrier and that communication barrier is Spanish. We have a lot of officers who speak Spanish in that area, who reach out the same as they do at Arrowood Road and Nations Ford Road and make connection, and they do a very good job but once again, in three months there is a turnover. There is a point of entry for people who are refugees or people who are relocating to the area, and we believe that could have an impact on the turnover. They start here, but they migrate elsewhere. There is culture mistrust of institutions, not only the Police Department. They see policy where they came from, the police were corrupt, and other institutions were corrupt. They don't trust banks; they don't trust government,

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and these are things that we have heard before. As you can see from the conditions in these four areas, that some of the conditions overlap; some of them are unique to other areas, but the one constant condition in all four areas is violence. The violence is persistent in these four areas.

Ms. Heffner said the last piece of the data analysis is really looking at quality of life data as it relates to violent crime. When you take a look, we have these durable concentrated areas of violent crime, but there is violent crime diffusely across the community as well, and when you look at indicators and how they correlate to the violent crime rate you start to see some patterns emerge. So, just a note about correlation, that just means there is a statistical relationship between two variables. It does not mean that one is the cause of another, but the analysis of correlation is really intended to understand how two things have a relationship to each other.

When we do this for the statistical areas from the quality of life study, some of the things we see are correlations with employment. So, where employment is low, violent crime tends to be higher. Poverty, this is one of the strongest correlates; where poverty is high some concentrated areas of poverty tend to have higher violent-crime rates. Similarly, with code violations, rental houses, education level, what these relationships do really is paint a picture of some of the root causes and underlying issues that areas of historic-neighborhood disinvestment, residential turnover, and low-economic opportunities are areas that experience violent crime at higher rates. Providing some of that context but also pointing to opportunities for broader collaboration, whether that is being more intentional across our own departments or with partner agencies and residents and community-based organizations.

That is the overview of the data, so we get high-level summaries of statistics, but as you dig into them they start to tell a story about underlying issues. The next piece of the presentation is really to talk a little bit about the evidence-based approach to violence prevention and reduction, and this is a part of what it means to address violence as a public health issue. The Evidence Based Approach just means you are using data, and you are using data to understand what is happening, you are using research findings to inform what to do and then using data to monitor and evaluate and continuously improve what you are doing to get the best outcomes possible.

Now, we are going to talk a little bit about Evidence Based Programs; Evidence Based Programs is a very specific kind of program that has been rigorously tested and evaluated in multiple contexts and shown to be effective. There are a range of Evidence Based Programs that impact violence reduction; these are models from across the nation. One of the important things about these kinds of models is that they have a structured way of being implemented, so they can be replicated from place to place but also can be adjusted based on local context. So, we are going to talk a little bit about Evidence Based Programs and then some of the work we did looking at other cities and what they are doing.

Mayor Lyles said Rebecca, before we go to the evidence and the program area, why don't we go to the data area that people have had a chance to see and go through that for some questions? Because I think a lot of other communities and cities like this, they have this kind of data, but we need to understand our data. I would encourage you to ask questions that take that deeper dive, because I know these folks have got a lot more numbers to share and lots more data, but we want to do it and tailor it for what you would like to hear.

The other thing I want to encourage is this issue of violence is community-wide, and we can look at hot spots, and we can kind of say like we do sometimes in zoning, well the District Rep will do that, and we will do all the research. I really believe this is one of those things that everyone of us has to absolutely engage and be assertive in where we are going in this plan, because this is our reputational issue now. When we define it like this it is something that all of us need to be a part of, not just the four places of hot spots, and I have to say I-85 and Nations Ford Road, when I worked here, and that has probably

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been over 15-years ago, those same spots were considered hot spots, but it was going to be about policing.

You can't do that anymore; it can't just be about policing. It is just not possible. I'm going to start with Ms. Watlington and just refer to the slide number if you can and ask your question. Again, Chief Smith, would you please join us at the podium. This is time to be honest, not that we're not all the time, but these folks have been working over six-months on this; they have a lot of information and wisdom and knowledge.

Councilmember Watlington said I just had a fundamental question about the data on slide #7; the homicide rate, I realize it is a rate. So, it is useless, but what exactly does 11.6 mean?

Ms. Heffner said the homicide rate is calculated as the rate per 100,000 population so the incidents, the count, the population divided by 100,000, and that is how you get to the rate. That is why as you look at increasing population, the rate is going down even when the incidents have spiked.

Ms. Watlington said slide #10, I was just curious; eight percent came from two-square miles out of how many square miles? I just want to get an understanding of the disparity between the area-

Ms. Heffner said 438 square miles is the entire CMPD jurisdiction. So, less than a half of a percent of the jurisdiction and eight percent of the overall violent crime.

Councilmember Eiselt said I have a question about an ordinance that we used to have that was rescinded, overridden by state law back in 2016. Charlotte had an ordinance that required apartment owners to register with the City, and it allowed CMPD to track calls for service, problem landlords, absentee landlords; that was pretty much the reason for doing it, and since we've had to get rid of that ordinance, can't do that any longer, I noticed that all four hot spots made reference to property owners not cooperating, not getting accountability, not knowing who the property owner is. Have you guys tracked that data at all to determine what impact the loss of that ordinance has had on your ability to police those properties?

Deputy Chief Smith said I have not seen any data in which we have tracked that at all.

Ms. Eiselt said do you have a sense for that?

Deputy Chief Smith said yes ma'am and I believe what we are seeing here it's a problem that there is no accountability; there is no teeth/ Owners can do as they please and create conditions as they please, such as Sugar Creek Road and I-85, most of the hotels there are cash only. That is just a strange business model for me. When you have that many hotels in such a close proximity to the race track, UNC-Charlotte and just even a shorter distance to downtown; it is a good business model there, but they are taking cash. There is no accountability that we as a City have to hold them even more accountable to the problems that are going on in their property.

Ms. Eiselt said so, when we had that ordinance did you feel that gave you some teeth to be able to?

Deputy Chief Smith said I believe it did.

Councilmember Ajmera said this is very detailed and thank you for presenting this detailed analysis. I didn't see any reference to easy access to guns; is there any data points that we can look at? How does easy access to guns lead to some of this, or is there a way to track that?

Deputy Chief Smith said I don't know of a matrix that would track the access to guns. I do know that we take a lot of guns off the street. Of course, weapons and access to weapons are part of this, but we did not track the access to guns, and most of the time a

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lot of the suspects are looking to get rid of the weapon, and they are not inclined to tell us where they got the weapon.

Ms. Ajmera said is there any data that tells us whether they had a permit for the guns that they had when the crime was committed?

Deputy Chief Smith said no and by the way, the gun laws work in North Carolina, you don't need a gun permit to own a gun; you need one to purchase a gun, and that is where it stops. If I bought a hunting rifle and gave it to my son, I don't have a son, but it would not show that transfer. It would only trackback that I had the permit to purchase the gun.

Ms. Heffner said in addition, there is a relationship between, it is not so much the permit to purchase the gun; it is the issue of stolen weapons. So, that is much more difficult to track access in that case.

Ms. Ajmera said I know there was a program, safe store from the Sheriff's Department. I don't know if that is still continued; would that help with any of this?

Deputy Chief Smith said I can't speak to that; I don't believe we have any data from the Sherriff's Department program.

Councilmember Johnson said was mental health considered as one of the root causes; was there any data collected about that?

