

The City Council of the City of Charlotte, North Carolina convened for a Strategy Session on Monday, October 5, 2020 at 8:39 a.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, James Mitchell, Matt Newton, and Victoria Watlington.

**ABSENT:** Councilmember Braxton Winston

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## EXTENDED STRATEGY SESSION

### ITEM NO. 1: WELCOME AND OPENING THOUGHTS

**Mayor Lyles** [inaudible] things that we wanted to do and they are moving forward so I want to say thanks for that, but we've also had some lows, I count the COVID (mild to severe respiratory infection caused by the coronavirus) and the pandemic as one of our lows that really show that even when things are not going well, we can get some things done if we think about the residents of this City. I think that we've done that and done a really good job on that. Today, I think what we are trying to do is think about, we are ten months in, we've got another six months until the next budget and the new year. Well, eight-months before the new budget comes up. What are we really going to focus on and how do we prepare, not just for what we know we have to do, but for the things that are going to come about because I don't think this pandemic is going to be over anytime soon? I think we all wish that, but we all know that there is going to be an issue about it for at least the next couple of months. I also worry about the election; I have to say that I've never seen a country so divided and it is really a very difficult thing to watch. I hope that we are going to be in a place that we have our City be one that looks past the divisiveness and we have an election and we move forward with whomever is elected as President and that we as a City, knowing the requirements we have for the federal government, continue to build the relationships that are necessary in the House and the Senate because that is where the real work gets done. If we can get our delegation at both the state and federal levels to support the efforts that we put forth before them I think that is a true accomplishment and one of the things that we need to think about.

But, talking about the pandemic I just wanted to note that Mr. Winston is not here today. I spoke to him last night because I wanted to talk to him about one of our special guests that are going to come in. We have allotted about 10-minutes for a guest to come in and talk about something very exciting. I did not know he was not coming today so I believe that Denada said that he would like to live-stream. I think this is a Council decision. This is one of those things that, not knowing, I had assumed that he would be here. So, the question is how do we handle the request? The staff did not set up a WebEx because I did not know, and we had actually had the public health officials come in and design the room for us as well as the mandate for a mask on every part of the day. Mr. Driggs is eating so that is okay, after you eat please continuously wear your mask. I just want to make sure everybody is aware of that, so I don't know, what do you want to do about setting up a WebEx?

**Councilmember Eiselt** said do you need a motion?

Mayor Lyles said no, I don't need a motion, I just need someone to say yes, no, maybe.

A couple of Councilmembers said yes.

Ms. Eiselt said no, we all made the commitment to come in this morning and if that was going to be discussed beforehand it should have been discussed. If you are somebody that is going to other activities, you are going to protest then I don't think it is fair that at the last minute you can decide you want to stay home and do it from home.

**Councilmember Driggs** said Mayor, I agree with that and I appreciate Mr. Winston's concern about health issues, but we have to make tough choices in order to get on with

our lives while this is going on and what you see here is how that can be made to work. I would hope that all of us on Council would support an effort to set an example for the community about how you can get on with your life and be safe from COVID, and I think this is a good example of that, and therefore I think he should be here.

**Councilmember Newton** said I don't profess to know what is good for someone else. I'm fine today to be here, but I think it is an individual decision. Having said that, our President just came down with this, it still exists here, it exists across the country, it exists in our community. We are all taking a risk, once again, it is a decision that we've made and to say that we are going to make it for someone else I think it is unfair. So, anyhow it is a decision I make, right? It is up to me as an individual to make that decision.

Mayor Lyles said no, not on the mask, the mask is mandated.

Mr. Newton said the point that I'm making, I don't force it upon someone else. That is why I think, and even if it is some sort of an inconvenience for us if it last second. Things have changed in the last past three of four days and we know this still exists.

**Councilmember Graham** said the President got it because he was extremely careless in January, February, March, April, May, June, July, August, and September. That being said I think there is a commitment to frontline workers. Every day our Police Officers are out there, our Firefighters are out there, our Sanitation workers are out there working on behalf of the people. I think we have a fiduciary responsibility to do that in a manner that is safe, that is medically sound, that is data-driven, and while it is an individual decision this is a Council of 11 individuals and I think it is fair to say that how we have performed over the last couple of months has not been good simply because we haven't had the ability to collectively be in the same room to talk about issues that affect our community. I'm a frontline worker, I go to work every day, not here. I just think we've got to find a way to do our job that is safe that is data-driven and most of the provisions that we have here today were based on Mr. Winston's recommendations.

**Councilmember Egleston** said one of the things we have a set of rules for today that Braxton has pointed out and is absolutely correct about is most of this Council takes their mask when they speak, which is exactly when you shouldn't take your mask off. So, that is something we all agreed to and it just happened right there. That is something we all agreed to that as part of our safety protocols when we are speaking, we have microphones, you don't take your mask off when you are about to talk. That is when you are projecting the most breath anyway. That said I think out of respect for staff requests to make different accommodations for people should also be made in advance, not on the fly.

**Councilmember Watlington** said I think we've spent enough time on this. It is a question of do we think he should be able to come with the WebEx or not and that is a yes or no. I know Councilmember Johnson asked if a motion needs to be made or what have you. I don't think it is necessary to have a long drawn out debate or discussion about this, especially given the fact that Mr. Winston is not even here. This feels like an opportunity to go and [inaudible] poetic about some things that otherwise may not have been discussed. I would like to get to the agenda, so if a motion is required, I'll make it right now.

Motion was made by Councilmember Watlington, seconded by Councilmember Johnson to allow Braxton Winston to attend via WebEx.
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Mayor Lyles said so we do have some choices. This is being live-streamed and it is being live-streamed on Facebook, Government TV, and whatever, and you can comment through that method or we would have to set up a WebEx and I don't know how long that would take, but my assumption would be that we would do that. If we did that, we would have to have some time to do that.

**Councilmember Ajmera** said I understand the concerns that were raised by some of my colleagues, but we never know what situation someone might be in at the last minute so I'm for us having that option offered if someone wants to dial in by WebEx that is fine. It shouldn't take that long, it is just one click and you can set up the WebEx. I don't even know why we are having a debate on this. By the time it would have been live by now.

**Councilmember Johnson** said we made a decision in the last Council meeting that we were going to continue virtual options on October 12<sup>th</sup> so I think it could have been understood that we would have expected a link and I will say I was seated over there and I moved because I wasn't comfortable with the speakers and with other members of Council, you know I'm hearing coughs so I think it is a personal choice. I think we should respect Mr. Winston and I think we should demonstrate to the public that there are options for getting business done virtually and in person. The number of deaths is still increasing, President COVID-19 and I think we should demonstrate responsible flexibility.

Ms. Eiselt said I just want to say one thing; I guess this is for me I'm not going to argue people's health options absolute, but when you are out doing other things and on live-feeds and it is not convenient, I've heard that too, it is not convenient for me to come down to meetings, that is not a reason to do this. We all got elected to do the work of the people together so Ms. Johnson if it is a healthy thing absolutely, but it is hard to accept that when you are out doing other things and with other people and posting it and live-streaming it. I feel at risk too just like everybody else so if we decide that for health reasons, we shouldn't be doing this then let's have that conversation and that to me is very different, but to show up Monday morning and have somebody decided that they didn't want to come today just for me is very frustrating.

Mayor Lyles said I spoke with Mr. Winston last night and I wasn't aware that he wasn't coming. I guess maybe other people were aware, but I was not. So, maybe this discussion, the thing about this that I really hate is that the last time it was about me making a decision and I can clearly tell you, I can see the divisiveness in the room around this decision already. I don't know how you weigh these things, but the one thing about our Strategy Sessions, our Retreats is that we need every voice to be heard and I just don't know how to achieve that, but there is a motion on the floor. I would hate for us to start with a divisive issue, and I don't know if Mr. Winston is watching or if he has any comments right now from Facebook or one of the other streams, but we have a motion so let's raise our hands.

A vote was taken on the motion to allow Mr. Winston to attend by WebEx and recorded as follows:

YEAS: Councilmembers Ajmera, Egleston, Johnson, Newton, and Watlington.

NAYS: Mayor Lyles, Councilmembers Bokhari, Driggs, Eiselt, Graham, and Mitchell.

Mayor Lyles said this is what I meant by the lows; these small things that trip us up, take a lot of time because there is no kind of consistency among the way we think about things as a Council. That has been the hardest hurdle for me to jump over, is when we start talking about this and all of our work that we are doing and I've heard it said, you know there are two camps in our Council. Now, this city isn't going to know about what the two camps are. I hear that from people that know and watch us so somehow, we have provided to the public an image that I am surprised by. My point is, look at how something so small in our own personal behavior derails pulling together what is I think the opportunity for one of the most successful Councils. If we can get through a pandemic and still deliver the quality things that we talked about in January that is going to be our checkmark. I had this conversation with Ms. Watlington and Mr. Egleston about the Community Safety Plan, all of those details are really important, but what we really want to do is stop violence in the City, stop people from hurting and harming each other. Everything that I think about for safety is to pull that up, everything I think about for mobility is to connect jobs to the opportunity to work.

I've probably talked enough; today's goals are to look at the work that we talked about in January, housing, the opportunity for jobs and mobility, and then to move forward on

check-in with our Committee structure as well as with the CARES money. Those are the real objectives that everybody knows where we stand and how we stand on those issues. Once again, David is going to be our Facilitator; I'm going to ask him to talk about our whiteboard exercise.

Ms. Watlington said I'm looking at the agenda so forgive me if I've overlooked it, but you spoke about something earlier and I think this last discussion even demonstrates where we are. You talked about two camps, which I think is fine from an ideologic perspective, you are going to have people at different ends of the spectrum. I don't see here in the agenda and I'm hoping that it is somewhere in this discussion or maybe on the 12<sup>th</sup>, I think there is a real conversation that needs to be had. I heard Councilmember Eiselt allude to if we are going to have a particular discussion and so my question is, just from a culture and a dynamic standpoint when is that discussion going to happen?

Mayor Lyles said when the Council decides that they as a body have enough depth and breadth for an agenda item for that. I think the last time we talked about it was October 12<sup>th</sup>, but I don't know if there has been the idea of how to have that discussion. It is a discussion; all of you got the letter that Ms. Watlington sent to me, the e-mail sent to me about some of those issues. I don't know if there are other e-mails around that, but I think the Council has to have some ability to have the discussion in a way that is actually informed with data, with legal things and I don't see that anyone has stepped up to do that. So, we get lots of e-mails, but action and context and content I haven't seen. I don't know if it is one of those things that we can have an Ad Hoc Committee to work on, and that might be the best way. Is everyone okay with doing an Ad Hoc Committee to outline this? It may not be for the 12<sup>th</sup> because if we actually have to use data and some context, I would suggest some interviews among the Council. I think Ms. Eiselt has actually talked about this in some detail with me, I'm not sure how many other folks, and the Manager probably hasn't. This is kind of like what do we want to do?

Ms. Eiselt said I think Ms. Watlington is right; I think we do have to have a conversation. I thought today would have been the opportunity to do that as well because we are in person and I don't think that is something that we can do over zoom. So, I don't know how it fits into here, I think part of the goal of Mr. Egleston setting up something to do after work is something more casual that allows us to have the conversation as well, but I understand has spent their whole day here and need to get other work done and why that doesn't work out, but if there is way to carve some time as long as we are in person then I think it is a worthwhile conversation.

Mr. Driggs said Mayor; the concern I have, and I think you alluded to this is that there is actually science around the exact effectiveness of mask and about distancing and about where the risks are, so I think a conversation that we have, particularly because of the risks that Mr. Winston highlights should be informed by careful scrutiny of the facts. When the medical experts decided to allow 25 people to assemble in a room they did so based on their analysis and their judgment that that is something that could happen safely. I think all of us need to understand what the reasoning was behind that so that our decision about these things is informed. As I mentioned before, we should be trying to resume normal operations under these COVID conditions because it is going to go on for a while. Before this happened, it was understood you didn't call in for a Council meeting and when the limit was increased from 10 to 25 and it became possible for us to assemble in person, I think that was the right thing for us to do, but I'm just saying before we even resolve this issue, we really ought to have the benefit of a thorough briefing on what the thinking is of the medical experts and the science.

Mayor Lyles said I'm going to make a suggestion that we have an Ad Hoc Council Committee. I want us to get started today, but let me just make this suggestion, an Ad Hoc Committee of the Council to make a decision on how to do that best or how we could best have a conversation about culture in camp. If you are interested in doing this, please let me know and we will go with people that have the time and the interest to develop something. I know it won't be possible by October 12<sup>th</sup>, but we can get a date after October 12<sup>th</sup>, get the volunteers that want to do this, and have a way of thinking about how it gets done.

Ms. Watlington said I don't think that what I'm talking about is what you are.

Mayor Lyles said I understand. With that take a deep breath, everybody, through your mask. I never was an educator, thank goodness, because I don't know what I would do right now, but my assumption is that when it is time to change from reading to math manipulative, or whatever it is they have for little kids, the teacher has a transition so I think if we can just take a moment and have a transition Dave is going to help us on the structure and the rest of this and I am going to sit down.

**Dave Phillips, Facilitator** said I actually was an educator and she is absolutely right. Transitions matter; I have had the honor of facilitating your three-day or two-and-a-half Strategic Planning Retreat for the last three times and if you recall big-time sticky notes. The sticky notes are your voice, that is how you capture stuff. Well, we don't want to do that in the age of COVID for lots of reasons. So, we are going to go digital; I want to share with you, and this is simply a tool if you choose to use it for the first half of the day and this will be a tool used in the second half of the day. In the first half of the day, we use a tool called Mural and I think all of you got an e-mail maybe yesterday from Katie of Denada or Julia with a link, a mural is simply a lightboard. We may have two uses today, but our main use, our primary uses is digital sticky notes. How it works, we've created a template for you today for all the different things you are going to go through. There is a place for you to capture your feedback, your questions, your likes, and your suggestions if you choose to use it. This morning it is purely optional, a place for you to capture stuff as if you had your own sticky note pad and sharpie, but to do it safely in our digital world, our COVID world. Here is how it works; if you have this up on your laptop, if you are using Chrome or Firefox or Edge and it doesn't work well with Internet Explorer 11, what you can do is over here on this left-hand navigation bar, click it at the top you get this pop-out menu where I can simply take a sticky note, click and drag it over. In this case, we've created this little sandbox area where I can type. I'm just going to type my name, that is super small to the point of being unreadable. So, the second thing you need to know about the mural is how to navigate. I'm using a mouse up here, but however, you would navigate on your laptop I'm just zooming in to where it is readable.

The only two things you need to know are how to add sticky notes and how to navigate around so, zooming in and out allows you to make things more readable. The other thing around navigation if I click on any blank space on the mural, I can move it around so the combination of zooming and dragging here is basically all the canvases we have for all the different segments you are going to go through this morning and this afternoon. If I zoom back in and that zoom and move, feels like I'm in a boxing ring, I can get back to where I am. If you are on an iPad there is a mural apt that you can download that app onto your iPad. I will double-check on exactly how to get to it from an iPad if the link isn't working. This is the place if you choose to use it. If you want to capture what you hear that you like, if you want to capture any questions or concerns, if you want to capture any suggestions that you hear, and this will be the format we will use for all of our presentations this morning. There is one for the budget, one for the Strategy Meeting goals update, for the CARES funding update, for the Revisit Spending Plan for CARES (, Coronavirus Aid, Relief and Economic Security Act) CMDG and ESG (Emergency Solution Grant) and then the Governance Commission at lunch. We will talk about how we use this differently for our afternoon session. We'll talk more about that when we get there.

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## **ITEM NO. 2: ESTABLISHING MEETING GOALS**

This item was not addressed.

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## **ITEM NO. 3: BUDGET OUTLOOK**

### **Preliminary FY2020 Year-end; Preliminary FY2021 and FY2022 Projections**

**Marcus Jones, City Manager** said it is good to be in the room with you today and I would like to recap a little bit as what the Mayor talked about and what we are trying to achieve today. If we go back to April 13<sup>th</sup> of this year that was the Council meeting where we had some pretty bad news as it related to our revenue streams and we committed to you to come back in October to give you an update of where we are in 2020, where we would be in the current fiscal year, which if FY2021 and we will even add a little bit of an outlook for FY2022. I think it is important also that right after this segment we are going to talk about where we were at the Annual Strategy Meeting in January and it is really a touch base with you to see if we are on track with those things that you believe are important for our community. Before Ryan comes, I just want to tell you that I'm very proud of this team and the hard work that all 8,000 employees have been performing through some very difficult times. If we go back to April 13<sup>th</sup>, if you will remember we talked about potentially sales tax being down 25% for April, May, and June and how that impacted, not only our General Fund but also the Capital Fund as well as CATS (Charlotte Area Transit). We looked at occupancy tax being down by 85% and also food and beverage being down by 70% so, all of that became a bit of an alarm for us, and our whole concept was could we get through FY2020 without going into Fund Balance and being able to provide core services without laying off any employees, and we have been able to achieve that which I think is a great credit to the team and to all the work that Kelly and Ryan have been doing and the entire team.

Also, on the expenditure side, we talked about hiring freezes and not filling positions that were not essential, and then lastly we have a discussion about the CARES Funds and how that has helped us so as we go into this and begin the discussion, I think it is so important to give you the budget outlook before we start to make any decisions whether it is CARES funding or any other budgetary decisions, you would need to know where we are at this point in time and Ryan will start that presentation. I will say that much like at the Annual Strategy Meeting staff has about an hour and 15 minutes of presentations over this whole eight-hour day, so it is very much allowing for you to interact and we just provide you information so you can make decisions. With that said I will turn it over to Ryan.

**Ryan Bergman, Strategy and Budget Director** said what I presented last time I went home and my four-year-old told me why do I look angry all the time? So, I'm trying to work on that, I did want to let him know that I'm smiling under the mask and I'll do my best here. Just like at the Retreat in January I'm going to talk about the budget outlook; we always start the morning off with an exhilarating look at some of these dry numbers. I would tell you that there are a lot of charts to explain this year, maybe a little bit more, but there is a lot of data, and as the Manager said it is really important that we created this touchpoint so you guys can know what is going on with the City.

I want to talk about a few different things; I'm going to start with just some charts that show you what we expected versus what has actually happened with the key data points that we have. Then I'm going to talk a little bit about FY20, the year-end budget update then we are going to look at the current year to see if any adjustments are necessary, going to look at next year's budget which is earlier than we would have looked in the past. Typically, we would do this at a Retreat, and we may do it again at the January Retreat, but we haven't started the budget process with departments, that happen in about two weeks, so we are really early with that in making some of the forecasts. Then finally, I'll talk briefly about Enterprise Fund Updates and each of the Directors of the Enterprise Funds is available if we need to get into any of the detailed questions.

Starting with some of the key revenue performance data; as the Manager mentioned, in April we were talking about the potential impacts of COVID and we identified these, Sales Tax, Occupancy Tax, Food, and Beverage Tax as some of the key items that we are tracking to see how we are going to adjust to them. We are starting to get our first results and as I've mentioned before, Sales Tax in the state have a couple of month's lag so the newest data that we have on Sales Tax is June, and then we will get July in about five-days. But what you will see here as we are ending FY20 we were planning on this quarterly impact of about 25%. It looked like we were not far off in April and May.

Fortunately, we've had this excellent June and we are still trying to determine if this is a really good sign or just a good sign because there certainly was a bunch of federal dollars in the economy from the business program and the payments to individuals and that may have contributed a little bit to this, but June is certainly a good sign and we are anxious about the next data point that we will get.

CATS; their Sale Tax is a similar story. Theirs plays a little bit different because theirs does not include groceries because it is kind of considered a state tax, but you can see that we were very similar in April and May, and then in June they had a bit of recovery. So, for the Hospitality Taxes we don't see the same boost in June that we saw so, Occupancy which is the Tax that you pay in hotels, and Food and Beverage which is the Tax you will pay on restaurants, you will see that while we haven't had any problems with being below our projections, our forecast, you will see that it is relatively stable as we get a couple more data points because, with Hospitality, we get the results a little bit sooner. So, nothing here to indicate that we have problems in our hospitality compared to projections because you will see it is kind of right in line however, we are certainly continuously monitoring based on each data point that we get.

**Councilmember Mitchell** said Ryan; I'm a little baffled by the Occupancy Tax, is this the data 2019 or is this the data from 2020 June, July, and August?

Mr. Bergman said the black line, that is the 2019 level and then the green one is how far off of 2019 levels we are and the red one is what we protected.

Mr. Mitchell said for the slow Councilmember, stay right there. Are you saying we projected 61% off from 2019?

Mr. Bergman said through July we projected 60% off and we are 61% off.

Mr. Mitchell said okay, I'm fine, thanks for the clarification.

**Councilmember Driggs** said I'm wondering when you do this analysis did you consider the idea of sort of a rebound effect as we came out of "stay at home" so you could actually see stabilization at levels below because there is some catching up reflected in these most recent numbers.

Mr. Bergman said yeah, my partner Kelly Flannery is really taking the lead role as far as forecasting in Hospitality, but that is exactly what is happening. You can see the 85% to 60% and then as the months go on it starts to stabilize with our projections of 40% and then starting to normalize late in the fiscal year. So, that was what the economist and the CFO (Chief Financial Officer) worked on.

**Councilmember Ajmera** said if you go back to one slide where we have the General Fund Sale Tax and the CATS Sale Tax, in June it looks like we are still having higher than 2019 levels and that is a good sign.

Mr. Bergman said that is a great sign.

Ms. Ajmera said and the same with CATS, we've got plus eight percent than where we were in 2019 in June, so there is a good sign that we are seeing consumer confidence starting to pick back up again where we actually start passing out 2019 levels.

Mr. Bergman said absolutely, we are really encouraged by this, but we would always caution against taking much from one data point. That is why we are really anxious to get July's data in five-days because it will show if that is an outlier for some reason or if it looks like we are starting to recover, which we expect it to be maybe somewhere between those two.

Ms. Ajmera said that data; what is the source that you are using?

Mr. Bergman said we get this data from the State.

Mr. Bergman said now we will talk a little bit about General Fund Year-End and typically we would do this in January after our books are closed so, I want to put the biggest caution out there that we are putting numbers that are not audited yet, so these are preliminary budget numbers, not only will there be the external auditor making adjustments, but also there are still some accounting entries that we need to do because this is so early. So, while the CFO may be a little bit uncomfortable putting too many numbers out there, I'm much more reckless so I'll go ahead put these out there.

The forecast that the Manager gave in April showed that we certainly were concerned about year-end so, we thought that it was possible if Sales Tax stayed at about 25% below the whole quarter that we may end with about \$13.7 million less in revenue. Fortunately, that didn't materialize. It looks like we are going to end up about \$5 million to \$6 million short on the revenue side. So, this isn't talking about expenditures or anything yet, this is not a surplus or a deficit yet, I'll talk about that, but it looks like we are about \$5 million to \$6 million short on revenue which was better than anticipated, but of course not ideal. Some of the revenues that performed well because of the timing with Property Tax when it was paid, we did well, people paid their Property Tax we assume about 99% collection, we are a little bit above that which was good. Land development was really booming and I'm sure it is not shocking that ABC revenues did well this year. Then on the short-fall side, it is the things that you would really expect from COVID, Sales Tax, Utility Franchise which is based off of payments on utilities and other factors, and then some of the things that we shut off in the final quarter such as parking. That contributed to about \$5 million to \$6 million.

So, on the expenditure side, we took some actions early on; we implemented the hiring freeze which sounds like an easy step, however, it puts a lot of pressure on a lot of employees in the City to keep doing work as other people leave. We certainly appreciate them keeping the City operational during that. We've also tried to limit non-personnel spending in any way we could. If you see in the green towards the bottom there on the right, we spent about \$3 million less in the final quarter of 2020 in the General Fund as the final quarter of 2019. So, some of that is obvious things such as travel, meals, and things like that, but there are, also aggressive steps we took to try to make sure they did not spend money to restock at year-end or anything like that. That led us to a \$5 million to \$7 million budget expenditure savings which are good because it puts us right about zero, however, there is one more opportunity we had this past year related to the CARES Act, which also helped us some. I'm going to leave this slide up here because this is a really important slide that you understand it is not just for this presentation, but for Shawn's CARES Act presentation and also to a lesser extent what the Manager will talk about this afternoon.

So, with the CARES Act and the Coronavirus Relief Fund, which are part of the CARES Act, we are not able to reimburse ourselves for lost revenue. The only flexibility we have is that if we have a first responder responding to specific COVID items we are able to reimburse ourselves. So, what this is showing is that typically, if we have a first responder that earns \$1,000 per week, the General Fund is paying for that first responder. But this year while we've had the Coronavirus Relief Fund if five of those hours are spent handling COVID cases for a Firefighter, handling enforcement issues for Police then we are actually able to reimburse ourselves from the Coronavirus Relief Fund. So, you will see the two items in red there; in a typical year we would have paid \$1,000 that week, this is an opportunity for that person, the General Fund may have paid only \$875 and so the General Fund indirectly gets a little bit of savings from this for using those officers and first responders in a different way. What that means is that we were able to reimburse ourselves for about \$11 million worth of first responder costs. That means that in a typical year we may have been a \$1 million shortfall to a \$2 million surplus like right at breaking even. This year we were able to reimburse ourselves and we will likely end the year with about a \$10 million to \$13 million surpluses. So, this surplus is extremely important as I keep talking because it is going to essentially back us in the new fiscal year against any downside with a bad revenue forecast.



**Councilmember Bokhari** said did you guys use a protocol of estimating that through some kind of proxy data or did you proactively have people logged their time as they were doing things?

Mr. Bergman said no, it would be a huge administrative burden to log time and so the federal government through Treasury who gave us the funds; they basically said that we are allowed to do any kind of estimate that we would like to reimburse ourselves. They gave full flexibility, so we had Police and Fire breakout only their patrol and their response costs, and then using that they estimated the percentage of calls that were COVID related. That is what led to this amount, and we will not have enough money left in the CARES Act to do it to this level for the new year. We get to do it a little bit in the new year, but this was basically really important to do it this way because, not only did it stabilize 2020 at a time when it could have been very bad, but it allows us in FY21 to be protected a little bit as well if our revenue forecast doesn't materialize.

So, talking about FY21, talking about the revenue forecast, working with our economist and Kelly, there is a couple of factors in North Carolina and Charlotte that protects the General Fund a little bit. Our Property Tax assessments are stable because they are essentially set and then there is not a revaluation for four-years or eight-years. Then our meals and occupancy do not run through the General Fund. In many cities across the country, they are in much bigger dire straits because they build Meal Tax and Occupancy Tax to basic core services in the General Fund. We can't do that in North Carolina and we certainly don't do it in Charlotte so that helps us a little bit and keeps our forecast in the General Fund from being too negative. Some of the factors that will impact the forecast it will talk about more on the next slide, would be federal intervention whether or not we have shut-downs, the vaccine, and then what happens to Property Tax collections in this next round, will it drop a percentage or a two-percentage? I can tell you that in the downside of the great recession, the property tax collection rate dipped to about 97 and every one-percent difference is about \$4 million so that is we're monitoring that could have a big impact, but I think the biggest take-a-way from the forecast is we don't know either how some of this is going to shake out as far as COVID. We know how the data will impact us, but there is just such a wide range of possibilities based on if there is more restriction if there are second waves, how people pay their taxes, the level of federal intervention, but it gets to this forecast with our economist, in a base forecast this year we feel like we can achieve our revenues, however, you seem pessimistic and optimistic could really swing us widely in either direction. So, that \$14.9 million on the pessimistic side, if things get worse and we are not able to achieve it, that is why it is important that surplus we had from the previous year.

Mr. Bokhari said the \$14.9 million red and the \$0.8 million and the \$14.4 million are different over the adjusted projections due to COVID?

Mr. Bergman said those are over the current years General Fund revenue forecast budget. The budget we have, if we have a base scenario, we will be around our revenue projection and it could go in either direction and Sales Tax is the biggest driver to here but there are others of course.

Mr. Driggs said Ryan; you mentioned the one-percent collection rate on Property Tax, and you said it was \$4 million, so each property base \$140 billion, and then you apply our tax rate to that?

Mr. Bergman said correctly.

Mr. Driggs said and then you adjust that by a point, and you get the \$4 million; that is that computation.

Mr. Bergman said yes, exactly. So, we expect in the budget about 99%, this past year we were about 99.2% but if we have to expect a lower amount, for instance in the base forecast we would have to expect about \$2 million less if we are assuming 98.5% collection.

So, recommended current year actions; this was the biggest thing we wanted to do when we talked about having an October budget outlook. We wanted to come back and see did the numbers end up so poor that we are going to have to make mid-year reductions, whether it be layoffs of service cuts or programs, and fortunately, that is not the case. So, that is a fairly positive mention. The recommendation on the bottom though, and this is something that the Manager will talk about more this afternoon. Because we are able to reimburse ourselves for a few of those first responder costs that I mentioned there is about \$3 million that will be available this year that can be programmed in other areas without impacting service levels. That is because Officers and Firefighters are spending a little bit of their time doing something different than they would have because of COVID.

Mr. Driggs said you pointed out the kind of revenue outlook; we can extrapolate on expenses as well and impute an actual surplus deficit and that is really the thing that we need to be looking at. So, what assumptions are you making about expenses?

Mr. Bergman said with expenses, unlike last year, keep in mind that this budget we did expect some things. We adjusted the budget to not spend a lot of money on training, to not have full staffing early in the year so, really, we haven't seen anything on the expenditure side this early in the year that would have us project something different than the budget. We don't see concerns on the expenditure side, but we of course would take similar steps if we get to December or January and we see that there was another lockdown and our Sales Tax are getting worse. Then the Manager would presumably recommend additional steps whether it be continuing the hiring freeze indefinitely, not purchasing things, things of that nature, but this early in the budget year our expenditures, we are not expecting anything different than the budget.

Mr. Driggs said the key thing about expenditures is assumptions you are making about compensation and personnel costs. We finished our adjustment for public safety, right, the special adjustments that we were making over two-years, but if you build in any assumptions about increases, the typical three-percent or whatever adjusted number I'm just saying I think the expenses would be expected to progress year on year and there are a bunch of dimensions to that as you know.

Mr. Bergman said this is still talking about FY21; I'm going to actually talk about a lot of that when we take a very early look at the next budget year because the salary increases and things of that nature were already approved by Council for this budget year and are already built into the budget.