Ms. Heffner said when we look at mental health in the research it is much less a driver of violent crime than you would suspect. There is smaller population of people who have sort of multiple presenting challenges related to mental health that is typically more of the underlying cause that where an unaddressed mental health issue could lead to housing instability or substance abuse, and so often that is more of risk of victimization than it is a risk for violent crime perpetration.

Ms. Johnson said maybe I should say mental health and substance abuse, were those considered? And then secondly, in those durable areas is additional cameras and additional lighting a consideration? Since there are identified areas, like I-85 and Sugar Creek Road, would additional cameras be a consideration?

Deputy Chief Smith said I would have to survey the area; I do know there are cameras in these areas, and I do know those cameras have served in solving some of the crimes that have happened there. I know the last homicide at Sugar Creek Road and I-85 was solved by one of the officers remoting into a camera as the call was going out and actually was able to identify the suspect before he left the site. So, that is beneficial, but it would be part of I believe something that Rebecca may touch on later on in the presentation in part CPTED (crime prevention through environmental design), but there are cameras in these areas.

Mayor Lyles said we will come back to that; I think you will see some examples of that, and I think it also calls in the question as the Chief said, what do we do about environmental design, and what we can we do through zoning and design standards to make a safer community?

Councilmember Winston said this is great work so far, and I look forward to the rest of the presentation. Couple questions about the data, when you looked at gender, you are looking at it in a binary; it looks like male and female. I would like some numbers pulled out about trans-violence victimization as well as perpetrators, please.

On slide #15, statistical-area characteristics, I see one of the things we are looking at is single-family rental houses. I know over the past 10-years as we deal with the housing crisis in general, we know that one of the things that is happening about neighborhoods is that single-family homes are no longer owned by landlords that are present; they might be in different states or corporate companies that buy up single-family housing and rent it out. I would like to dig into those numbers; can we look at maybe sales or anything like

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that to see if there is any correlation to who owns or the way those properties have traded hands over the past couple years and some of those calls? Maybe there is some type of correlation that we can take out of that. You mentioned on two of the slides, I-85 and Sugar Creek Road as well as Beatties Ford Road and LaSalle Street that drug activity was descriptive of both of those places but not Nations Ford Road and Sharon Amity Road. I would like to know more about what type of drug activity that you are finding going on there. I'm sure you are finding everything, but I would like to know a little bit more about those numbers.

Deputy Chief Smith said I would say right now it would be marijuana. There are drugs of all types over there, but marijuana is probably the biggest driver. Marijuana has been present at many of the homicides that we've had.

Mr. Winston said can you go a little deeper into that, please?

Deputy Chief Smith said marijuana is violent; I know that may be a controversial statement, but it is. A lot of the drug-related homicides have been involving marijuana.

Mr. Winston said what capacity is involving?

Deputy Chief Smith said what I mean is that when marijuana went from $1,000 a pound to $5,000 a pound, it became very, very valuable, and there are people who were shooting others over this. We've had a few homicides related to that. When I started this job in the 90's, crack cocaine was the driving force; now marijuana is the driving force. It is an economic condition; it is valuable.

Mr. Winston said so are we talking about amounts in trafficking numbers, or are we talking about small amounts?

Deputy Chief Smith said we have to define small amounts.

Mr. Winston said how would you define it?

Deputy Chief Smith said a few grams maybe, but I do know and I can't get into the details of it, but I'm thinking of the reports that have come across my desk and the number of marijuana homicides are there.

Mr. Winston said the number of these homicides are related to amounts of marijuana that would be measured in just a number of grams?

Deputy Chief Smith said or more. I would have to look at specific details of how much it, is but when we look at drug-related incidents, marijuana is the driving force.

Mr. Winston said I would like some more numbers; are we talking about like- What level is this drug dealer to drug dealer, or is this like in client to drug dealer where the violence occurs?

Deputy Chief Smith said both. A lot of times people will say hey, I've got something for sale, an amount of marijuana, and in all amounts and on the back of the head they are going to rob the guy, and that is what happens.
Mr. Winston said I definitely would like some more information along that. Slide #9 when we are looking at the data on perpetrators, I would like to know what percentage of perpetrators were victims of violent crime themselves. I don't see those numbers here. I would like to know more about that. If you go one slide further, look at slide #10 and it is familiar map that we've been talking about a lot over the last three years in particular. Another crescent and wedge and we know the Opportunity Task Force Report that this crescent that is represented in slide #10 is a result of intentional and systemic practices and policy, a sort of intentional-systemic violence. I would like to know what percentage of the perpetrators and/or victims come from specifically in this kind of crescent of institutional violence.

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Mayor Lyles said I just want to mention one thing; these folks have been doing a lot of analysis, we have been working with John Hopkins to look at a lot of this data, so I just want us to know that we are not beginning this, and answers will be ready next week. We are going to have to go back to the GovEx and start talking to them. These are great questions, because I think this gets to where what is the value of street drugs? Is it a fight over economics or drugs, or is it a fight over whatever? These are really good questions, but I just want us to know we are at the beginning of this journey.

Mr. Winston said understood and this is my first look at this data, and this is what I would like to look at. If we go back to slide #15 and not just looking at this from an emergency-service response to crime and violent crime. When I'm looking at this, I'm looking at this list, these other characteristics that you have, and they do corelate to other City Council priority areas. I see the first two can be seen as economic development; the rest can be looked at in a Housing and Neighborhood Development lens. I'm just wondering and going back to the areas of small area that we are looking at, as we are looking at different solutions, is there some type of an overlay district or something that? Because it kind of looks horizontally from our different priority areas where we can attack a bunch of different areas that are under our umbrella with doing one thing without having to pull things together, mix match.

Mayor Lyles said I know what you are saying; I think you will see some examples of that in different places in different cities and how they've done that, and I think that is a choice of us working with the County, the Court System and all of these people that have an accountability to figure out what is the best for us. That will be a much longer discussion as we start this, but that is the real question. What really will work and make a true difference, and that is why the Evidence Based Programs, but we've got a couple of other data questions, so we will come back to that.

Mr. Jones said to Mr. Winston's question, one of the things that we are doing now, and it really started last week at the Budget and Effectiveness Committee Meeting; we are trying to go back in time and look at all the programs, all the tools that have been in the toolbox over the years. Dump them on the floor and see what actually works and what hasn't worked, because for the Mayor to say that 15-years ago, these were the same areas that are problematic; clearly there is something that we need to change.

Mr. Winston said what I really pulled from the data which is showing me from Nations Ford Road and the Central Avenue/Sharon Amity areas is that comprehensive immigration reform and these immigration issues that sometimes we will say that isn't our deal. I think it really shows that it is our deal and we have to find ways to work across different levels of government to get real answers and solutions or else it will be our problem as the evidence and data shows.

Mayor Lyles said it also adds to the point that if we are working with relief agencies that are locating people and everybody is putting everyone in the same space, that is an agency thing that we can have a discussion around. It is just a lot of this that we have to figure out.

Mr. Winston said it can't necessarily be disburse people across geographic areas; sometimes that is a necessity and stability.

Councilmember Newton said thank you for this report, and I appreciate your hard work in all of this. A data point that just came to my mind that I think may be lacking, maybe you addressed this, and maybe I missed it, but do we have a breakdown of the use of guns in the commission of the crimes that we're being presented within this data? What I mean is, the percentage of these crimes where a gun was used in the commission of the crime.