Mr. Driggs said right, so that is baked in and as long as we don't get hit on the revenue side, we can still hit this year's budget, and then the question is for next year.

Mr. Bergman said yes.

So, a very early look at next year, and thus far the message has been fairly positive. Next year it gets a little bit more difficult for us. We do not have CARES Act funding in the General Fund into the next year's budget, but Mr. Driggs to your point here are the expenses. None of this is a new salary increase; these are the expenses that we would project we would have to count on to look at the forecast. So, annualizing some of the increases we gave this year; retirement, as things look a little bit worse in the economy retirement costs actually increase so it is difficult for us. Police separation, that is State Legislation that is promised that we have to build up each year and then we have some temporary budget savings that we would theoretically have to restore if things start to normalize so that is things like not funding much of travel, non-personnel costs, things of that nature. I can tell you that this is a starting point and we will be working on all of these to minimize the impact wherever possible.

What this chart is, the black line at the bottom is our current expenditure budget; the dotted line towards the top of the level the budget would be with the increases I just mentioned, and then gray boxes are the revenue forecast for FY22. This is without a salary increase and it is very early in the process, but it shows that with a base scenario if there is no salary increase, we are not far from our expenditure projection, and of course

if it is pessimistic, we get further away. Last year at this time we would have had a surplus without a salary increase because the salary increases, which is on the next slide is about \$13 million of typical salary increase and that is what puts us into a more difficult situation. The biggest message with this is it is October; three-months earlier than we would have even talked to you guys in the past. We are about to start our budget process, we are going to be working with departments on every avenue possible for the best options for this. We are about eight or nine months out, so nothing to panic about this, however, as you would have expected it is fair to say that it is not going to be a typical year, we are going to be really working here on this budget gap.

Just a couple of mentions on enterprise funds, and as I mentioned, they are each available for specific questions. I don't want to misstate anything. Aviation is helped by the CARES Act dollars that they received, allowed them to finish FY20 on target and the biggest thing for them will be how long the recovery takes, whether it is going to plateau at a certain point, but they are very aggressive of planning FY22, they've already gotten started trying to ensure that they don't have budget growth, but they will be tracking the revenue numbers as we get them just as we are.

Ms. Ajmera said this is assuming that there is not another relief package, right. I look at funding for municipalities.

Mr. Bergman said the optimistic one does assume that there will be some modest relief package. It assumes that there would be funds that support the economy; we are not assuming that we individually as a City will get more money.

Ms. Ajmera said this doesn't assume any relief coming from federal or state as part of the next relief package if there is any.

Mr. Bergman said to us, correct.

Mr. Driggs said on Aviation is there any impact on their capital projects, the timeline?

Mr. Bergman said they are prioritizing their capital projects with the State Airport Improvements Funds they received, unlike our CARES Act dollars they are allowed to use their CARES Act dollars to support their debt obligations. So, they are prioritizing keeping things going, but I don't know if there is anything as far as impact on Capital.

**Brent Cagle, Aviation Director** said right now to the largest single impact to capital which it has not changed from the beginning of COVID-19 is a delay of the A North Phase 2 expansion which would be an additional approximately 10-gates added to the existing A Terminal side of the building. That is delayed, but not canceled, and that is the single biggest, and that continues to be the biggest impact to the capital program.

Mr. Driggs said those were meant to be American gates?

Mr. Cable said in a way yes and no; so those gates would be added and probably Delta Airlines would move off of the existing A Concourse. Right now, Delta and American share that Concourse; Delta would relocate giving American Air Lines the ability to take all of the gates on the existing A Concourse. Delta would take roughly half of the new gates and then the other half of the gates would be available for other Airlines to expand.

Mr. Driggs said but the Airlines in their current circumstances intend to actually avail themselves of those opportunities, those gates?

Mr. Cagle said yes, Charlotte continues to outpace the rest of the country in our recovery and that is true for American Air Lines as well as the other Airlines. We've seen a recovery in all of the segments, other Airlines included.

Mr. Bergman said moving on to Water and Stormwater which is on the next slide; they are a little bit different in that there is not a huge impact on their demand. It is just about individuals paying their fees. Thus far they are able to be on target; they don't anticipate

any mid-year adjustments and I know Shawn is going to talk a little bit about utilities in his presentation in a bit here. Storm Water is actually doing very well; people have paid their bill, they have a much smaller bill, about 10% of what a Water bill would be, so they are able to stay on target as far as the ramp-up that they are in the second year of now to be able to address the backlog.

Finally, with CATS, they are similar to the Airport in that they received \$56 million that doesn't have the same restrictions on it that the General Fund CARES Act fees do. More than half of their revenue each year is from that dedicated Sales Tax and so as you think back that June data point for CATS is a big deal that actually exceeded 2019 levels in Sales Tax. Like with the General Fund we are anxious to see the next data point, but we are certainly encouraged that Sales Tax is starting to recover.

So, for Summary and Next Steps, I think as we look at FY20 and FY21 I feel that this is a positive outlook because of some of the flexibility we had we are able to ensure that FY20 did end with a surplus and that the surplus is able to help us in FY21 in the event of a bad revenue forecast. Of course, the bigger message is that we were trying to determine if we needed to act aggressively to cut expenditures or anything. We do not feel that is the case, however, it is very early as far as our overall revenue forecast and we will be monitoring closely. It is that time of year again, we didn't have much of a summer, but our budget kick-off will start with departments in a couple of weeks and our Budget Committees will ramp-up with more budget-focused things as we get into later this year and January and February and the Workshops and I will go from there.

Ms. Ajmera said for Water, what is our collection rate?

Mr. Bergman said it is not really treated the same way as the collection rate for Property Taxes, so it is more about what is overdue at this point. Let me call in Angela and David Czerr to address that.

Ms. Ajmera said if it is not a concern then I'm okay, but I have seen municipalities struggling with staying course with outstanding collection amounts. I was just curious about how we are doing in terms of our collection rate.

**David Czerr, Charlotte Water Deputy Director** said what we are seeing is an increased number of customers that are delinquent and not paying their bills. That rate is about 10 times what the normal rate is, but we've also seen that that is kind of stabilized, and then meanwhile we have put together a Customer Assistance Plan and partnering to get some private dollars to help.

Ms. Ajmera said private dollars, oh like Crisis Assistance, I got it. So, it looks like we are doing well on this one?

Mr. Czerr said yes, I would say that situation is stabilized.

Mr. Driggs said could I ask further to that, are you budgeting for some sort of relief. Are we expecting to write-off some of those receivables in hardship situations or do we have a plan around that? Some people have gotten a Water bill and we don't shut off their water, but the dollars keep piling up and it is not clear when they are going to catch up. So, is this a place where we are thinking about COVID relief?

Mr. Czerr said you are correct; we are thinking about that. We normally write-off about \$1.8 million and we are expecting that to be a little bit higher this year. We don't know how much exactly. Our worst-case projections would expect that to be about \$5 million.

Mr. Driggs said and that is included in your thinking about the budget going forward?

Mr. Czerr said yes, absolutely.

Mr. Driggs said Ryan; I have a question for you; you talked about the surplus we expect this year so how are you pulling together the things that you are talking about in terms of outlook which seem to point to a gap that we are going to have to fill with the surplus that

we have now. Are we going to bank that money and use it to help us deal with the challenges that we expect going forward?

Mr. Bergman said the FY20 surplus would not be real until we fully close the books, which will be in a few months. At that point it would be available in the General Fund if our revenue forecast this year is too low, but as far as using it to talk about next year's challenges we just have to be careful that we don't match any one-time revenue with ongoing expenses. Those are the kind of pieces that we will be looking at.

Mr. Driggs said right, and initially, it goes into the fund balance, right, and then we have a little bit of excess in the fund balance so we can plan for a drawdown, but we don't want to lock ourselves into continuing expenses from a one-time surplus.

Mr. Bergman said absolutely, and the way that it works in Charlotte is once we close the books any surplus that is available above the 16% goes into PAY-GO for the next year. This year we did some things like the Corridors Program and things like that, so it is funds that could be used that specific thing, but for a PAY-GO program down the road.

Mr. Mitchell said Ryan; I just want to say thank you to you, City Manager and staff. For us to be in this situation I think says a lot about the talent we have, and once again, you all being proactive and coming to us and laying out a pathway, so thank you. We are in a very unique position when you think about other cities and what they are going through during this difficult time, so appreciate your work.

Mr. Bergman said I appreciate that and to make sure that I thank my staff as well who put this all together to make me look confident sometimes.

Ms. Eiselt said ditto to that, great job.

Ms. Ajmera said great work Budget team.

Mr. Phillips said I believe next we are heading into our Annual Strategy Meeting Update.

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#### **ITEM NO. 4: 2020 ANNUAL STRATEGY MEETING GOALS UPDATE**

##### **Update on 2020 annual Strategy Meeting Action Items; Discuss and Reaffirm Goals**

**Marcus Jones, City Manager** said what I will do is try to get us some time back on this section. It is really a check-in, and if we were at the Annual Strategy Meeting in January what was expressed over and over again is how can we make sure that not only the staff but the Council is also accountable for the items that are put out there. Before COVID, in early March we had gotten to a point where I believe I gave you an update on 30 items that had come out of the Retreat over four categories, and six of those were Committee referrals, one to Budget, four to Great Neighbors, one to Workforce and Business Development; 10 items were for future Council action, nine items you sent to me and five items there was no further action. Before we could finish that plan that is when we went on the "stay home" strategy. All we want to do today, me and the ACMs (Assistant City Managers) what we want to is just give you a little bit of an update of where we are in these areas and you may say hey, that was important back in January, but where we are right now, maybe we don't need to move on that. I will take the first shot and I will start with Budget and Effectiveness.

##### **Budget and Effectiveness**

Mr. Jones said in Budget and Effectiveness the two key referrals were made; one dealt with hospitality revenues and the capital investment policy. I think if you go back to the Annual Strategy Meeting you will recall, and that may have been Councilmember Driggs, who said let's make sure that we have some kind of teeth around how do we make these investments as they relate to our tourism funds? So, our CFO (Chief Finance Officer)

provided an update to the July Budget and Effectiveness Committee for the first outlook and we wanted to ensure that the most impactful use of the hospitality revenue resource. August, the Committee reviewed comments and I believe Mr. Chair, the CFO is coming back in October to provide an update with that. So, if there is anything you want to add with that, that would be great.

**Councilmember Driggs** said the CFO has provided us with some guidelines, some ideas that she has on ways that we can monitor those investments, and metrics that we can apply to them in order to prioritize them and ensure that we are getting a good return so that work is ongoing.

Mr. Jones said and then lastly, there are four items that are still being discussed; one is City Council Governance which the City Attorney is taking the lead on that. Then three other items came in as it relates to the Annual Strategy Meeting and that was the future CIP (Community Investment Plan) plans related to public safety, how do we attract and retain Officers in the concept of this global university, so in terms of the future CIP plans related to public safety we have continued with the capital investment that we have for both Police and Fire infrastructure. In terms of attracting and retaining Police Officers we finished the two-year strategy related to retaining Officers and in terms of the Global University, this is one where we haven't made a great deal of progress on, but we have discussed this with various entities. Is there an opportunity for Global University to partner with a University here in Charlotte? One thing that happened between January and today is the announcement with Atrium and Wake Forest and the Med School, and to some extent that has become that catalyst that we were looking for, but that is what we have in terms of actions that are related to Budget and Effectiveness or just overall governance. That would take care of that segment of the Annual Strategy Meeting.

**Councilmember Mitchell** said under City Council Governance; we have City Attorney Patrick Baker to provide an update today.

**Councilmember Bokhari** said that is later today, that was for noon.

### **Safe Communities**

Mr. Jones said that is the working lunch yes. If there are no additional questions I'll go to Safe Communities and we will have a pretty robust discussion about Safe Communities in the afternoon, but what I do want to do is just, and there are a lot of words on this slide, but I just want to go back to the summer of 2019 where we were dealing with homicides at a level that we hadn't seen in years. There was this collaboration, group, not just the Mayor, the Mayor Pro Tem, the Chair of Safe Communities, the County where we all tried to figure out how could we get data so that we could have an evidence-based approach to address violence. As we moved through the fall and the winter, the City and the County came together as we moved to January 6<sup>th</sup>, there was a framework that was put in place that I will talk about later this afternoon and you approved that later in the spring. So, the City and County are working hand in hand as we can address these violence prevention efforts. That has been more or less the work that we've had with that and with that said I think I may have caught us up some time and I can turn this over to, I think Taiwo is next unless there are any questions. We will spend the bulk of the afternoon talking about this as well as what we are doing in terms of public safety.

**Taiwo Jaiyeoba, Assistant City Manager** said if you will recall the Annual Strategy Meeting back in January, we focused on mobility, accessibility, and connectivity, but there were a number of other policy items that had to do with that. One of them was obviously a Tree Canopy Action Plan. We had indicated to you that since we were in the middle of a Comprehensive Plan it was very important to tie the policies in the tree study that we currently have and tie them to how they are going to relate to land use and development in the Comprehensive Plan. We've made multiple presentations to TAP (Transportation and Planning Committee) and we plan to come to you next month and share the results of what we have right now. Then on the creation of Municipal Service Districts I want you to be aware of the state legislation in 2015 that actually said that is going to happen has got to be a determination on an ordinance which is also [inaudible]. So, in the

Comprehensive Plan, we are exploring that both from more of a placemaking prospect rather than just a creation of a new MSD (Municipal Service District). The plan is going forward, and we plan to come to you as we have been saying, for adoption in the spring of 2021. Then the Strategic Mobility Plan is divided into two; the first piece of it is the Charlotte [inaudible] Walk which we will be bringing to you in November or December of this year for a decision and then the actual document itself will be presented to you for adoption. The timing is tied again, to the Comprehensive Plan so you kind of get to see what land use development and connectivity look like. We talked about growth and infrastructure, two parts of that, one was the 90-day assignment which we presented to you back in June, talks about aligning growth and development with transportation infrastructure and we targeted it three investment areas, the Steele Creek Area, South Charlotte as well as the University City Area. We've got about \$14 million for congestion mitigation on that. We are going to come to you through TAP (Transportation and Planning Committee) in October to talk about the improvements we are making to the rezoning process that will really engage the community more in this process. Also, we've made some improvements, really some progress that our Strategic Energy Action Plan. You voted in FY21 budget \$2 million for rooftop solar and then launching the renewal for focusing on Careers cleaner energy economy.

CATS obviously was one of the 40 agencies in the country awarded a low or no emissions grant for electric buses. These are all of the projects and I wanted you to see this slide to see how they all connect to the Comprehensive Plan one way or the other and here is the timeline for how we intend to move through all of this. There seems to be a lot of information on there, but at the end of the day, the plan is to relate all of these plans together.

With regard to Great Neighborhoods, you all had a lot of conversation at the beginning of the year about focus as we live out homeownership. Number one, how do you remove the barriers to homeownership, and then how do you create the pathways to homeownership? We talk about the fact that poor credit history and evictions could be real issues and barriers to people who need homes and how can we advocate at the state level to actually amend the relevant legislation to allow people to be able to purchase homes regardless of their history and eviction record. Then you did support the CARES Act funding, you approved that to assist homeowners to be able to stay out of foreclosure and then the Heroes Down Payment Assistance, also you helped to move that forward as well in terms of homeownership partnership.