Ms. Heffner said homicide overall is over 80%.

Mr. Newton said I know that when you started out you said this is bigger than just homicide. A lot of this is violent crime, armed robbery, etc. Do we have any sort of

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statistical handle on the use of a gun in the commission of the greater majority or all of the violent crimes, not just exclusively to homicides?

Deputy Chief Smith said it is available; we can pull that.

Mr. Newton said I think that would be great to provide to us. We are kind of looking at some of these areas, the four areas you had mentioned. The impression I'm gathering here is that these are some areas of low socioeconomic status and a lack of upward economic mobility for the residents. Precisely, what our lead on Opportunity Task Force addressed, how do we provide the opportunities to help people in areas like this? What we were told was from what I recall in reading the Opportunity Task Force, two things were pinpointed, strong-family units and early access to childhood education. Inasmuch as the family unit is concerned, I think that is something we've actually heard from our DA as well so kind of learning good coping, dispute resolution tactics early on as a child in the home. I want to point our DA is actually here with us tonight, so I want to thank him for being here and listening to the presentation and being a part of our collaborative effort, but have we pinpointed, or can we pinpoint some data on family units and access to early childhood education, particular as it pertains to the perpetrators?

Ms. Heffner said what we will look at next is really about the complexity of risk factors; it is difficult to pinpoint over the entire lifespan, the multilevel risk factors that have been experienced both by victims and perpetrators, and it really leads us into when we talk about policing and the things that we are doing as a City are critical but insufficient our own data in terms of analyzing this issue. It is critical but insufficient; so, our next step around data analysis is really in partnership with other organizations and agencies. How do we start to tease out the impacts across the lifespan and to identify what is the most appropriate and effective point of intervention?

Councilmember Bokhari said, first of all, I'm so glad we are doing this everyone; this is really important, and with over 100 homicides last year, we definitely need to think differently about this topic. I think we need to give ourselves credit, and we already have that we are very good at Police Department programs and crime response; we can only get better at that. Our folks in CMPD do an amazing job there. Outside of our walls, we know criminal justice reform is a huge part of the problem here and the funnels, whether it is court system or whatever, and we have to rely on our partners like the DA, like in Raleigh, and that is what we will be doing on the Intergovernmental Relations Committee with all of you, and I think that is where an important touchpoint to all this is there, but I also think inside our laws, we can still become a smart city on crime prevention. I think that is the next step, and I think that where you guys have teed us up here, but crime can be predicted and detected very effectively with artificial intelligence with big-data approaches, and we have huge volumes of data that we sit on. It is collecting dust, and I'm not talking about the stuff we've just seen, obviously great work, but that is all retroactive. It is looking back at a single database essentially within CMPD for what we have. We have the ability to connect that with all kinds of other stuff, medic, the court system, the DA, CMS, public data like social media, things of that nature and then enhance that with things that other cities we already know are doing, facial recognition, noise monitoring, license plate scanning, and again they figured out ways to anonymize this in a way where we are not crossing a line of personal information yet we are able to sort through it and find patterns that can be really useful. First, for response and then as we get better for prevention.

Today, people outside in other cities are using AI for crime detection like detecting gunfire, clues on crime scenes and the crime prevention they are seeing with that data who is most likely to commit crimes and where our risky pre-trial releases exists. This is stuff that might seem like it is just on minority report, the movie, but it is reality right now. I would recommend in addition to Mayor what you had called for an action on our swearing-in of a committee and a coalition to go around this that we create a smart city crime data consortium just like they do in cyber security with Homeland Security and Microsoft and banks, public/private partnerships where they share very sensitive data for outcomes and really drill into that stuff. For example, we just saw a quarter of all homicides resulted from an argument. That is conflict resolution; we know that is there. We saw from this, and I have followed on questions, which we can talk about later, 41% had felony charges,

but it was 2016 to 2018. I had seen in another stat over 70% of the 2019 alone cleared cases was committed by a result violent-criminal offender. Those are two things we already know, and we could unleash this smart city crime data consortium on those topics and more, really using all this mixture of big data and artificial intelligence.

So, that would lead me to the first question I would ask that group to attack and I will ask you this and that will be my entirety of what I wanted to say. Does the severity spectrum of violent crime follow a trend in some way? Is overall breaking and entering or robbery a lagging indicator for years down the road in homicide? Do you have any idea of that?

Deputy Chief Smith said from my experience, I can't speak to break-ins, but that could lead to more crimes. I know in the past where we have seen aggravated assaults, a lot of shootings. There is a certain number before you get to a homicide, so when you have a great deal of aggravate assaults involving guns, you can see where sooner or later you are going to have a homicide.

Mr. Bokhari said so, in your expert opinion with decades of service would you say that given we had near-record numbers of homicide in 2019, yet in 2019 we experienced a lower trend in overall violent crime that regardless we are on a path of reduced homicide in future years?

Deputy Chief Smith said that is a possibility, but I can't say that for sure.

Mr. Bokhari said that is what we need the data to do in the AI and big data stuff.

Mr. Heffner said I think in follow-up also, escalation is not a linear trend; violence does tend to escalate, but it doesn't go straight up. So, there are opportunities within that trend to interrupt and intervein and prevent, so whether it is escalating arguments or escalation in intimate-partner violence, yes, there is an escalation, but I just want to be cautious about thinking about it as linear. There are lots of opportunities along the way.

Mr. Bokhari said that is my exact point which is, once you see it and the AI can show us this. It can show amazing things in other topics, so I know it could do it here. The point is then we decide where we insert ourselves in the process and where we can disrupt it and put somebody on a different path.

Mayor Lyles said I think that the Manager and Rebecca and the Deputy Chief are expecting that we will continue to get a data effort working to that depth and in that way. We obviously can build that, but people are doing it now and other cities have done exactly what you said. I always use the example of Baltimore; if you are trespassing, if you are a victim of domestic violence in your home, if you have been arrested three times before the age 15, and if you have violated parole, then you are likely to commit a much more violent crime and leading mostly a homicide.

We have got to start this collection of data to get those results and we are expecting more of that, and as I said, this is the beginning. We are going to have to figure that out; I don't know the extent, but Rebecca and the Deputy Chief have worked tremendously hard, and I want to say this, and I understand it. Deputy Chief Smith is probably not always happy with me about saying you are going to look at all these data sets, and Rebecca is like yeah, keep telling him that, but I think you are right.

Mr. Bokhari said just as a final note, I think there are many players we could quickly add who would be day one helpful in this, start-ups locally like Stratified, UNC-Charlotte's Data Science Initiative, Queens Computer Science, and organization over there, even CPCC. These are folks my way.

Mayor Lyles said the difference is government, permission, access. It is going to take some work, but it is there, that is the thing about it, other places, and I think we will hear some more about that.

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Councilmember Driggs said I really appreciate that we are making this effort to create a more accountable environment and to broaden the solutions that we are seeking. I will say in response to the data that is presented so far, I personally didn't see anything that surprised me. I didn't see anything that made me go wow, I didn't know that. If I had known that then I would have done this, and that is what we need. We need to find out things through our data analysis that guide actions that are different from what we've been doing. I did want to point out, when I looked into this some time ago the murder rate in Charlotte was about 10 per 100,000. Is that about, right? I think that was 2017 data, but that puts us roughly in 40th place among American cities, and the range runs all the way from 66 in St. Louis down to interestingly 3.4 in New York and less than one in a lot of communities. So, I think a lot of our research has got to be focused on acknowledging this is a national problem. We don't need to reinvent a lot of wheels here; other cities are experiencing this in different degrees. They are trying other solutions, and they have different ethnic mixes. They have different economic circumstances, but I'm really curious, for example, about New York. New York recorded during the Giuliana administration a rather startling drop in homicides. So, can we observe that? I think it was related to Chief Bratton; there was controversy about the stop and search policies that were used for a while, but in order for me personally to feel that I've got something I can act on, I need to hear things that are different from what I thought before.

Councilmember Mitchell said one is a comment with information on Page 11, then I have a comment on our violence prevention and reduction. Deputy Chief, on Page 11 we are talking about I-85 and Sugar Creek Road, and I think for me particularly about two months ago the neighborhood encouraged me come by there Friday night around 11:30, and it was amazing to see the level of prostitution and sex trafficking. I think for someone who has been in Charlotte all of his life, I didn't realize how high we ranked as a sex-trafficking city. I think the first question is from a resource's standpoint, is that something we are focusing on? Talk about the prostitution, sex-trafficking strategy if you can sir.

Deputy Chief Smith said I would tell you that there is a focus on the street-level prostitution, but most of our efforts are into the human-trafficking aspect of it and we get the biggest bang for our buck with that. Street-level prostitution, we do address, but we are really are going after the human-trafficking aspect of it.

Mr. Mitchell said I think for us on this sheet right here, one thing I have to give Councilmember Eiselt credit, she did about two years ago with the jump start micro-grant. We cannot do this alone, but we do have partners out there in the community who have a passion on the preventive side. I can't remember; what was the funding for our Micro-Grant Program this year

Mr. Jones said half a million.

Mr. Mitchell said how do we facilitate and get that out to the providers; is that an application process? If we could, have some more conversation about that at the Retreat.

Mr. Jones said can do.
Mayor Lyles said I think we going to try to have this; we are going to go through the example and then I want to come back around and say next steps.

Mr. Jones said I guess we are 90 minutes into this. So, when we go to this next section, I appreciate all the questions that began. We do have some data limitations and that is why we have GovEx with us so the more information that we get from you, the more that we can continue to be data-driven. I will say that much of these evidences-based programs are in different cities throughout the country, sometimes the cities are like us and sometimes they are not. Sometimes there is a different form of government, but the reality is, and even when we start to think about that is happening here, I just think it is amazing that we have the City, the County, and the Sheriff's Department, the DA and everybody is trying to work together. That is the big start. Without that, this is virtually impossible. So, I would hope that you would let us go through that. There are always going to be some things that may not work in Charlotte, but we can see what has been happening in other places and there are a lot of people in the room that have been doing

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the work for a long time. I do want to make sure, and I like what Mr. Bokhari said; Chief Putney has been talking about this for a while, and this is our opportunity to put all of our resources together to get a better outcome.

Councilmember Egleston said just as another level as we go into the second part, this is obviously not the last time that we are going to be out of work on trying to identify the solutions. So, I think some of the questions that were asked will be addressed here as we talk about examples of potential solutions or potential programs, but I know that is going to be the initial work in the Safe Communities Committee is that we are going to do an analysis of both what we are already doing, and how we can determine its effectiveness but also what other cities are doing, and what it is its effectiveness and what is its applicability to the uniqueness of our city? So, I want to make sure nobody feels like tonight is the only night to talk about this, and we have to come up with a solution tonight. I think we are just trying to all get on the same page with the information we have to start the discussion.

Mayor Lyles said let's start with Evidence Based Programs in other Cities.

Ms. Heffner said thanks for your questions; I always tell my team that the value of data is not in providing answers but in providing context that helps people ask better questions. So, in that frame, tonight has been a successful start to the data analysis, because it has generated good discussion and really important questions, so thank you for that, and thank you for teeing up the second half of the presentation. It means we are on the right track.

I want to talk briefly about Evidence Based Programs: what's that? and what is best practice? and some example cities researched that we've done to try to understand what has worked in other places. A quick thing to note, an Evidence Based Program means something really specific. An Evidence Based Program is a Program that has undergone rigorous scientific evaluation in multiple contexts so after being implemented in multiple places and sometimes with different populations and has shown to be effective for the outcome of interest.

In this case, we are looking at Evidence Based Programs for violence prevention and reduction. It also means that those evaluations have been independently vetted, so I couldn't come in, make up a program and implement it and then evaluate it myself and then tell you all it is evidence based. There is a real process around that. The other piece of it is that it is a model; so, it is a model that can be implemented in other places, sensitive to local context but with a structured form of implementation. If you are implementing it in some other way and not following that model, then it is not considered an Evidence Based Program.

It is not to say that everything you do has be an Evidence Based Program. There is a really important place for innovation and new learning and creative solutions but understanding the evidence can also help you understand what components of that program are working and what might need to be applied in an innovative context. So, even if these aren't the specific programs you choose to implement you can learn a lot from them about what the components are and how they impact violence reduction.

This slide was a very heavy slide to summarize all the things I talked about in the initial part of the presentation about systemic issues and root causes and to Mr. Newton's questions too about, where do you intervein, at what level, at what time. The summary of Evidence Based Programs, we looked at them in a variety of categories and also took a look at where in our community these programs are being implemented so not necessarily by the City, but anyone whether it is another government agency or a community partner that might be implementing these Evidence Based Programs and Practices.

The first category around Youth Prevention, as was noted in relation to economic opportunity, the primary one there is early childhood and home visitation programs or examples of Evidence Based Programs that are being implemented here in Charlotte and Mecklenburg are Nurse-Family Partnership and Early Head Start. Those are some of the

most rigorously evaluated Evidence Based Programs. In addition, Youth Prevention Programs around school-based violence, extracurricular activities, and summer youth employment would fall into this category.

The largest category here is really around Justice-Involved Interventions, partly because it is a direct impact and so it is easier to evaluate. It doesn't necessarily mean that it is more impactful than some other interventions; it might sometimes mean that it is just methodologically easier to do the evaluation. There are a lot of Justice Involved Intervention that are Evidence Based Practices and multiple practices and programs used within Mecklenburg County administered by the County, Sheriff's Office, the Courts and things like Functional Family Therapy and drug courts. These are after individuals have become involved in the Justice System.

There are two primary Evidence Based Practices for policing; they are hot-spot policing and focused deterrence strategies. So, the hot-spot policing is an example which Deputy Chief Smith shared. The CMPD Crime Analytics Team does a very good job of both identifying hot spots and identifying potential escalation of violence and CMPD deploys resources accordingly. That is hot-spot policing. Focused-deterrence strategies mean that you are focused on a smaller number of people and employing deterrent strategies. For example, CMPD has a Priority Offender's Strategy Team, that again their Crime Analytics Team identifies people who are most likely or most at risk for violence and works with that group of people and with their partners to deter violence.

The next category is Planning and Policy. In terms of Evidence Based Programs, in this category, there are only a few, one being alcohol-outlet, density restrictions, meaning rules and regulations about how close or far apart you have to put establishments that sell alcohol and then Firearm Access Laws. We didn't focus as much energy on these particular programs, because we do have some regulation related to alcohol sales in North Carolina and also firearm access, but we are limited here by state preemption.