With regard to the Housing Trust Fund, there was a discussion about making a commitment of at least 10% that will help with supporting homeownership and also for the newer you wanted it to be done in such a way that the applications are on a roll-in basis rather than just a one-time thing and that will really help natural occurring of affordable house and also how we can continue to use the Housing Trust Fund to support land acquisitions. A lot of progress has been made in terms of taking this to the Great Neighborhoods Committee and we will be talking more about that later on.

There are many other tools that we are looking at, some could be with rezoning, some of them have to do with a rental subsidy, how can we use TIG (Tax Increment Grants) when it comes to property tax reimbursement, but also how do we explore programs that will actually reduce utility connection fees? Sometimes we've heard from developers that sometimes that is the challenge they have when it comes to building affordable homes. We work with the CLT Land Trust, we continue to work with them [inaudible]. We believe that this particular Land Trust on the west side will be a model for the things that we are going to be doing in the City, so the Comprehensive Plan is looking at that as a tool for homeownership as well.

Before I hand it off to my colleague to talk about Code Enforcement, I will share with you quickly about how we are tracking our affordable housing progress. We did share that dashboard with Chairman Graham and the Great Neighborhoods Committee on September 8<sup>th</sup>. It is live, if you need the link, we can provide that to you, and then when it comes to gentrification, we are actually looking at policies addressing that, but I want you to think beyond gentrification. We try as much as possible that you cannot have a conversation about gentrification without focusing on displacement because

displacement is actually the issue and how can we make sure that when we have mitigation in place it is really about keeping people in place. So, the Comprehensive Plan is looking at that as well.

**Councilmember Driggs** said in the last couple of years we've had a number of conversations about rezoning petitions on extremely crowded corridors and I would say in the minds of the public one of the things that people are hoping for in our Planning process and in our 2040 Plan is some relief in terms of traffic in the most congested areas. Some time ago a number of us requested that Planning staff come up with some sort of congestion overlay type of thing or maybe specific traffic metrics that we would apply to these highly congested areas. I have a lot of rezoning situations right now that David Pettine knows about and I'm just hoping that we are sensitive to corridors like Providence Road which have been contentious repeatedly because we keep approving high-density development there and the traffic situation gets worse and worse. In this case, it is at Alexander, so while we move forward with our big picture plans, I would like to see us address some of the current issues in our assessment petitions and be mindful of some of these topics that we have just kept deferring while the situation on some of these roads gets worse and worse. I just hope you will think about that or have our Planning people think about that.

Mr. Jaiyeoba said we can have that conversation with you again when we come on October 26<sup>th</sup> and talk. We did share with you through that growth and infrastructure alignment some of the ideas that we have right now, so just transportation demand management or even having the developer to program discounted transit passes in the units that they may be selling or leasing, but we can have that information for you.

**Councilmember Eiselt** said I just wanted to support what Mr. Driggs just said because I've said this over the past couple of years that I won't support more density on Providence Road until we have a plan for Providence Road. I'm glad to see the one on the Pilot Program on Central Avenue for that reason. I was hoping we would get one on Providence Road, but I think I'm just saying going into this that when we have these rezoning's on Providence Road, I can't support it unless we've got a transit plan. I think it is getting critical and I certainly support what you are saying that we've got to have some options laid out for us. Including, and we've talked about this before, when we get a rezoning request in a high-density area like that, how many others are there? That is a really critical piece of information.

Mr. Jaiyeoba said bear in mind what we get, and you get to provide input on is what comes in front of you when it comes to rezoning. Having said that, there is a lot of by-right development that you don't even see at all and so you can't make those decisions because you don't see them, but as they go through the permitting process, so it is not just about the rezoning petitions or the other ones that you really do not see, so we really are taking a very good look at both conventional and conditional rezoning.

**Councilmember Newton** said just building on that I hope we are also mindful of the corridors that lack infrastructure for density as well; things like corridors, particularly I think more on the peripheral of our City where we don't have sidewalks. We don't even have streetlights in some places. Granted, I know that development does encourage that in a piecemeal fashion, but at the same time if we have a long corridor that is three or four miles long, that piecemeal fashion doesn't really serve the purpose for which I think we want to accomplish, which is making sure that our streets are safe so that public safety aspect of it.

**Councilmember Watlington** said when it comes to traffic congestion I've talked until I was blue in the face about Steele Creek, so I won't rehash that deal, but the same discussion that we just had and what Ms. Eiselt has mentioned about Providence Road, I actually support both positions from Mr. Driggs and Ms. Eiselt, particular in the congestion areas. I also support what Mr. Newton said in terms of infrastructure. It may not necessarily be a congestion issue, but just a lack of infrastructure. That said, I did have a question about the creation of the Municipal Service District, just so I'm clear, can you talk about what the idea is here because I know that we've talked about Steele Creek,



in particular, wanting an MSD to support some of these projects. Nothing is going to replace \$70 million worth of improvements on Highway 160 from the State of course, but that is one tool. I'm wanting to make sure that that is included in this discussion or if it is something separate, I want to make sure that I know that it is separate.

Mr. Jaiyeoba said I believe that you are actually the one who raised that subject at the Annual Strategy Session in January, but my presentation is that you don't want to make a decision about the creation of a Municipal Service District without looking broadly. We have two right now, the Center City and The University City Area, but we are also mindful of this state legislation in 2015 that says you cannot go forward with it unless you have an ordinance and that ordinance has to be the result of a study. So, once we had that expression in January, what we did was to talk to our consultant working on the Comprehensive Plan and so as part of the physical impact analysis on tools for funding in the Comprehensive Plan that they will propose that we should take a look at the existing MSDs, are they really fulfilling the purpose for which they were created? Should there be some amendment, or should we create others, so that is something that we are going to look at and then we will come back to you as part of the Comprehensive Plan process when we are making recommendations? It is not specific to Steele Creek, but looking at it Citywide because I've also had another group that has reached out to us about the potential for an MSD creation.

Ms. Watlington said perfectly. I did want to, and I'm hoping this is the appropriate time to bring this up in the Great Neighborhoods section where it talks about other affordable housing tools. I just want to lift up the Staying in Place Program and I know that Councilmember Graham and I spent some time talking with Pam and her team last week on that one. I don't see it listed here and I know this is not an all-inclusive list, but I just wanted to lift that up that I do want to see us support an expansion of Staying in Place so we can reach more people. There are details in your inbox for each of you about the program proposal that Chad Martin and Cherrie Grant have been working on.

Mr. Jaiyeoba said even it is not here, I think it is in the binder for the Great Neighborhoods section.

Mr. Jones said I can help; thank you, Councilmember Watlington. While this wasn't a carve-out of one of the 30 items back in January, it is a part of the Corridors of Opportunity Plan where we have \$2.5 million set aside for housing, and part of that is the Land Trust as well as Aging in Place/Staying in Place.

Mr. Watlington said awesome.

**Councilmember Ajmera** said for the Tree Canopy Action Plan I appreciate the presentation you all had done with Sustain Charlotte, but I didn't see any mention of no net loss policy. I know Atlanta and other cities have that and we have seen where we are losing three football fields of trees every day, so if you want to have the title of City of Trees where we really appreciate the urban forest, we've got to look at no net loss policy like cities across the nation have done, especially Atlanta. I will send you the language from theirs, I think we have got to look at that. We have seen reports of significant loss in our tree canopy in the past couple of years. I know from the focus group that you are all meeting with, has there been any mention of that and how is that discussion coming along?

Mr. Jaiyeoba said again, this was just to give you a snapshot in time based on what you said in January 2020, but yes, that is the conversation with regard to no net loss. As a matter of fact, we had a really robust question and answer session that was live on Friday and that was one of the topics that were discussed. Again, when we present this to Council on November 9<sup>th</sup> you are going to see a lot of the results of the survey including our responses on trees with regard to no net loss of trees. Atlanta is a classic example.

Ms. Ajmera said great on both public and private. Great, I appreciate your work on this.

**Mayor Lyles** said I would like to add to Ms. Ajmera, as she said this idea was a work where the developers and the staff worked on the Tree Preservation Ordinance and I wonder if they are equally balanced right now. I think at one time perhaps we were able to see progress towards the canopy, but now it feels like to me that the canopy has lost, and the development has occurred much more quickly than we expected for what we have. I think a full review, and I know that it requires work of our developers to help us, but I also think we've got to have a lot more attention to our air quality and trees are definitely a part of that. I know that development is important, but I am very concerned as Ms. Ajmera is about this.

Mr. Jaiyeoba said I totally agree. One other thing that you will not hear is about inequity in our tree coverage and you will know that the areas where we've lost the most trees are the west side of the City. So, pulling together the Stakeholder group is really a healthy balance between the development community and residents and advocates. It is health [inaudible] and there are those who believe that requirements for trees make development very challenging, but there are people who also believe that generally, we should have a balance between the two and I happen to be there.

Mayor Lyles said I also think our public tree program, our streetscapes, we perhaps need to do. I'm always reminded by the development photos from the 1920s where they were bringing in trees on big wagons that were fully grown from other parts of the world and county, and I just think the trees that are being planted right now are not showing the value of the canopy even for our public streets, for our rights-of-ways and things like that. I think it is something that we ought to look for; lead by example too. I don't know who is in Engineering now, but I think it is time to step up on that.

Ms. Ajmera said to agree with what the Mayor said about the challenge we have with our tree preservation program. Whatever we are losing we are not able to recover that from the preservation fund and that is something we've got to address because we are losing so much tree canopy and to see the question about what we are going to leave for our next generation.

Mr. Jones said Taiwo before you hand it off, is the information you sent me Friday embargoed?

Mr. Jaiyeoba said I think we can share that information in regard to the tree.

Mr. Jones said to your award, it is not embargoed, right?

Mr. Jaiyeoba said no it is not.

Mr. Jones said Council; I think sometimes we don't celebrate excellence enough and so, I am sorry to surprise you Tai, but Tai has just been recognized as the Loral Award Winner from AIA which is the American Institute of Architects, and he has been recognized as the individual outside of the profession who has made significant contributions to the improvement of the region's built environment.

Mr. Jaiyeoba said I appreciated that; I wasn't expecting that. Thank you.

### **Equity and Code Enforcement**

**Victoria Johnson, Assistant City Manager** said I'm going to take over to discuss equity, one of the main things, and also the Code Enforcement issues. Equity Mobility, Immigration, and Integration which used to be DE&I have been working on such things as employee engagement in which they worked with Human Resources, Community Relations, Communications, and ODO to create real talks about race. It is a series where employees got to do a dial-in discussion to talk about race to help move forward so we won't just worry about, in other words, we are looking at our employees as citizens also and how they feel and how everything that is happening is impacting them. Those series have been very successful. The Leadership Team, all of the Directors have participated in those discussions and it has gone very well. Also, the Steering Committee planned for,

I'm going to call EMII (Equity, Mobility, and Immigrant Integration), has created the Equity Action Plan that they will be implementing over time in order to move forward the Equity Plan. They got input from Budget and Strategy to have departments start looking at their budget through an equity lens that they will be making sure that departments look at it as it relates, not only to budget but anything that happens within the Departments. They have been working with them to guide them through that so when we look at these, we are looking at it from all points of view, not just one. We will be bringing into fruition a City Language Access Plan that would allow multi-languages to be utilized, the predominant one now is Spanish, but as it goes further, we will be looking at other ones. That means we will be able to communicate with our citizenry through their language of choice to make it easier for them to get access to the different programs that we have.

EMII (Equity, Mobility, and Immigrant Integration) also partnered with Mecklenburg County, Equity Inclusion, Community Relations, Race Matters on Juvenile Justice, and the Community Building Initiative to reinforce the commitment of racial equity and social justice and that is an ongoing endeavor that they will continue. As we move to Charlotte Business INCLUSIONARY Plan, as you are aware, we have a new CBI Manager, Steven Croker, he is currently working on the draft for the Disparity Study RFP (Request for Proposal) that will probably go out mid-October and be reviewed so we will make sure that we are capturing everything that may have been missed on the last Disparity Study to have updated information and that will go into effect for 2022. They are looking at policy, administrative changes, strategic plan development, and also making sure that they take corrective measures and accurately collecting information that we will be able to share on prime and sub-prime members and spending. Also, developing measures to report what we found out is that the way we look at things and the way the state asks us to report it sometimes we lose that translation. So, making sure that we are reporting in a way that meets those criteria.

Also, under the Equity ADA is compiling for The Department of Justice Title II, they have been working with [inaudible]. They are 75% of the way finished with the draft, but they've looked at 175 facilities, 1,600 programs and services and are recommending a 15-year implementation schedule. By doing this we are getting ahead of the plan so basically, what happened at The Department of Justice is they know that we have a plan then we won't be dinged like some other cities because we have a plan and it will us time to implement it to make sure that we are bringing everything up to code for all of our residents.

Commercial Code Enforcement; the minimum housing code was revised on October 14, 2019, and the revisions were in the first, January 2020 so they are currently working under those new revisions and those updated codes for the Minimum Housing Ordinance. The Noise Ordinance went into effect October 1, 2019, so they will be gathering information and data in order to present, if that time comes, to City Council on any issues we may be facing around that ordinance. The non-residential building code was last updated in 2009 so, when it was presented to the Great Neighborhoods Committee on September 16<sup>th</sup>, based on the fact that it has been so long since that code has been revisited, Housing and Neighborhood Services are in the process of developing a timeline in order to take and review of that ordinance and bring it back to the Great Housing and Neighborhood and ultimately roll it up to the full Council.

**Councilmember Graham** said I just want to thank you for the presentation and really kind of highlight the last items that the Assistant City Manager referred to, which is the non-residential building code and ordinance, I think it is really time that we take a look at it, especially for some of the properties that currently reside on our Corridors of Opportunity that really needs to be policed more and I think if we had a more robust ordinance that would allow us to have a little bit more forward-thinking action on those type of sites. I'm really looking forward to the opportunity to engage in a conversation with the Committee as well as the Council regarding that particular item on the screen. I think it is an effort that we need to find a way to tackle and enhance and bring forward to the Council.

**Councilmember Watlington** said I was just going to say I agree with what Mr. Graham said, one of the things I'm still trying to work out of my mind how we interconnect these two things and when it comes to commercial code enforcement, I think a part of that ties directly into violence reduction. As we think about having those conversations, I would love to see the Great Neighborhoods Committee and the Safe Communities Committee connect in that vein as we think about loitering, as we think about the physical disorder, how do those things enable violence, and how we can leverage these tools to abate it.

**Councilmember Ajmera** said thank you Victoria, for this. I appreciate the progress we have made in terms of providing those with language barriers an opportunity to seek City services and able to express their concerns. I understand that we have now that option available in Spanish. When we did this Immigration Task Force last year there were five languages that were identified so, if we also figure out a roadmap as to how we can implement all those five languages into those identified in our Immigration Plan.

**Mayor Lyles** said if I recall, and this might be a question to ask, when we were in the Safe Communities Meeting, I think that Federico said that there is an application that does do all of the languages on line so that whatever we have on the website can be translated. I don't know how far that goes, but it would probably be good to find out what they are because he said it, but he didn't go in like it is five or is it 100. There are over 100 languages in CMS so I think we could get some more information on that.