The last category, what we call The Health Model, is a category of programs that are really looking at violence interruption. So, the violence interruption model is an Evidence Based model that has emerged more recently over the past decade. It is built around employing community workers who are trusted by the community, who may have had justice system involvement and are able to mediate potentially violent conflicts in cases where CMPD might be able to identify that there is a risk for it to occur, but law enforcement may not be the most effective party to try to interrupt the occurrence of that violence. In addition, it is built around wrap around provision of social services so not just trying to stop the violence but to support potential perpetrators in accessing social services and then the last piece is a focus on individuals and areas with highest risks. Again, using the data to identify like the hot spots around geography, using the data to also identify individuals with the highest risk and focusing efforts there.

Altogether, these programs are both aimed at individuals and broadly at community, and you can see how it starts all the way from early childhood through justice system involvement. There is something for every part of this graphic, again, no one thing can work alone. We also looked at broad variety of example cities as part of this work and identified some common best practices. We saw a lot of broad collaborative partnerships, the importance of community voice and agency so both the community and people impacted by violence having a role and agency in the planning process and implementation of violence-reduction strategies of course, informed by data and evidence. That is what we've been talking about today. Youth engagement and neighborhood problem solving, strong police-community relations, so there are some evidence-based strategies that works specifically on violence relating to policing, but police do a lot of other activities that might be focused on building a foundation of trust and reducing fear of crime that allows the violence reduction programs to be effective. It creates that foundation for it. A focus on systemic issues, a lot of the cities that we looked at have or are starting to implement a public health violence interruption program and then really will to address this issue over the long term to sustain efforts. This is not intergenerational violence can't be impacted overnight.

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The last piece is taking a look at some of the city's specific programs and strategies, engaging where those programs and strategies are in relation to the evidence. This slide is divided into direct and indirect programs, and what that means in this context is the direct programs are focused on violence reduction as the primary outcome of the program. The indirect programs have an opportunity to impact violence, but they are specifically designed to address something else. What we've been by looking at the data and understanding more of the root causes is that there are a lot of parts and pieces that can be put together to better support violence reduction. So, hot-spot policing and focused deterrence, and I will call your attention to the handout. I'm not going to talk about all of these programs, because they are described briefly on your handout called City of Charlotte Programs/Strategies Violence Prevention and Reduction, but I do want to say a couple of things here. Again, CMPD does employ two Evidence Based Policing Strategies; in addition, CMPD has a Youth Diversion Program that has evidence of effectiveness. Diversion programs, when you look nationally, have very mixed results but CMPD's program which has been evaluated locally by an independent academic has shown evidence of effectiveness that work to monitor and continuously improvement that program continues. CMPD also has a number of other Youth Programs and though partnerships that are best practices for Out of School Time and activities for youth, but some of these are either too new to have been evaluated, and others have not been evaluated against this outcome previously. I did have an opportunity to talk to CMPD about Envision Academy and REACH Academy, and they have already put mechanisms in place to collect data, which will make that evaluation and monitoring and improvement possible over time. We mentioned briefly in an earlier part of the conversation about crime prevention through environment design; this is really looking at the built environment and how it can be designed to typically deter crime so things like lighting or cutting bushes back would be related to the built environment, but this also encompasses practices around zoning and some of the land-use policies. So, that is the best practice but again not one that has been evaluated as an evidence-based practice.

The indirect programs, these are not an exhaustive list but a number of things that the City of Charlotte programs and strategies that we have in place that are related to some of these underlying causes and risk factors: youth programs through summer employment through the Mayor's Youth Employment and Out of School Time funding, again, best practices, nuisance abatement. Ms. Eiselt referenced the workaround nuisance abatement with CMPD and property owners and code, employment programs that look at workforce development and helping people find stable employment, housing programs and then the last one here talking about Jumpstart Safety Micro Grants. This is a best practice for building community capacity and is one of a number of programs that Community Engagement and Housing and Neighborhood Development do related to building community capacity like Neighborhood Matching Grants or Civic Leadership Academy, but it is a best practice related to building community capacity, which is again, if you think about what other cities are doing, the importance of that community voice and agency and community-led work is so critical to cities that have had success in this work. That is the end of my piece of this, so I'm going to pass it back to Mr. Jones.

Mr. Jones said thank you, Rebecca.

Mayor Lyles said do you want to take questions about this section before we talk about Moving Forward.

Mr. Jones said Moving Forward and then we will be done.

Mayor Lyles said there are questions from the Council about the Evidence Based Programs.

Mr. Winston said why is there a gap in violence interruption programs here in the City of Charlotte?

Mr. Jones said if I can do the next slide I think it will begin to address that question. As we move forward, I think one of the big take-aways is that we are doing a lot of things right and CMPD is working very hard. It is just that they can't do it by themselves; it will

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take a bigger approach, and the future steps will require a comprehensive, collaborative, data-driven approach, and on the last slide, it builds the foundation. A part of the issue Mr. Winston, is that we really haven't done it this way before. We were taking all of the data and pulling it in, and so that is where some of these gaps occur.

Mr. Winston said I'm not just asking about from the City of Charlotte and why we are offering it but Charlotte Mecklenburg local examples. There is potential gap here, and I just want to know what about the whole entire environment. Why is there a gap? I'm assuming from this evidence based that there are other communities that have existing violence-interruption programs health models going, so why has that not been implemented locally?

Mr. Jones said this is the first time that all of the entities are coming together trying to come up with one plan and a part of that or what I would call these building blocks, and then we will step away, is that it is the community-collaborative approach. We are all agreeing to put our resources into at least one priority area, whether it is the City or the County, a Violence Interruption Program that has worked in other places, investing in the community-led efforts. In other words, like the Jumpstart Grant, making sure that people that are actually on the ground are being supported and again, the use of data and evidence based. We are truly just beginning to share data at this level and have an ultra-collaborative approach.

Mr. Winston said so, what I'm hearing you say is that places that do have that follow-up health model that includes violence interruption programs, those efforts are led by governments, and the reason that doesn't exist here in Charlotte is because our local regional governments have not done that before.

Mr. Jones said I wouldn't quite say it that way. Many times, these are led in areas that aren't police, still government but not police.

Mr. Winston said I would like numbers or data on the effect of legalization of recreational marijuana on the occurrence of violent crimes and violent-crime rates.

Mayor Lyles said could you repeat that?

Mr. Winston said I would like some analysis on the effect of the legalization of recreational marijuana on the occurrence of violent crimes and violent-crime rates.

Councilmember Watlington said I just want to get a sense of this; I'm looking on slide #20 at the direct and indirect programs. When you look at the benchmark cities, how much of the reduction in crime is in changing people versus just changing?

Ms. Heffner said could you help me understand that question a little bit more?

Ms. Watlington said under direct policy, this is specifically designed to intervein at an individual level like that person is behaving differently going forward, whereas that some of the indirect items down here, for instance, the housing programs or nuisance abatement and things like that that drives development and ranks [inaudible] you will see in that area a reduction in crime, but did you really impact the individual?

Ms. Heffner said the idea with this direct and indirect view is to think about what we as a City have primarily focused on places in the past, and the public-health lens means that we need to engage more broadly in individuals so that there is really an impact on that individual's trajectory and not a change in where that individual might be. From an evaluation standpoint, it is very difficult to tease out eeffects related to individuals versus place-based strategies, and that is why what we see is the more comprehensive you are doing them together the more effective you will be.

Ms. Watlington said from an empirical evidence and what isn't, is it possible to go to a particular benchmark city in one of the hot spot areas and pull zoning permits, for

instance, to be able to correlate development or some of the other outcomes of these indirect programs with more reduction in crime?

Ms. Heffner said perhaps, and you can take a look at those trends, and certainly, you will see in some cities where success has been really dramatic that there is just a lot of neighborhood change also occurring at the same time, but what I would say is these indirect programs are not necessarily designed to displace. They are also designed to support people in place and so when you look at housing programs and employment programs, it is not just about development. It is also about supporting the people who are working within those programs.

Ms. Watlington said however you quantify, I would be interested to see take home benchmark data and what the impact is.

Councilmember Graham said first let me say that I appreciate the data and the data collection, and I'm a firm believer in terms of what gets measured gets done. So, the data is extremely important; it kind of dictates how we move forward. I appreciate that, and I think we need more of it. We talked a lot about intergovernmental relations working together; what does that look like in a practical sense? Is it a task force of county, city, grassroots organizations at a table kind of working it out together. What does that framework look like?

Mayor Lyles said I'm going to start off with we don't know what it looks like right now. We first had to convene management and the Chair of the County Commission, because in a large part, when you look at what they do with the social services delivery, a number of these things and wrap-around services, we have to have that engagement. Informally, the Mayor Pro Tem has been meeting with a group of people that are in the court system, the school system, the Police Department, all of the people that you would include community-based. I would say that when you are doing all of that work, you have to have a level of sustainability and trust that it will keep going, and I don't think that we've gotten to the level of authority that has said, yes, we are all in. We have to create that.

So, right now our next step after talking with the county is to have a specific meeting of myself, the Mayor Pro Tem, the County Commission Chair and Vice-Chair and the two Managers to go over what they've been doing and what we've been doing, and some of this has been shared but it hasn't been shared everywhere with the community that are working in this area and to be able to do and determine is there a path? That is one thing, but many of you have talked about the data assessment. When we started this process, I'm just going, to be honest and just say this. We called all these folks in that did data. and we said will you share your data? Will you do it? It did not happen. It practically took Rebecca's iron fist to get data sharing that would actually inform this process. Now, why is that? There are a lot of reasons why, but if we have people that are responsible, the DA, the County Manager, that lead these organizations and they say we are going to commit to that, then we begin a whole entire different way of looking at this. My working with the County Manager and the City Manager, I see this as just like we started off in a number of major initiatives, homelessness, housing, to start with that discussion or how much commitment is there? Is there commitment for resources; is there commitment for data sharing? Is there commitment for sustainability? I believe we start having those conversations, and the pool will get wider and wider and wider, but we've got to start with that commitment.

Mr. Graham said I think that is where I was driving towards, making sure that there was a commitment at a very high level over a long period of time from all the governmental agencies, because this is a marathon, not a sprint, right. We are going to be doing this for a while. I would add though as an informal, grassroots folks that got empirical data on the ground that can kind of share, advise and be a part of that discussion in an informal type of way. Secondly, you were talking about grassroots organizations; how are we evaluating the best from the rest? How are we making sure that the right organizations are getting the resources, and are those organizations targeting the hot spots?

Mayor Lyles said our goal, I think the Manager said it, throw it all out there and then let's do an assessment. Every program might be great but for different reasons, but we want to have programs specifically tied to the success and sustainability of this effort. We are going to refer this to the Safe Communities Committee of Council. I believe all of you that are really interested in that deed dive will be there and that we will do that and start off by asking ourselves what are we doing that works. It is easy to point fingers and say, well that is the court system, or the County ought to do that, but we've got to make sure our house is in order first before we start asking other people to join us, and I think that is where we will start with the Manager and the Safe Communities Committee of Council.

Mr. Graham said this is more of a comment than a question; I just made some notes and it is kind of further from my perspective talks about the need for intergovernmental relations. Drug treatment is a major part of what needs to happen here, youth activities, which talks about the Park and Recreation. We've got these Rec Centers that are closing at 8:00 and 9:00 at night, and they should be open later, right. They should be doing a lot more different types of programming then they are currently doing and that is a County function. Housing, we need a lot more single-room occupancy, because I want to do strong enforcement on Beatties Ford Road and LaSalle Street, but where do we send them? Where do they live; where do they go? How do they get drug treatment? I want to clean it up, but I want to be sensitive to the people there. So, where do they go; how do they get there? Who takes care of them? That is a County function. We haven't talked at all about stolen guns, and if Chief Putney was here, he would tell you that is a major part of the problem. Folks are leaving their guns in their cars and they are being stolen, then they are being used in crime. Should we have a public service announcement about these responsible gun owners to be responsible? The last one would be habitual felons; these folks that are doing the same thing over and over again, and so all of this has something to do with the City and has nothing to do with the City, and so I just plead for whatever we do moving forward that we send a clear message to the community that we cannot continue to operate in silos.

Mayor Lyles said I think you said that very well, because I think you are reflecting the results of all of this work. It helps us made better decisions, but it certainly clarifies the story that we have tell.

Mr. Driggs said three quick points, we see the programs that Charlotte has here. I assume as we move forward, we are going to start seeing specifics about programs in other cities that have proven to be effective that we don't have. Is that part of the overall concept for this? That is how we broaden; we know what we are doing, and it doesn't look like it is enough, so we really need to learn more about programs that have been effective. The second thing was, Mayor, you were talking about intergovernmental. I assume that CMS has a big part in all of this too.

Mayor Lyles said yes, they do, but I think we need to have some successful agreement and then start expanding and broadening the scope.

Mr. Driggs said right, I've been conscious the whole time on Council about how our housing decisions spill over into who is at which school, and I think from talking to members of the School Board they would welcome opportunities to be more involved in some of the things we are doing. We have focused in this session on ways to go beyond traditional law enforcement and criminal justice, but that shouldn't mean that we neglect those, because there are clearly big issues that we need to address within our traditional criminal justice system, and we heard about them from the District Attorney and the Chief, and I hope that we won't be distracted by these new initiatives from trying to remedy those, getting more resources for the District Attorney and the Courts and preventing the release of violent criminals back to the streets, who then as we have heard commit crimes and those things.

Mayor Lyles said we definitely need to continue to work on.

Ms. Eiselt said one of my points Mr. Graham covered already; we got into silos. This is an issue that has been going on that I've known about for almost 15-years now, and it

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hasn't really changed. This all hinges on our ability to commit to each other, the City, the County, and the schools. When we look at some of the programs, Mr. Winston asked about the intervention programs, but when you read about some of them working in other cities, those cities are consolidated with their County, and they have jurisdiction over the schools, the health department, and other departments that they can say we need your data. We need your cooperation, and so it makes it a little bit difficult in Charlotte I think to be able to say let's just adopt the same program and use it, because we don't have the ability to tell the County and the schools what we have to have, not that we have the answer. So, that is a big part of the problem. We don't have one body that is saying this is how we are going to run it.

Mr. Egleston said you just made that point.

Ms. Eiselt said but I'm saying it has been going on for 15-years, and this is like Groundhog Day. We keep saying it, but it has been 15-years. It is frustrating to me, because we have the Homicide Task Force Report from 2005. We have the Criminal Justice Report from 2008; they've made all of these recommendations, and here we are again talking the same things on a different day, so when it is going to change? So, that is really what I had to say about that.