Ms. Johnson said it is the top and they did have like a top-five language based on the percentage of people that lived in our community, but we will go back and get with Federico so we can actually update you.

Mayor Lyles said is it easy to do and how do you know to do if you can't speak the language and is in English, how do you know to do it? I don't know the answer to that. Has anybody tried it?

**Councilmember Egleston** said [inaudible] uses Google Translate.

Ms. Ajmera said I think they are speaking at the Forum part so, if someone has a language barrier and want to speak in Spanish or let's say [inaudible] was part of it, how do they sign up? That is something you can send us later, but I know at one of the rezoning's that issue had come up where neighborhood leader said we had residents with a language barrier who couldn't sign up to speak so I guess if they sign up to speak would there be a translator for all of them?

Mr. Egleston said I think we were told that if it is requested that they will provide a translator for situations

Ms. Ajmera said for all five languages or just Spanish for now?

Mayor Lyles said I think Jackson and the Clerk are working on it. They are looking at the five languages so change is happening in a positive way, so we just got to get there.

**Councilmember Driggs** said Ms. Johnson; on behalf of all of the Council and everybody in the room, I would like to compliment you on your mask and I'm only sorry that I left my dark glasses in my car, but very decorative, thank you. I think as we talk about these things it is worth emphasizing the very large investment that the City has been making in affordable housing. The Mayor initiated a big increase in our capital funds and our bonds and the private sector has stepped up as well, so I think that is a bright spot currently in our kind of equity conversation and I expect that we will continue to look for opportunities to use those funds for homeownership as well as rental and to address the gentrification problem by investing in NOAH's (Naturally Occurring Affordable Housing), the naturally occurring affordable housing, which we've preserved rather than allowing to be torn down while we are building somewhere else. I just wanted to mention that. The question I had for you was short-term rentals have been a pretty hot topic lately and so this is kind of a code enforcement issue or perhaps it calls for kind of new action by us to control these things because as it stands right now, there are parties being held at these houses. There is a lot of neighborhood disruption. I think CMPD (Charlotte Mecklenburg Police

Department) has been effective at kind of intervening in those situations, but I believe there is scope for us also to create a new code type of requirement related to these short-term rentals so that we can take more aggressive action when there is abuse at those locations.

Ms. Johnson said let's just remember that the code is for the structure and making sure that everything with the structure is safe and kept up to the City code. When it involves people that are on the CMPD side, so they do work in conjunction with each other to make sure that they have an ongoing relationship to actually address these issues.

**Councilmember Eiselt** said to Mr. Driggs' point, Air BNB has been pretty responsive [inaudible] the individual who has been responding primarily has been somebody that is here in Charlotte that is known to a lot of folks, Andrew Fetty, so it is good to have that personal contact.

Mayor Lyles said he is the compliance officer for them so, whenever we get these that is where I send them.

Ms. Eiselt said they have taken two houses off their platform that we've complained about so, I doubt they are listening, but if they are, thank you. Then the second thing to Ms. Ajmera's question about translators, which I think is really a great point, is it also, I don't know if it would violate our Public Forum, but the speaker has the option to bring someone with them to translate in the event that the City doesn't come up with a translator or it doesn't work for whatever reason we can't find it, can they bring their own translator?

Ms. Johnson said in my previous space, they probably could, but if it is not a professional translator sometimes the native tongue can lose translation into what someone is saying if they are not a part of, but they can bring them.

Mayor Lyles said sometimes I can translate English; I understand that, but we have had people with a translator before.

Ms. Eiselt said maybe if we just put it out there just so they know they can bring a translator. It is so intimidating for people to come even in English to speak before Council sometimes, so I can imagine how nerve-racking that would be for somebody for whom English is not their native language.

Ms. Johnson said Mr. Driggs, just to make sure everyone is aware, the short-term rental housing will be taken up in the next Great Neighborhood Committee meeting.

### **Business Recruitment**

**Tracy Dodson, Assistant City Manager** said I will try to make it fast and high energy. In January of 2020, coming out of the Retreat you all had given us six different items to look at; Business Recruitment, Workforce Development, Small Business, Corridors, Opportunity Zones, and Eastland. While our journey has not exactly been as expected there have been some silver linings in this crazy year, and the pandemic, while it has been devastating to many in some instances how it has allowed us to get further in our work that we ever expected. Business Recruitment; we continue to evolve this approach, but I just want to talk about where we ended in July. Sixty-three hundred jobs announced last year, 3,400 jobs retained. In total the average salary was \$81,000 in new jobs. Over \$1 billion in investment and 68% of the new jobs were around technology. I really think that is something to celebrate considering that a portion of the year was spent in a pandemic. However, we continue to forge ahead, and we are using this opportunity of where we sit in the world right now to let the world know that Charlotte is open for business. So, Denada I want to show a quick video that we are using to let everybody know we are going to launch this in multiple markets around the country, so you guys are the first to see this.

A Video was shown "Why Charlotte".

Ms. Dodson said I am really proud of the team for pulling that together, but you hear the “Why Charlotte”, but the other important thing that has really happened since January is this “Open for Business” platform and I’m going to hit it multiple times and you will hear me keep saying it this morning, but it has allowed us to kind of pull all the work we are doing whether it be Business Recruitment, Small Business or even the CARES relief under one big umbrella. So, the video is intended, we get companies that ask us all the time, I hear about Charlotte, I’m seeing headlines or companies are moving, but tell me more. So, this is kind of our teaser to pull everybody into that and we want to let the world know that we are open for business.

In addition to Business Recruitment, we’ve been incentivizing companies to hire locals along with many other initiatives that we will cover throughout the day. The next item under Business Recruitment or after Business Recruitment goes hand in hand which is Workforce Development. Under this, we have done so much work while again, that is not what we set out to do in January. There has been a lot of great work that has been going on. We have under “Open for Business” Workforce Partner Support Grant; we will talk a little bit more about those today, but we had \$2.5 million for grants and we had applications for over \$5 million. “Open for Business” renewed training program, the first cohort has 30 students in it currently and the second cohort will start in the fall. The Opportunity Hiring Grant, the first one we gave was to Tryon Solutions and they are partnering with Central Piedmont to train insurance licensees for their new hires, so again local hires. The Tech Talent Study, you heard me say earlier 68% of last year’s jobs that we recruited to Charlotte were in technology. We want to dive deeper and understand where are our gaps, and where are our opportunities, so we partnered with the Alliance to do a Tech Talent Study that is concluding right now and we will have a report on that in the upcoming weeks. Then Go Charlotte, you will hear more about that this afternoon when we get to our Committees, but it is something that is really exciting around workforce development and kind of uniting workforce development efforts across our whole City.

Small Business; pre-January 2020 this year our team had already launched into a study about what do we do to unite the small business community, what is the City’s role in small business, and what came out of the report in my opinion was an insurmountable amount of work. COVID hit, and we actually ended up, and I thank you all for allowing us to develop the strategy that “Open for Business” platform and what that has done is allowed us to unite the small business community initially by putting CARES money out, but also in doing mentorship series, do programs around resiliency, creating a dashboard to unit small businesses. So, while this was something that came out of CARES, this is something that really has united our small business community and we will continue to feed into this even past CARES. Again, a silver lining in just a very unusual role that we are living in right now. Access to capital efforts continue to go on, we will talk more about those with Shawn a little bit later.

Next is our Corridors, and I am so excited about the work that we have done here and so proud of the staff and what they have done. You all said and made it very clear that you wanted to do something different in corridors and that is what we have tried to do. So, with that Councilmember Graham; he has already had his first event. Councilmember Watlington, we are already talking about her event in October for West Boulevard. Councilmember Newton; Eastland will probably serve as your kick-off, hopefully in November. Councilmember Johnson; we are talking about the I-85 and Sugar Creek Road Design Sprint. So, this is really starting to move, and you all have seen a lot of the work. You wanted a different implementation strategy and that is what we focused on to get to the real impact.

I’m going to let Denada play another video; you all have seen it, but I think it is really important to highlight the work that we’ve been doing in the corridors.

A video was shown on the work in the Corridors.

Ms. Dodson said again, I hope that you all can recognize all the work that has gone on from the staff at multiple departments into these corridors and we are really starting to

push it out there to make a change. We have all kinds of different branding, there is a video we have for marketing the events. I think let the community know that we are focused on these corridors and it is not just talking. It really is about doing projects that are sitting right in front of us that are going to lead to real impact. It is also thinking about these corridors in a different way, it is not just bricks, and mortar, this is about how you help the place as well as the people, and so we are really having this comprehensive implementation strategy, a different approach that we will continue at. But again, really proud of the work that the staff as a whole have continued to do through COVID and since January.

The next item we have is Opportunity Zones and when I looked at the list and I kind of went down and I was checking off corridors and checking off business recruitment and these are kind of easy. I was like I feel like we haven't done as much in Opportunity Zones, but we actually have. It rolls into our corridors work and when you think about where Opportunity Zones are it is largely where our corridors are so currently, we are looking at working on seven different public/private partnerships in these corridors and in these Opportunity Zones. It really kind of rolls into corridors as well.

Mr. Driggs said are those public/private partnerships actually taking advantage of the tax benefits related to Opportunity Zones?

Ms. Dodson said a lot of them are.

Mr. Driggs said so we are working with the special funds and that is leveraging those investments.

Ms. Dodson said yes.

**Mayor Lyles** said I just wanted to say I had sent Jerone Smith a letter and I copied both Mr. Graham and Mr. Mitchell on this, and they have sent a note back asking for a phone call. We've got 30-days to see what we can squeeze out of the federal government, maybe more, but right now 30-days. Their responses, I have called it our Corridors of Opportunity mixing with, as Tracy said, our Opportunity Zones.

Ms. Dodson said lastly, we have Eastland and that was on your list and you will hear more about this throughout October, but we've made good progress on this and we continue to make great progress. We are further than we have been on Eastland, and really on the cusp of having a transformational project for the east side, we are excited about. The last thing that I mention just as a part of this, but not, we continue to follow closely just kind of the state of the economy as it relates to things that are going to impact economic development. Tourism, hotels, office industry, what is happening within the tea leaves and having a lot of conversations out, not just locally, but globally and where do we see things going and how does that impact Charlotte, so we are on the front end of it and not on the reaction end of it.

As the last piece, I will just do a teaser; we have an impact report that is coming out in about a month on all of you and it just really shows the change that we've had over the past two years and the work we have been doing around economic development, and that we are making a much bigger impact than we were several years ago.

**Councilmember Johnson** said thank you for the presentation and the great work that you are doing. This is definitely an exciting Committee to be a part of. I wanted to ask you, of those 6,300 new jobs that were announced, do you have a District breakdown of where those were. How many of those jobs were in the University, District 4 area?

Ms. Dodson said well, Ms. Johnson, you got the bulk of them.

Ms. Johnson said okay, that is what I wanted you to say. So, it is safe to say the University District is the home of the jobs, right.

Ms. Dodson said you were the big winner this year for sure.

**Councilmember Watlington** said along the line of the jobs question; I'm just curious if there is a breakdown, we talked about, or maybe the previous Council talked about the target areas for industries. I was just curious, I know we've focused on tech, but I'm wondering how the breakdown looks for the other area.

Ms. Dodson said we can give you a full breakdown between trade and logistics to headquarters. The great thing is we are still seeing a really good mix. We've got great momentum around tech and we want to continue to grow that, but we need to understand what that is, which is the tech study but headquarter, finance, trade, and logistics, some light advanced manufacturing. We are still seeing a lot of headquarters, talent, people know is here in Charlotte. So, it is a pretty good even distribution, but we can get you the numbers. Actually, it is good to see in the past couple of years, just in case we are heavy on one thing one year it doesn't skew it, but I'll get you that for the last couple of years.

Ms. Watlington said awesome, and I just want to say a great job so far from I've seen on corridors our Opportunity Zones are doing great.

**Councilmember Ajmera** said Tracy, great work. I just want to emphasize how the navigator program was recognized over the weekend. James, myself, and Matt were there where a lot of immigrant-owned businesses were there and they certainly appreciated our effort in reaching out to those communities and helped them navigate through the process. Kudos to you and your team in implementing those federal dollars as well as access to capital grants for all small businesses. Overall feedback has been very positive where it has given many businesses a fighting chance in this pandemic. Just great work.

Ms. Dodson said I will say, and we have all been, staff and Council included, we've all been working so hard and so fast on the CARES money and what is the right thing to do. You guys have brought us great insights from the community, we have great partners also in the small business sphere out in the communities that have been wonderful to work with and so I think it is really a testament to all of us in partnership and how when something that hit a community like this, how we can all work together really well to accomplish something that I think is a national example. It is kind of something special and unique.

**Councilmember Mitchell** said kudos for the staff and all the work, and I have to give a shout out to the Committee. It is hard sometimes to get this work the staff would like for us to look at, so to the Committee, thank you for your patience, and even I think in the month of September we had two meetings, a lot of it due to the Mayor that wanted us to get through some of her initiatives. I want to say thank you to the Committee as well as the staff. One question though, City Manager maybe we can do this after lunch or later on; I do want us to revisit the \$24.5 million we have for our Corridors of Opportunity. The City Manager, he made history, we have the money there, but if you can remember we had a great discussion about the breakdown so, in the Corridors of Opportunity we have about \$24.5 million, about \$14 million is allocated for infrastructure so only \$5 million for economic development. Now, Councilmember Graham is out of the room so I'm going to talk about him. Councilmember Graham could pick up the whole \$5 million, and more. We've got West Boulevard, we've got Eastland so I would like Tracy and the City Manager if we could to look at that breakdown again and see do, we need to put some infrastructure projects on hold and allow more money to go to Economic Development? When I hear from these Councilmembers, they want to see project, project, project, so if we can just have that conversation and look at how we allocate those funds to see if there is an opportunity to have more. Councilmember Graham, I was talking junk about you; we only got \$5 million for projects and you are going to take all of that to fund the Beatties Ford Road Corridor, so we can revisit that later on after lunch sometime.

Mr. Jones said I think that is great and Mr. Mitchell, I'll take the first shot at it. Ryan did exactly what he is supposed to do as a Budget Director and protect every dollar that we have. When we get to January and we know where we have ended the books for FY20 and have a better idea of that last quarter of the calendar year in terms of revenue I would



love for us to revisit that surplus and if there is something that we could do immediately as it relates to that.

Ms. Watlington said to that end, as I think about the projects, specifically for West Boulevard, I know that a lot of the things that we are talking about doing may not necessarily show up as pure economic development dollars, so you may not have it today, but I'm interested, I hear you saying at the end of the calendar year. I know our timing is a little bit before that. Right now, based on what you know, do we have we need in the right buckets for West Boulevard?

Ms. Dodson said I think what we've been doing, and this is why it has taken us a little bit longer, and we've been trying to go corridor by corridor because you take each individual project and you kind of project it out. How much money is needed this year, how much money is needed next year, and not it is different if you are talking about CIP dollars and infrastructure dollars, a little bit different from talking about economic development? For the project's needs, I'm just picking a number, if it needs \$2 million, it might not need \$2 million in this fiscal year. It might be part this year and part next year, so we are trying to balance some of that out as we are looking at projects. I think for what you have for West Boulevard and what we talked about last week, I think we've got a really good starting area that we can work towards on that, and then what we are trying to do is be in a position for the Manager and for you guys that you can see out what we are projecting over a couple of years as it relates specifically to economic development. So, this project gets funded, this one doesn't, and it is kind of sitting in the queue and things like that, so we are really trying to give you a balanced look and not make it feel you've got to fight each other over the dollars or the corridors.