Councilmember Newton said Rebecca, you briefly mentioned land use and zoning, and I was hoping to maybe get a little bit more elaboration on that. Are you saying that we can identify zoning land use types or planning that maybe creates a scenario for the creation of crime or violent crime? Is that what they are doing elsewhere?

Ms. Heffner said not to that depth. I think what places are doing are two-fold; one is the environmental design, which is much more about the built environment that might have to do with regulations, or you could create regulations that create conditions that deter crime, or you can just continue to work with people after things are built to identify where issues arise and cut bushes and put in lighting for example.

On the policy side, from the evidence based, really only the alcohol outlet density restrictions have been studied from an evidence-based perspective, but from a best practice perspective, there are theoretical reasons to believe that you can create better conditions through land use and zoning. We don't have an evidence-based program or policy to point to, but we know that the CPTED (crime prevention through environmental design) for example, is a best practice and has had impacts in very localized places, and so putting a broader lens on that is something to explore.

Mr. Newton said something that occurred to me when I heard that was in our rezoning packets that we receive, we get a lot of comments from departments throughout the City. One of those departments is not, so one of the departments we do not get comments from is CMPD, and I'm wondering if we should reconsider whether or not with some of these rezonings at least give CMPD the opportunity to kind of look at the rezonings that we have and comment if and when or where they feel they need to.

Ms. Watlington said it is a little bit off the discussion it seems we are having about this being our current conversation which really at the end of the day is about priority. So, I'm wondering, what from a data standpoint, would indicate to us that violent crime is the highest-priority item when we look at crime across Charlotte, or have we said because of the nature of the crime it is the most important? I just want to get a sense of how much of the crime that is happening in Charlotte is violent versus larceny or some other type.

Ms. Heffner said the numbers of violent crime are lower but incidents of the most egregious violent crime, homicide, are lower; so, the numbers go down as you look at types of crime. I would defer the priority question, but when you look at raw numbers there is a lower incidence of violent crime and within there is a lower incidence of homicide.

Mayor Lyles said I also think Deputy Chief Smith talked about what starts and might end into a homicide, and I think he indicated that something- You will have to say it again Deputy Chief. I won't be able to paraphrase you appropriately.

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Deputy Chief Smith said if I remember what I was talking about the incidents of property crime, such as a burglary how often do those incidents play into violent crime, and typically it is other violent crimes that lead to homicides, more aggravated assaults with weapons and guns that lead to homicide, but if I hear you correctly, I don't have the numbers in front of me, but crime is up in the City of Charlotte, and it is also an increase in property crime as well, but in policing, we know that property can be replaced but when you are talking about violent crime it has a greater impact on the safety and security of a community, and that is up by incident that we are looking at right now. That is why we are looking at it first, and that is why it comes first in any discussion that we have. Cars being broken into is important, but someone getting sexually assaulted or seriously injured from an assault is more important; the impact is more important.

Councilmember Johnson said when I look at the multilevel risk factors for violence perpetration a lot of this is traumatic, or it is trauma, which can have an impact on development, thus mental health, so I would ask that we involve the state if possible on these multigovernmental teams. This is where Medicaid expansion would help and actually treating the individuals and actually putting the rehabilitation back into the Department of Rehabilitation and Corrections. Also, if we could get something from the DA may be where he is doing the assessment that when people are arrested, if we could look at those pretrial factors and see if we are really addressing and getting them the treatment that they need. Work with these grassroots organizations so that we are not having these habitual and repeat offenders, if we are actually addressing the root cause and not cookie-cutter approaches or like Ms. Eiselt said, doing the same thing over and over again. I would like to see a different approach if we could start doing that.

Mr. Bokhari said just a quick point to Mr. Graham's question about intergovernmental earlier; we on the Committee front, and this is a horizonal thing that touches literally a lot of different groups from safe communities to the upper-case intergovernmental relations, but on that IRC over the last two years, we've actually done some material work to get us here. One, we've partnered again with the Chief, the DA, several judges and then several folks in Raleigh to start a parking lot list of the items that are clogging the non-city owned portions of the criminal justice system. Those are things that we are planning on teeing up in this year's Legislative Agenda for consideration. We've also held through a partnership with Mark Jarrell the Intergovernmental Relation's Chair of the County. The first as we think we've found out in modern history joint IRC meeting between the City and the County, and that was really a starting point where we talked a lot about these exact topics between the groups. So, while there is still a lot to do and where we are going to take it, it doesn't matter who does it in these certain topics, but I think it is important that we coordinate so we aren't going to the same groups multiple times, multiple fronts and maybe accidentally giving conflicting messaging. I think that is something we can easily solve for, but for everyone else, the capital IRC, Braxton Winston and I as co-chair sent out today an e-mail to all of you asking for you to submit anything you have for the federal and state Legislative Agenda, these topics included, before the 21st, which will be our next Committee meeting where everyone will have a chance to speak to their items. A lot of touchpoints to this, but if you are looking for the formal agenda process, you should have that in your inbox now.

Councilmember Ajmera said all of these are programs and strategies on this slide particularly; in terms of the policies, what are some of the policies that we have in our toolbox? There might be certain things that is not within the City's purview but requires some support or action from the State. What can we in the short term or mid-term or long-term that we can advocate for from our State Legislators, whether it is resources for our judicial system, whether it is resources for other programs or it is a policy item? I think having that list would help that there are certain things that we could prioritize, high-ticket items that could help us move the needle in the right direction in reducing the crime.

I think this is great, but I'm not sure what can we do necessarily to address the crime? I see that we are doing the housing program; we are doing the jumpstart. We are doing so many things, but is it really addressing the root cause? I think having some sort of comprehensive list of policies or things that we need to advocate for would certainly help

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and including them in our Legislative Agenda even though it may not be something that we can get right away, but we have a comprehensive list to advocate for that in the future.

Mayor Lyles said I think that is what Mr. Bokhari was saying; they are going to work on that list and he is working with the DA, CMPD and the judges to do that, so we will get that list and as the Committee meets people can add to it and look at it and say I think we need, not even be specific, maybe there is just a gap there, and you say how do we fix this?

Ms. Ajmera said even from the housing perspective to a point that Ms. Eiselt had mentioned earlier about the ordinance that is no longer within our purview. So, if that is an issue that we need to advocate for then we all need to be all on the same page in advocating for those things then go to Raleigh, but we just don't know what that is.

Mr. Egleston said I didn't want to run the risk of passing these out ahead of time and distracting from the presentation, but I've got one for everybody who doesn't already have one. Something we will pass out here that talks about some things that other cities are doing and some research that has been done around what some potential solutions and programs are, but what Ms. Ajmera just referenced, we need to do is exactly what we will do in that Committee, which Ms. Ajmera is with me on in that Committee, but I hope that before our first meeting, which will be in about two weeks, every Committee member will take a look through this book that we will pass out but also every Councilmember will as well, because I think the Mayor pretty clearly outlined this as one of if not the top priorities of this year. I hope this isn't just something that people feel like they are advocated of their responsibilities on if they are not on this Committee, because this is something that the Committee will certainly do some of the due diligence on programs the City has, programs other cities have, what we think their effectiveness is based on evidence and research but will need buy-in from the whole Council as best we can educate ourselves whether on the Committee or not. I think the better off we will be when we get back here for further discussions about what we want to adopt and what we don't and what we want to fund and what we don't.

Mayor Lyles said I know the copies were made from a book that I was reading; it wasn't a personal copy. It was the one copy we had so that is what we copied.

Mr. Jones said if we go back to the last slide again; one thing that I want to make sure that I expressed to you is that a lot of the data and issues around data are our own issues and I mean that as a City. So, I don't want anyone to walk away thinking that the County has not been collaborative; they have been super collaborative, and Dr. Harris has been great. It is also important when we talk about investing in community-led efforts, I've heard the word "grassroots" a few times today, and that is exactly how we started with the jump grant. So, I don't know if they were $50,000 or $100,000 we started with, but in many cases, it wasn't evidence based. It was people in the community that were actually doing things, and we wanted to make sure that we partnered with them. It is both partnering with the different government entities but also understanding what is important in the community. We will continue to move along with this; it is just the beginning, but we wanted to, while we've been working on it for the past six months, we thought we were at a place that we could share some data with the Council today. So, thank you.

Ms. Johnson said I want to make a commitment to District 4, because I-85 and Sugar Creek Road was listed as one of those durable areas, so I just want to make a commitment to District 4 residents that I will do everything I can. I would like to ride with the Police if I can to see those hotels that you say aren't compliant and just to know that I'm on the Safety Committee, and it is a priority for me.

Mayor Lyles said before we go on to our next item, I want to thank the people that are sitting here today that are very much engaged in what we are trying to accomplish: those who have lost someone to homicide, the individuals, those who live in the communities that we talk about being hot spots, those of you that have committed so much of your time and effort to sit here and join us, we are going to need you, and we appreciate all that you've done. We hope that what you will give us is lots of feedback. This report will be

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on the City's website immediately following this meeting it will be posted. You all know who we are and please let us know what you think and the directions that we are taking. We can't do this by ourselves; we need you, and we appreciate that you have invested your time and energy. I know the DA is here. I want to say thank you, but I also want to share with you that when the Concord homicide happened at the Mall, Mayor Dusch called me and said, I heard that you guys are talking about violence soon, and I said to him, we are, and that we will send this material out to you. The Manager sent this material to the City Managers of all of the towns as well as the Mayors of all of the towns in Mecklenburg County as well as to Concord.

Again, we can't do this or solve this by ourselves; like almost anything, we might be able to fix something, but we don't want to send it just another two or three miles out to another place. We want to actually figure out how to make change sustainable. This is the first step, and the next step will be a report in January at our Strategy Session from both the Mayor Pro Tem and myself on how we've done in our meetings with intergovernmental agencies and commitment and as well the Safe Communities Committee Chair will be coming back with a status update on where the Committee's work has been, and I would expect that this will be something that we will talk about on a monthly basis and would have time to have this kind of rich discussion and in-depth discussion as well.

I want to say particularly to the staff who probably heard me be impatient, and you know it is tough, and I want to say, if I was overly impatient in my words and actions, I apologize for that, but tonight I want to thank you publicly, because you hung in there, and you gave us quality information, and your commitment to help us continue that is very, very important. So, to all of you I really want to say thank you on behalf of myself and the City Council.

Mr. Winston said I'm unclear where we are at right now. We just got a very nice presentation from staff, but what are the next steps for us? What are we supposed to take out of this? What are we supposed to be moving forward with?

Mr. Jones said it is my understanding Mr. Winston that what was discussed tonight is that there will be a referral to the Safe Communities Committee to build a framework or building blocks around how we should approach this.

Mayor Lyles said in addition to that, we will have the meeting with the County to determine where we are going to be able to collaborate and then I think the final thing is we've got additional questions that were addressed and asked, and we are going to ask the same team to get those questions addressed and out. So, that is where we are, those three action points.

Mr. Graham said could I add one more for your consideration? That we have an approach to addressing the hot spots, tonight we've identified four or five of them, that maybe this fiscal year we really kind of dig deep, and I want to do all those collaborative things to make sure that we work with these communities, but I also want strong-law enforcement as well. If we can develop a strategy around the hot spots and come back to Council and we work with the Police Department about finding out what we are going to do to address those things, understanding that there is some [inaudible] that goes out from them.

Mr. Jones said I agree.

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ITEM NO. 2: COUNCIL ANNUAL STRATEGY MEETING – AGENDA REVIEW

<u>Councilmember Driggs</u> said I just wanted to share with everybody; you have a copy of the agenda for the Annual Strategy Meeting in front of you, which provides an outline of the events and topics. The Budget and Effectiveness Committee met on January 2nd to look at the agenda; the members of that Committee are Vice-Chair, Julie Eiselt, and Councilmembers Ajmera, Graham, and Johnson and Councilmember Winston was there. The purpose of the meeting was to look at the agenda and make sure that we had the

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right kind of Council input into the topics that were proposed for our Retreat. I think our general conclusion was the structure for the Retreat is good; there is a lot of discussion time provided for. David Phillips, the Facilitator is a good Facilitator. In particular, there are three long segments: the goals for 2020 and beyond; planning for the year ahead; and building a livable city in, which we have latitude to shape the conversation as members of Council. At the Committee meeting, we pointed out the topics that I think are of concern to all of us on Council, no surprises there. Transportation, particular emphasis on bus transit; housing capital plans, the upcoming budget, environment, sports, CBI and our challenge will be as Council to structure our conversation in such a way as to have specifically identifiable goals for the coming year and a plan going forward. I think we generally agreed that we like the agenda as it is proposed, and I would invite other Committee members who are present, if they have any comments to have share those.

Councilmember Mitchell said I am a big fan of Mark Vitner, and I see he is here again from 11:30 a.m. to 12:15 p.m. I just hope we instruct him to drill more down in the local trends. I think it is great national and state, but we really need to talk about unemployment and what we see are the next industries we need to hire. If we can give him that type of objective, I think it would be helpful.

Mr. Driggs said Mayor, I think you said he had a very useful report that would probably be very responsive to that that he will share with us.

Mayor Lyles said I think also we have to have something about this idea of how the workforce is developing; that is really key, and I think he has to present on that, as well as I think what happens as we see the continued growth of large corporations, like I really understand that a lot of large corporations depend on small business to deliver for them and how we can do that in our City, not the global thing, but what we can do to help our small business support local and national corporations?

I know I've heard from some folks that they will not be able to make dinner at 6:00 p.m. We will, as they say, put a plate on the warmer for you if you are a little bit later than that. Any question about the location? Everybody knows the time and space. It is the same location as two-year ago. This is across from the Duke Faculty Tennis Courts.
Councilmember Watlington said on the agenda, is there a place or will it happen prior to. I see this section where it says understand the past looking to the future, but it is only 15 minutes long. Is there going to an opportunity to review last year's actuals versus what was planned, or are we starting from scratch?

Marcus Jones, City Manager said what that segment does, yes, and it does 2018.

Mayor Lyles said I want to welcome our newest Team Charlotte Member, Stephanie Bello, who is our new Deputy City Clerk.

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ITEM NO. 3: CLOSED SESSION

There was no Closed Session.

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ADJOURNMENT

Motion was made by Councilmember Egleston, seconded by Councilmember Driggs, and carried unanimously to adjourn the meeting.

The meeting was adjourned at 7:24 p.m.

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Stephanie C. Kelly, City Clerk, MMC, NCCMC

Length of Meeting: 2 Hours, 21 Minutes
Minutes Completed: January 14, 2019

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