Mr. Jones said we will show a hand a little bit about what Ryan meant about that \$3 million that is available that could be used in terms of safety-related issues. We could actually free up some of the funds that are in that \$10 million; you keep taking \$5 million away from me. The \$10 million on the operating side related to the Corridors of Opportunity, \$5 million for economic development, but can we backfill with the Balance Interrupter Program with some of those savings. So, we are going to have some moving pieces over the next few months that I think will give us some more opportunities.

Mayor Lyles said I think working with the US Attorney's Office and getting to know them really well in some of this area would be very helpful because a lot of those funds come through the COPS Program that they have and if we could look at those that would be perhaps an add. So, combining the safety for the \$3 million and then going to the US Attorney's Office and saying what can you help us do would probably be a big plus too.

The meeting was recessed at 10:48 a.m. for a break. The break recessed at 11:07 a.m. for the regularly scheduled Strategy Session.

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## **ITEM NO. 5: CARES RELIEF FUND UPDATE**

### **Provide Update on CARES Act Spending Year-to-Date**

**Marcus Jones, City Manager** said Shawn Heath will come before you again today to bring you an update of where we are with the CARES Relief Fund Update and our CFO Kelly Flannery is here to assist also. I will just start off by saying that the last time we had a discussion about the CARES funding we had \$14.5 million that was in contingency and much like in the May/June timeframe we always said that we would come back in early October to discuss what we would do with any balances as it relates to any of the various pots. The great news is that \$77 million has been set aside for community support; \$64 million for City operations. Ryan discussed some of those earlier today. One of the things that you may have seen as you entered the building today is that we are transforming the building to make sure that when the employees come back that they will be in a safe environment and that would also allow us to build for the future. In other words that as we deal with this, we are now much like many private sector firms that have tried to look at

the built environment to make it safe so they can still be productive. We are doing the same, so at the end of the presentation I will make some recommendations related to the \$14.5 million-plus million dollars of FEMA (Federal Emergency Management Agency) that was not allocated, but I just call that a strawman for today and ultimately it will be your decision as to how we go forward with the remaining funds. So, with that said we will turn it over to Shawn.

**Shawn Heath, Special Assistant to the City Manager** said I will jump a few slides forward so, this slide should look familiar to everyone from September 8<sup>th</sup> and previous Council meetings. The only change here is good news; on September 11<sup>th</sup> HUD (Department of Housing and Urban Development) announced that an additional \$4.9 million of CDBG (Community Development Block Grant) funding has been released to the City of Charlotte so that is now reflected in the small bubble near the bottom of the screen, the \$17.5 million includes that new allocation from HUD and again total in the large bubble includes that as well. That \$4.9 million will not be a priority for discussion today. We have plenty of time to sort out what the highest and best use of that funding is, there is no December 30<sup>th</sup> deadline associated with that piece. Similar to last time our focus will be on the blue pie chart here, which is the Coronavirus Relief Fund, which of course does have the December 30<sup>th</sup> deadline.

**Councilmember Mitchell** said I'm sorry, I like those numbers but repeat that again. So, the \$4.5 or \$4.9?

Mr. Heath said it was \$4.9.

Mr. Mitchell said and \$4.9 million is not dated sensitive so we can discuss that later on.

Mr. Heath said yes. That will work its way through Committee in the months ahead and recommendations will emerge, but good news on that item.

**Councilmember Ajmera** said what is the number again?

Mr. Heath said the new allocation from HUD is \$4.9 million.

Ms. Ajmera said was that \$4.9 million just for CDBG?

Mr. Heath said correctly.

Ms. Ajmera said okay so that is not CARES Act money.

Mr. Heath said it was really part of the CARES umbrella, but it is unrelated to the Coronavirus Relief Fund. Each one of these buckets has a different rulebook so to speak and a different timeline, so it is new money enabled by CARES, but it does not have a December 30<sup>th</sup> deadline.

Ms. Ajmera said got it, but since it is CDBG funding it will come with a lot of restrictions like we do with CDBG dollars.

Mr. Heath said yes, I will look to Kelly if there is any additional commentary on that, no.

Ms. Ajmera said that can wait because it is not a priority where we have to spend by the end of the year, but I would just saying that it would have all the same restrictions we have usually with the CDBG dollars.

Mr. Heath said that is correct. Those types of strings would be relevant here as well.

The last time we were together a number of you expressed an interest in a little more detail around the city operations component of the Coronavirus on the blue pie chart on the previous slide so, this gives you a line of sight into how the \$63.5 million is being spent between March and the end of this year. Budget Director Bergman mentioned earlier in his presentation that with first responder salaries, this is the portion of Fire and Police which will be reimbursed through CARES. This is a relatively modest portion of those

salaries during that March to end of September timeline and the CARES guidance provides clear authority to seek reimbursement for those sorts of things. As Budget Director Bergman mention, this does not provide additional budget authority to Fire and Police, it is simply an opportunity to seek reimbursement and [inaudible] will take a little pressure off the General Fund.

On premium pay, you will recall the Manager at the September 8<sup>th</sup> meeting mentioned the decision to continue premium pay through the end of the calendar year for a number of departments just based on the nature of the work that they do that this is warranted. From a CARES Coronavirus Relief Fund reimbursement perspective what is eligible is really focused more on Police and Fire. In particular, the yellow bar represents the assumed investment in this area during the last quarter of the year.

With Emergency Leave, we of course had emergency leave in place as a benefit for City employees since March 14<sup>th</sup> to the extent that they have been personally impacted by COVID, if a family member has been impacted by COVID or if they face some challenges or complications related to childcare. We, as a City have had about 1,600 employees actually participate in that program thus far and we expect to see a continuation of a bit of that through the end of the calendar year.

On facility improvements and technology needs, those two areas really go hand in hand and to the Manager's point, investments here are really designed and focused on employee health and safety and also the mobility of our workforce. I know that there have been conversations and presentations to Council on the facility improvements in particular. For \$15 million there the two primary areas of focus in that particular category relate one, to the building as the Manager referenced before. The nine floors that we, the City occupy here in this building are having a significant amount of work done. Hundreds of workspaces are being redesigned, cubicles are being replaced, higher partitions are being installed, all to ensure that as employees are being brought back into the workplace that they can do so safely. We also have about \$5 million factored into that investment area focused on HVAC upgrades which I'm told will essentially establish an HVAC technology that is hospital grade, the type of technology that you would see in those sorts of spaces.

On Solid Waste Services; quickly I would mention here, you will recall there were a number of emerging expenses that emerged in this area during the first few months of COVID, including a much higher volume of residential trash pick-up and also there was a period of time you will recall when we suspended yard waste pick-up. So, during the recovery period associated with that, we had to rely on some incremental contractors to get that work done.

So, this at a high level gives you a sense, for the green bars of course would be money spent through September 30<sup>th</sup>; the yellow bars are an estimate for what we would expect to spend through the end of the year. We discussed last time the community facing investments and the assignment with the community investments was to turn the bars green; green means disbursed or allocated. I am pleased to report to you today that there has been significant progress made over the last month. I would draw your attention to the Survive Bar in particular with access to capital, the \$30 million programs being the vast majority of the Survive investments. We've seen about a \$10 million increase in disbursements in that program since I was last with you on September 8<sup>th</sup>, so we certainly see a line of sight into fully depleting that program in the weeks ahead.

On the Thrive Bar, you can see we've still got more wood to chop in that area. But of course, that is a portfolio program that was approved on August 10<sup>th</sup>. It takes times to design programs, to stand up programs, to open up applications periods so, based on a number of conversations I've had with Tracy and her team, I think we've got a clear line of sight into how to spend that smartly over the weeks and months ahead. Of the seven distinct external-facing programs in that category, they have all been launched except four, the hotel/motel program which we expect to launch tomorrow, and also the Business Innovation Fund which we expect to launch later this month, so I think we are on the path there.

With Housing Support, the \$8 million references the mortgage and rental relief that has been put in place. I would say to you, a majority of what you see in that green bar is encumbered and the dollars have been released to our partner Charlotte Mecklenburg Housing Partnership, but not yet put into the community so, obviously, that last step is the most important step as CMHP (Charlotte Mecklenburg Housing Partnership) works through the application process. So, more work to do there.

**Mayor Lyles** said can I ask a question about the housing and it may be something that we can hear, but what I hear from the housing support with CMHP, they are getting money out the door, but I also hear about the increasing number of evictions. I know that Community Relations is in the middle of that, they are trying to do workshops, helping people get legal assistance, and all of that, but somehow in my head I see it as we've got money, but are we getting to the need that people are having? Are we educating people that are up for eviction court and getting them plugged into this money? I just wondered if there were some numbers around or an amount around it?

Mr. Heath said I will mention two things quickly, and then I'd like Pam to come up here; recently there have been some changes to the application process to streamline the application process. Obviously, we need to be sure we are smart about COVID compliance considerations for the CARES Act, that is, but we want to streamline the application process to the full extent possible, and then in partnership with the County we are having conversations on how to enhance some of the marketing and promotion that we are doing to get the word out to the right people in order for them to take advantage of these opportunities.

Mayor Lyles said I just wonder about the idea of actually calling the Charlotte Apartment Association and making the landlords understand that this is available before we get to that place where you are layering eviction in. I know that getting an eviction really is a harmful thing on your record so, I'm just trying to figure out are we doing enough prior to eviction.

**Pam Wideman, Director of Housing and Neighborhood Services** said the only thing I would add to that is that we work extensively with the courts so that they will know us, The Community Relations Mediation Program prior to getting to eviction. We also put flyers in the court earlier this summer, about 1,800 or so in partnership with CRC (Community Relations Committee). Someone mentioned the additional marketing and we continue to work with the Charlotte Apartment Association. You will recall Kim Graham, she was on our Housing Task Force Eviction process as well, and then we hope the media blitz that we are going to do, that will help us to continue to reach people as well. We are reaching back out to people who we weren't able to help earlier, prior to streamlining our process so we are trying to get the word out. Knowing that there is a moratorium on evictions, but we don't want people to get to the end of that moratorium because the rents will still be due.

Mayor Lyles said I'm just going to say one other thing; we did some other workaround housing from the Blumberg Grant. There was a young man that went out to the private sector because most rental property for people in this price range is owned by one owner that may not actually be a member of the Apartment Association. I just really want to home in on those folks so that they know that they don't have to do evictions, they may be waiting to see what is lifted, but we should know those owners of the 10- or 25-unit places so we can get some information to them. I don't know exactly how, but I think that is an important aspect of this work.

Ms. Wideman said the point is well taken and we will continue to make sure that we are reaching out to the right people, to those smaller businesses.

Mayor Lyles said like the social services folks?

Ms. Wideman said yes ma'am.

Ms. Ajmera said I just wanted to follow-up; what are the eligibility criteria to qualify for these advantages? I'm just trying to understand is it difficult to get this relief? Why hasn't it been used? I'm trying to understand that.

Ms. Wideman said I will be able to provide you some numbers about how it is being used, but basically, the three major criteria you have to either have had a loss of income due to COVID, a reduction of income, or sickness or a loss of childcare. One of the reasons that we think it wasn't being used early on it has been listed about our criteria. So, we went back, we worked with our partner to make sure that we are streamlining our criteria so that we can get this money out the door, but most importantly keep people stably housed.

Ms. Ajmera said so if they are getting unemployment benefits, they could still qualify for this?

Ms. Wideman said that is right, and you will recall that the unemployment benefit has been reduced.

Ms. Ajmera said exactly, it was only until July.

Ms. Wideman said correctly.

Ms. Ajmera said so it looks like the criteria have been revised to make sure that people are able to access this relief.

Ms. Wideman said yes ma'am, that is correct.

Ms. Ajmera said got it. Do you guys ever work with CMPD where they have this database; it is voluntary where unique owners are our housing providers registering with CMPD where they might have an access to very comprehensive data sets, some of the small ones that the Mayor is referring to where the owner or investment group might be owning one to four apartment units?

Ms. Wideman said I won't say Ms. Ajmera, which I think you are referring to is the rental registration database. We have not worked specifically with CMPD. We can learn more about that resource, but again, our interest is now having streamlined our processes and also as the Mayor said we will reach back out to the greater Apartment Association and other smaller and then also making sure that we get that wide media blitz out to really make sure people are informed about these dollars.

Ms. Ajmera said I think in addition to that if you can also look at all the registration owners because that is a very comprehensive data set that the City has an access to while collaborating with CMPD we might be able to reach some of the smaller housing providers versus big apartment owners.

Ms. Wideman absolutely.

Ms. Ajmera said Shawn, I have a question on this Solid Waste Service, could you elaborate on that and how that money was used here and how is it being planned to use?

Mr. Heath said yes, there are three major components that make up the \$8.5 million in total, including both what has been spent and what is planned includes about \$1.5 million associated with additional residential Solid Waste, just given the fact that we have more individuals that are home on a daily basis. There was a significant amount of incremental contract expenditures associated with that recovery period when we suspended yard waste pick-up for a four to six-week period. It was about two months when we suspended the yard waste pick-up so when we resumed that work it required contract support in order to get through the catch-up period and do it in a way where we could have trucks that were COVID sensitive so as to speak. So, that was a significant emerging expenditure during COVID and then we also have examples where we are purchasing equipment, for example, automated side loaders which will enable us to have vehicles that require fewer personnel in the truck. So, social distancing protocols are a little hard to achieve when you are sharing a truck space, so we will be able to address some of that.

Ms. Ajmera said what was on the other slide, the last one?

Mr. Heath said on the green versus yellow?

Ms. Ajmera said yes.

Mr. Heath said everything I mentioned was really a combination of what is planned, what is budgeted for so to speak.

Ms. Ajmera said no, no; I meant what is the breakdown for the other?

Mr. Heath said oh, the small one at the bottom; that is about 20 individual random projects that were all eligible for reimbursement from the CARES Act and there are only a few that I've committed to memory. It is really a random bunch, on average there are about 75,000 per project. One for example is the Charlotte Fire Department was allocated about \$200,000 in order to have specialized washers and dryers that enabled them to basically sanitize their PPE (Personal Protective Equipment) gear, so that would be just one example.

Ms. Ajmera said in the next slide where you've got the contingency of \$14.5 million; don't we already have a contingency for two-months? Is this in addition to that?

Mr. Jones said I think what you are talking about is fund balance.

Ms. Ajmera said the CARES Act dollars, so I was trying to understand, so this is in addition to what we already have a contingency for our operations?

Mr. Jones said I will just use a different word, we didn't allocate anything at the end of this \$154.5 million, we just said we didn't know where we would be in October and let's just not allocate anything and that is the discussion today.

Ms. Ajmera said so we have about \$14.5 million-plus one so \$15.5 million.  
Mr. Jones said exactly.

Ms. Ajmera said we are not seeing that for our contingency because we already have that.

Mayor Lyles said I think the Manager is going to make some recommendations that were included in the packet after this presentation, so these are dollars that have to be spent by the December deadline. They are CARES funding and hopefully, we will have some agreement about how to do that today that will come back on the agenda on the 12<sup>th</sup>.

Ms. Ajmera said so that \$10 million in housing support, are you going to propose recommendations for that \$10 million as well?

Mr. Jones said that \$10 million already has the recommendation that comes from the Great Neighborhoods Committee and the Chair and the staff resource, Pam Wideman will explain that. Shawn is going to turn it over to Pam in a little bit.

Mr. Heath said before we are done here today, Pam is going to provide recommendations that were approved by the Great Neighborhoods Committee for the \$10 million, and the Manager will provide recommendations for a starting point in the conversation on the \$15.5 million.

Mr. Mitchell said Shawn; I'm starting to get more involved in this digital divide. The City Manager and I had a brief conversation, particularly I think Council when we try to be a partner with CMS and some of our corridors, are experiencing some hardships. How much of that \$2.5 million have we spent because I know Renee, the Great Sea Owl has been doing an assessment, so can you give us an update on the digital divide?

Mr. Heath said I sure can; that particular item is a bungled package of two things that you've decided to do, one was the public Wi-Fi project from a number of months ago, which is \$1.5 million, and then the second is the support that you agreed to provide associated with the CMS hot spots which are \$1 million. On the public Wi-Fi, the installation work for that is scheduled to begin this month so, so far, we haven't spent much money on either of those, but we are about to start spending money very quickly. We talked about public Wi-Fi before, I think there is good reason to be excited about that. That will include about five to seven multifamily residential communities with a particular focus on the Opportunity Corridors. We've also got five public spaces that have been identified such as the Rosa Parks Market on Beatties Ford Road so all of that work is really now on the cusp of implementation. We are positioned to spend that money in the next few months.

Mr. Mitchell said good work, thank you, sir.

Mr. Heath said this I think is a great visual representation of what we talked about last time, which is it is easy to get lost in the numbers on these slides, but at the end of the day, these community-facing programs are helping members of this community. If you look at the visual on the left side of this slide, this focuses on the access to a capital program that Tracy's team is running, and this gives you a great representation of where those specific small businesses are located within the City footprint. So far through that program, approximately 2,000 small businesses have been supported. That number will continue to grow a bit as we fully deplete the \$30 million. I think it is also important to know that if you go under the hood here a little bit and look at the diversity of the small businesses that are receiving these grants, you do see a great deal of diversity. We have about 50% of the grants that have gone to a combination of African American and Hispanic owned small businesses; about 45% of the grants have gone to female-owned businesses and then you can see from a geographic perspective based on the smart design that was put into this program on the front end, you see a great dispersion across the full City of Charlotte.

Moving to the right on rent and mortgage relief here once again, the programs that Pam had referred to before, I think we see great dispersion. These programs are focused on low- and moderate-income individuals; I believe it needs to be at 80% or below AMI in order to be eligible, so it is not surprising that you see a bit of clustering around the crescent here, but we've got 1,800 individuals that have already been assisted through rent and mortgage relief and we will continue to see that number grow as we get these dollars out into the community. So, great work by the teams there.

This is just a quick summary slide because we do throw a lot of numbers at you from this perspective and I think we've hit the high points here in just the last couple of minutes, but this outlines the remaining funds available associated with the Coronavirus Relief Fund; Pam will talk about the \$10 million recommendations coming out of the Great Neighborhoods Committee, the Manager will talk about \$15.5 million to start that conversation today. I made reference at the beginning of the slides that at the bottom you can see the \$4.9 CDBG dollars which we will sort out in the months ahead and ESG (Emergency Solution Grant) was also one of the funding streams under the CARES Act and you can see that there are \$3.9 million in unspent ESG funds which do not have a December 30<sup>th</sup> deadline, which will also work their way through the Committee process in the months ahead. So, neither of those items at the bottom are intended for in-depth discussion today but wanted you to be aware of it.

**Councilmember Johnson** said can you go back a slide, this is for the rent and mortgage relief. I wanted to know if you have a breakdown of how much has been rental assistance and how much has been mortgage assistance?

Mr. Heath said we do for certain. I don't have anything that is presented visually here, but I'm certain we can get our hands on that very quickly. Pam has got it, even better; can you share a little perspective on it?

Ms. Wideman said Ms. Johnson; thank you for that question. As of Friday, we have assisted 1,900 households to the tune of about \$3.9 million in rent relief and then we've

assisted about 77 households to the tune of about \$206,000 for mortgage relief. What you will see is that most of the assistance and we predicted this early on, will be for renters. We are not saying that mortgage won't come along, but most of the money has been in rental assistance and we project that to continue to be the case.

Ms. Ajmera said is there an allocation just for rent relief and then a certain amount of allocation for mortgage relief or is it just one pot of money. Since we have more needs on the rental side, you don't need any Council action for us to allocate more towards rents.

Mr. Heath said the \$8 million, the initial allocation was set aside for any combination of rent and mortgage based on how the market responded, but there is a greater need out there which will be part of Pam's recommendation around the remaining \$10 million.

Ms. Wideman said thank you again for the opportunity to talk with you today more about our housing assistance around our CARES Act. We have \$10 million more to allocate from what you all originally set aside and so today I want to present to you a proposal that has gone to the Great Neighborhoods Committee and was approved I believe was at their first September meeting. We have a proposal for you today to allocate \$2.5 million for Homeless Shelter Support and I will talk a little bit more about the details there; \$3.5 million in utility assistance and another \$4 million around rental support because we know that need continues to increase and that would be the balance of your \$10 million.

The \$2.5 million is a request from the Homeless Shelter, the Salvation Army Center of Hope. You are all fully aware that that is the only shelter in Charlotte that is for women with children and so what they want to do is to expand that existing facility. The pandemic obviously has created a need for more shelter. We have social distancing to manage as we are trying to shelter families as well. What they want to do is by expanding the shelter they believe that 75 beds can be added. That would equate to serving an additional 250 people and 900 additional people annually. They are very cognizant that the winter is going to be approaching and so they want to do this work. You can see the request, here again, they are working with \$2 million, they have a request of \$2.5 million from us for a total renovation estimated cost of \$4.5 million. I would add that they are also partnering with the County and the school system as well and so they understood that the partnerships are important as well do this work.

In terms of utility assistance, we are proposing that we allocate \$3.5 million for utility assistance. This would allow us we believe to serve an estimated 4,600 low to moderate-income households for up to three-months of utility assistance, an average of \$750 per household. This would also include any arrears. We've been talking with the folks at Duke Energy and Piedmont Natural Gas, so we know there are a number of households who are in arrears, so we are just trying to keep them current.

**Councilmember Egleston** said for the utility piece, for instance with water which obviously we control; are we writing off the debts that people have accumulated with us? Are we allowed to use the funds that way, are we writing off the back owed money that they have not been paying while we've had a moratorium on utility shut-off?

Ms. Wideman said Mr. Egleston, I'm not going to pretend to be the expert on what we are doing with water, but what I would say is that this utility assistance would not only be for Duke Energy and for Piedmont Natural Gas, it would also be for our water, so what I would guess is that if there were to be any write-off at the end of the year this would help decrease that gap if you will because people will be able to access these dollars to help with those water utilities as well. I will pause right there, I don't know if the Manager has anything to add, but we endeavor to help water as well.

Mayor Lyles said I think these are going to be payments to the utility companies, including Charlotte Water.

Ms. Wideman said that is right.



Mayor Lyles said so this would be direct payment based upon the needs of the person. Mr. Jones, if I said that incorrectly –

Mr. Jones said I think I would prefer to have the City Attorney or the CFO to speak to that.

Mr. Egleston said I will tell you what I'm getting at and then I am curious whether it is a payment towards past due bills or exactly the mechanics of the accounting for that, but I would imagine \$3.5 million will go pretty quickly, even if you just looked at back due bills on Charlotte Water and Charlotte Stormwater Services. I hope we will continue to put some positive pressure on Piedmont Natural Gas, Duke Energy, and frankly internet service providers as well, that they continue to find ways to extend assistance to people that are in need of it because I think we should be looking at the internet as a central utility now more than ever. Again, I don't know exactly what rules or restraints are on how this money is deployed if there is preference given to private utility companies versus the public utilities.

**Kelly Flannery, Chief Financial Officer** said I guess I'm a little sensitive to the term "write-off", which is an accounting term. How that money gets allocated I think is really up to Pam and her team and the Water team and where the need actually is, but it would be payments on behalf of customers, not a charge of the Water books.

Mr. Egleston said but settling the payments that have been accruing while we've allowed for folks to fall behind.

Ms. Flannery said yes.

Mr. Egleston said is there any specificity around whether those payments can go to a private utility or a public utility and there is no preference?

Ms. Flannery said there is some lack of clarity I guess I would call it in the guidance around whether or not, because we operate the Water System, it would be revenue replacement. The City Attorney and his team [inaudible] and feels like we can pay customers money with these dollars, so we are comfortable with that. But, as far as the allocation and what portion goes to Duke Energy versus Piedmont Natural gas versus the Water, it is just based on needs unless you want to come up with a different plan.

Mr. Egleston said I just hope that our private utilities out there will, and they have been, to their credit, but I hope they will continue to find ways to provide assistance because again, in a City of nearly a million people if you've got five different utility bills, which most everyone would, \$3.5 million is going to get sucked up pretty quickly.

Mayor Lyles said I think that is a great point. What we are doing now is thinking about that so we will have a discussion; this is a recommendation and I guess there is a process that has to be established for it, but right now it would be the recommendation for the \$3.5 million to go into that, but we can always change that. Again, it is a discussion today and the votes wouldn't be taken until the 12<sup>th</sup>. We have some time to come back to that one.

**Councilmember Newton** said I have a question on a separate item; the Homeless Shelter Support piece, the Salvation Army Center for Hope Expansion request. I think that this is a very important endeavor, making sure that women and their children have roofs over their heads that might otherwise lose it because of the pandemic. I also know and the Salvation Army certainly a reputable organization, I know that there are other organizations doing this type of work in the community as well, and just wanted to ask, have we looked at any other organizations doing this type of work and maybe kind of the price points there just to make sure that we get the most benefit for our dollar in that regard?

Ms. Wideman said Mr. Newton, I think you are referring to maybe one of the organizations that you and Mr. Heath and I have had some exchange about. We have ESG dollars that you guys will have a conversation about later; those are federal dollars and so to the extent that organizations can meet those federal guidelines, we are happy to work and partner with other organizations because we all know there is a lot of need out there.

Mr. Newton said absolutely, that would be fantastic. Thank you.

Ms. Wideman said just the last point on this slide; Rental Assistance, we are recommending another \$4 million in rental assistance. We all know that eviction rates are expected to increase when that moratorium is lifted; this impact has had an immediate impact on low to moderate-income renters in Charlotte and will continue to do that. I also wanted to share that we also got to this recommendation, you may be aware that the UNC Urban Institute, they recently released a draft report, and really what they looked at in that report was extremely low-income renters and they looked at a couple of metrics, how much it could cost to cover 100% of the rent, all the way down to 30% of the rent. The need is great, right. We are never going to be able to solve it with just the City as you all often hear me say, so want to continue to work in this arena so again, we are proposing adding another \$4 million to the existing program that you already have and is being administered by the Housing Partnership. Again, we want to keep people housed, keep them as current as we can on their rents. As I said, this went to the Great Neighborhoods Committee, it is now for your consideration today and as soon as you all are ready, we will continue getting this money out the door.

**Councilmember Graham** said thank you for the presentation and I just want to make a comment more than a question and again remind Council that these recommendations are consistent with the recommendations that came from the COVID-19 Housing Task Force. They have also been adopted by the Great Neighborhoods Committee and they are consistent in terms of where we think the issues or the investment needs to be made in the community in reference to certainly doing our fair share in working with Mecklenburg County to support homelessness in our community. We've done a lot of work in terms of spending resources this year in support of we are all working with the County in that endeavor. Secondly, obviously, the utility, we talked a little bit about that as well as rent relief, and again, we've been consistent since April of this year in terms of standing by those three variables relating to investing in the community in terms of where we believe the greatest needs are. I look forward to the discussion this afternoon when we again have a Council conversation regarding how to utilize the \$10 million, but I think again, it is really consistent with what we've talked about before.

Mr. Egleston said did you say how quickly the Salvation Army believes with these dollars they can complete that expansion?

Ms. Wideman said I didn't say that Mr. Egleston; but thank you for bringing that up. I have had that conversation with the Salvation Army, they understand that these dollars need to be spent by the end of the calendar year. They are ready to go, they've had some preliminary conversations with their contractor so, they are ready to go as soon as Council approves the use of the dollars. I've also cautioned them not to spend money before the Council approves so, they are ready as soon as the Council approves.

Mr. Egleston said Mayor, did you say that these things would be voted on in the Business Meeting on the 12<sup>th</sup>?

Mayor Lyles said yes, the next Business Meeting. I do want to say, I think when we worked with the Shelter, they had the same issues, but they knew we had done kind of a straw vote and they knew that there is support for it so, I think they were able to begin to work with their vendors to make the Shelter decisions and I think I read in the report that they are getting ready to close on the property that they are getting now.

Mr. Egleston said that is where I was headed; even if we can't form a process standpoint take an official vote today, I hope we can take enough of one that allows them to start to work because of (A) the timeline and (B) obviously, we've all heard and seen how critical an issue, it is always a critical issue, but even more so right now with the tent city that has popped up. I hope we can give them a nod today that allows them to get moving even quicker along this path instead of having to wait until next week to start any of it.

Mayor Lyles said I see the Manager nodding yes too.

Mr. Jones said I would like to add; Councilmember Graham has been very gracious because put another way this was \$20 million that was put to a Task Force. They chose to wait until August to think about the other \$10 million and to some extent, this could have been at the last Council Business Meeting. I thought it would be good to have the conversation here so if there is this willingness to move forward in any procedural way, I think that would be a good idea.

Ms. Ajmera said I think we have the majority of Council support; this is really an important issue that we are all trying to address. I don't see a problem moving forward with this today, but I will leave that up to the Council to decide. I did have a question on these low to moderate-income residents, is that for folks at 80% or below?

Ms. Wideman said yes ma'am, it is the population that you normally serve through any of your housing dollars, 80% and below.

Ms. Ajmera said even if they have lost a job that used to make over 80%, they wouldn't qualify? Let's say someone made \$60,000 or \$80,000 pre-COVID and they lost their job would they qualify for this?

Ms. Wideman said we are looking at where they are when they come into made application for the dollars.

Ms. Ajmera said okay, so they make an application today, they are probably in the zero to 30% bracket.

Ms. Wideman said 80% or below, yes.

Ms. Ajmera said okay, so they can qualify; so it is the income they are making today.

Ms. Wideman said right, they have to prove that they have lost their job or suffered a reduction in income.

Mr. Graham said Madam Mayor if it is appropriate, I'm prepared to make a motion.

Mayor Lyles said let's get through the discussion and come back to it if you don't mind Mr. Graham. I understand this has always been our lane so I'm sure the only question is do you want to do more or less, but if we could wait until we get through.

**Councilmember Driggs** said I will second that motion.

Mr. Heath said I'm a really quick transition here to the Manager. Slide #14 is something that we hope you might find helpful as you are having a conversation with the Manager as you are thinking about the conversation over the next week. This gives you a sense of what I think is a pretty diverse portfolio of investments you've either already agreed to make or in the case of the last column, the conversation with Pam, you are contemplating. There is a little bit of apples/oranges going on here because what we decided to do in the CARES allocations column is includes both the Coronavirus Relief Fund as well as any applicable ESG dollars or Community Development Block Grant dollars. Hopefully, this gives you some sense of the types of markets, types of constituents that you are targeting with the various forms of CARES funding. As a backdrop, I would turn it back over to the Manager.

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## **ITEM NO. 6: REVISIT SPENDING PLAN FOR CARES, CDBG, AND ESG**

### **Discuss remaining CARES Act allocations and funding recommendations**

**Marcus Jones, City Manager** said clearly this last \$15.5 million there are so many needs out in the community, and you could make a case of anything that has been discussed no matter what bucket it is in. What we tried to do as a team is to think about this in terms of what has worked, what has potentially been oversubscribed, and can we instead of

saying stop at #32 on the list and if there were 10 more on the list that was just as worthy, could you go deeper or if you had 80% of the funding requests actually funded, if you did 100% would you get a better outcome?

That is some of the thinking with it, so if we start off with the last time that we discussed some of these funds, we had \$3 million set aside for hotels and \$5 million set aside for food and beverage. For the first two lines, I will do line two first then come back up. We believe that adding another \$3 million to hotels based on what has happened to hotels during the pandemic makes sense and it is reasonable. Even early on I think a number has been floated that was closer to \$10 million and I think the loss is something closer to \$100 million. So, we believe that would be a good allocation, that amount, and the program I don't think anything has been announced in terms of who would have received some funds.

Then I will go back up to the Flex Fund supporting highly impacted sectors and words matter and maybe we shouldn't have called it a Flex Fund, but what we are trying to do is we know that there are a series of different asks that again, have been oversubscribed. Small business oversubscribed, food and beverage, the allocation is \$5 million, we hit that \$5 million; workforce development partner support, there may be a discussion about that a little bit later today, but even with that, the allocation has been over-subscribed. Then this body talked about indoor music venues and I think there is an allocation close to a half-million dollars to support that. So, in this area, the concept would be because these things are working and there are some folks who are outside looking in, could we just go further into these areas to help with funding.

The Arts Organizations in this one, I actually went back to a February 5<sup>th</sup> presentation that we made to Council about the overview of City support for Charlotte Arts and it was interesting, I believe a couple of Councilmembers made the point that it is not \$3.2 million that the City puts towards arts in the community, that is just an allocation to the Arts and Science Council and it was closer to \$13 million when you start to think about the debt that we are carrying, the allocation to the Arts and Science Council as well as maintenance of these city-owned buildings. The concept here is between the City, County, and the private sector; there was a \$3 million allocation put together for an array of these arts organizations. My recommendation to you today is going to be to match that \$3 million but to have it more targeted towards those entities that use our facilities and our facilities because if we are not doing that we will get to the April/May timeframe and we will have a tremendous ask. Even before the pandemic, I believe the ask was \$7 million so, again, trying to get ahead, which is probably not the right word, but trying to address some of this makes sense, and even if you start to think about Thrive a lot of those is an overlap between Thrive and our venues. I believe this makes a lot of sense. Non-profit Organizations; this is the only thing that is new in terms of funding that we've done before, but I believe this is important because what we are finding is many of our non-profits have not received any of these allocations and I have been working with Michael Marsicano and Bryan Collier to try to figure out what are those organizations that are consistent with the goals and objectives of this Council. Some of those organizations are listed as Safety and Security, Equity, Inclusion & Social Justice, Housing and Neighborhood Development, and the Environment. The thought process there is if we could put \$2 million towards that, run it through the COVID-19 Response Fund which Michael is going to come in today and talk a little bit about the success of that. I think the Mayor is on the Steering Committee, I think Councilmember Graham is actually a part of the selection process, but I believe that would fill a void that has been recognized up to this point.

Lastly, the Digital Divide; and again, we would love to put more into this area. It is back to the concept of what can you get done before the end of the year and Shawn has done an outstanding job with looking at other ways that we can deploy these funds. If this were Friday, it would have been a million dollars, but over the weekend we are just being realistic with what we think we can deploy, and it is about \$500,000 and that will help us install and expand computer labs in selected communities centers. This would cover at least 10 locations and the other part of it is, which we shouldn't leave on the cutting room floor, is the technical support for local residents as it comes to the Digital Divide. While I would have liked to have said that I could have given you recommendations for the entire

\$15.5 million, I don't. There is \$2 million that is still there, and I will tell you there are still needs out there and I'm sure you have had some requests yourselves, but this is my recommendation for you today.

**Mayor Lyles** said Mr. Jones, are we talking about a discussion of those after lunch? That is what we are going to do, we are going to talk about the recommendations and thoughts around any of the presentations after lunch. We have two guests joining us today, one you are very familiar with, Michael Marsicano who is the CEO of our Community Foundation and he is here, but we also have something that I am very excited about. I hope you will see the fun in it as well as the economic opportunity and development that it brings to us. Michael has brought a guest who I am proud to say is from my home state, and that is unusual to be able to say that about South Carolina, but someone is here. Michael, would you talk to us a little bit about our work together on our funds for the COVID and then introduce our guest?

**Michael Marsicano, President and CEO of Foundation For the Carolinas** said sometimes in the days of crisis good partners become great partners, and this is how we at the Foundation for the Carolinas feel about our relationship these days with the City Council and in particular, your highly competent and highly professional team, Holly Eskridge and Tracy Dodson and our shop are considered rock stars. I just want you to know that they are the best.

Our first partnership and there have been many this summer, beginning with the COVID response fund which has been talked about a few minutes ago and I thank Councilmember Graham for serving on that grant-making body. We have raised about \$20 million, we've already distributed \$15 million for the dire circumstances that our community faces these days, and the fund and its purpose has morphed over time with the need. It has been very flexible, very nimble so at first a lot of money went to food and security as an example and housing issue. It then morphed over the summer to some of the things we were facing with the fact that all of a sudden, these children had no places to go, we moved the money in that direction and so it has been very nimble to move as the needs of the community have progressed, unfortunately. We've distributed \$15 million so far and you do not get to hear all the time the heartfelt thanks from some of these people that I get to hear, and I will tell you it is often heartbreaking. I've been brought to tears literally several times in talking to some of these folks. I would also tell you that because of Malcolm and Mark Girolle on the County side, they have moved the Foundation into neighborhoods and places that we've never been before. That is great for the Foundation, but it is also great for the community. We've been able to fund a lot of non-profits, small grass-roots groups that are on the ground in certain neighborhoods that we have not been able to get to before with the larger institutions. I think that has been really learning for all of us.

We followed that with our joint efforts to support small businesses, which has also been highly successful. We have distributed \$25 million to date and we have canvassed the City. Sometimes you will see the City and you will see the dots and they are literally all over, in fact, I will go just in my course of business for instance to my dry cleaner and I will say perchance have you gotten the City Open Business Grant? Oh, yes, we got that and da da da, and of course, I said well I had something to do with that. But everywhere I go that happens anecdotally, so it has been extremely successful. Now, we are moving yet to other areas, the hotel partnership, the food, and beverage partnership and my hope is that you will take the City Manager's recommendation on both the non-profits and the art institutions.

You know I cannot speak about the arts, it is just too much in me, and I will tell you the major arts institutions have lost \$27 million in revenue since March, \$27 million. The PPP they got only got them \$7 million so they are down \$20 million in revenue, just the largest \$13 million so we are in a crisis there and as you know you own all the facilities they work in so if they fall apart the facilities fall apart too. So, I hope you will give that your favorable vote.

I will also tell you that the Foundation has turned into a grant-making machine because not only working with funds that you have partnered with us but also the private sector money we've raised. Let me give you just one statistic that I think will blow your mind and tells you that my team is working around the clock. In all of 2019, the Foundation awarded 20,000 individual grants. After the third quarter of this year we have awarded 105,000 grants, so that is a quick update on a lot of work. Having said that, that is not originally why I come before you today.

Ever since the onset of COVID-19 and the tragic murder of George Floyd our City has been challenged on multiple fronts that we are all talking about today and I want to thank you for your leadership during these difficult days. But with all the turmoil around us, we much pause to celebrate good news when it comes our way and the good news on this day is my good friend, Charles Randolph Wright and he has a good news story to tell. Charles and I enrolled as Freshmen at Duke University as pre-med students. Fortunately, for the medical world, I did not [inaudible]. Fortunately, for the global artistic world neither did Charles. Charles and I lived in the same dormitory at Duke and became very close friends. He was also good friends with my Duke graduate wife Leslie, thought he knew Leslie before I knew Leslie. They were big in Duke Theatre together. One spring Leslie and Charles rode down from Durham to Carowinds together auditioning for the summer performing stages at that entertainment venue. Both were rejected. Leslie went on to Divinity School where one could argue she uses her theatrical training in the pulpit, Charles went on to Broadway. So much for Carowinds. Charles is Broadway royalty, beginning his career as a member of the original cast of the Broadway musical hit Dream Girls. After a distinguishing acting career on Broadway in film and on television, Charles would become a Director. One of only 11 African American Directors on Broadway. He opened the acclaimed Broadway hit and directed it, Motown the Musical, and when the Motown Musical toured, it was his birthday, he came down and we had a great birthday celebration after attending that night. He staged the national tour of Porgy and Bess. A multitalented artist, he is also a screenwriter, a play writer, and a producer. In 2010 he received the prestigious Robinson award and in so doing joins the company of Sidney Pointier, Ruby Dee, and Lloyd Richards, just to name a few. This brief list of credentials only scratches the surface of this artistic machine in Charles Randolph Wright. I encourage you to look him up in Wikipedia and read his full bio.

But why am I telling you about all of this today? Charles and his good friend, Oprah Winfrey, she is on speed dial, are co-producing a television series here in Charlotte and our City is not just a backdrop. To tell you all about this incredible opportunity for Charlotte I give you my dear friend, Charles Randolph Wright, who by the way, calls Charlotte home having grown up just across the state line.

**Charles Randolph Wright, American Film, Television, and Theatre Director** said I know you have to eat so I know you just said everything, I don't know what I need to tell after this but it is amazing to be back here. I did grow up in York, South Carolina as I describe it in the woods and Charlotte was the big City for me. Charlotte was the dream and I often say geography does not limit your dream. It is highly unlikely that this kid from York, South Carolina is here in Charlotte executive producing with yes, Oprah Winfrey this new series. It is called Delilah; here is the show called Greenleaf that I was one of the Directors of. The write of that show created a new show; they called me saying oh, we want you to do this new show that he is doing because all of that show, as well as many shows, I've shot in Atlanta. Everything shoots in Atlanta. So, they called me about this show and said would you do it, I said yes, they said we are shooting in Charlotte. I said what! So, I said do you know where I'm from and they didn't and all of a sudden what turned into me being a Director on the show turned into me being an Executive Producer on the show because I started telling them things and no it is not called downtown, it is called uptown. No, it is like all these different things about this world and what I realized is we've never seen Charlotte on screen. We've seen Charlotte has been used to be other places, but we've seen Charlotte in the past. How amazing to see Charlotte in 2020 which is a whole other world. I'm staying in NoDa of course, I'm an artist, and it is so unlike anything I've ever seen. I can't believe that Charlotte has turned into the City it has become. I would pop in here, I would go see my family every year, but I've not spent the time here and I realized the opportunity this City has to reclaim what the state used to do

with film and television because Atlanta has it all. There is no reason why we can't do that so, for me, I thank you for giving this extraordinary City, but I want to give back to you, and I told Mayor Lyles this, that I want to help you bring more projects here. To bring more work here because it can completely invigorate this City, change this City, and I've been discovering so much about what this means.

Unfortunately, we are in the time of COVID and I've never worked like this. We have all the protocols, I'm tested every other day. It is insane and I said the bad news is my family can't come to the set and the good news is my family can't come to the set. So, the world of this, I would love to have you all see what we are doing, and unfortunately, right now, we can't, but I'm going to grab different people here and there. It is funny because we were shooting, we are going to shoot at a townhouse in Fourth Ward and I looked across the street and realized because Mell Watt and Eulada are my cousins, so my cousins live across the street from where we are shooting. So, I said you will have to walk down the street so we can shoot this, but the whole idea of having this kind of work here, that young people can see what can happen, but not just young people because dreams don't end when you are young. The idea that older artists who never had a chance, we are using local artists, I've been going to galleries here, we are using as many local actors because they wanted to bring all the actors in from Atlanta. I said no because one five-year-old who is going to become a star who lives in Pineville. He has never done anything, it is amazing what we can accomplish, and I am so proud first of all to be from here, to be a native son from the woods, and to be able to talk to you today and stand here. I looked at Daily Word this morning and it said, "my life is in divine order" and I really feel that my being here is far more than just doing a TV show, far more than doing this show that will be on the O Network and probably Netflix. It is much more than that because we have a chance in the middle of these two pandemics to change things, for people to see a city that is doing things, I feel in a different way and in a necessary way. I thank you all for that, especially you Mayor Lyles, and Michael for having me pop in here and I have to go back to work in mask and PPLD suits and it is madness. You are going to see a Charlotte you've never seen, and I am so thrilled to be a part of that and I thank you for allowing us to speak to you today, and hopefully, by January when we are finishing it will be a little more open and I can actually you all become extras. Maybe I will shoot in here and have a City Council argument; that would be realistic, I guess. I do thank you for that and know how important it is and Michael always talks about the arts but, know that I would love to be an advocate because I'm from here and I know what this means. I want to be an advocate for this City and for this work and I thank you so much.

Mayor Lyles said thank you very much for coming by. When Michael and Charles and I got on our first call I thought this would be about three minutes, and a half an hour later it was just eye-opening what happens when we have the ability to use our City as a backdrop for national production is absolutely fabulous, but Charles you have brought this to us and we are very, very grateful.

**Councilmember Mitchell** said Charles, I was a Greenleaf fan, come on I've got to ask you one question.

Mayor Lyles said wait a minute; Renee is more of a Greenleaf fan, that is what I was told.

Mr. Wright said I didn't have anything to do with the Bishop.

Mr. Mitchell said that was my question; is the Bishop going to come back some way?

Mr. Wright said I can't tell you that, but the episode and people don't know, but I directed that episode, and everyone was calling me going, I can't believe that. I said I did not write this, I just directed this, but the kind of energy of Greenleaf is what this does. Quickly, the story is about two black female lawyers in Charlotte, one who has a small firm, one who is in a high-rise uptown and they are best friends, grew up together, went to college together. What ends up happening another friend of theirs becomes a whistle-blower in a case and they end up on opposite sides of the case. At the same time, one is getting married and the other one is the maid of honor. It is so convoluted, it is so southern gothic

Charlotte, it is perfect. And so, it is that, but I had nothing to do with Greenleaf, we are now in Delilah.

**Councilmember Driggs** said Charles I just wanted you to know that I saw the Motown Show and I'm old enough to remember a lot of those songs when they came out, so I thoroughly embarrassed my wife by singing along lustily with many of them. I have to tell you it was a fabulous show, a wonderful job.

Mr. Wright said I've had several things come through and again, I've had things at the Blumenthal, I know Tom Gavard really well, but to actually be living here; I have not lived here for decades so to actually be here and to feel the energy of this city is extraordinary. I am so moved by it and again it is divine order, so I'm thrilled.

**Councilmember Graham** said I don't want to let Michael leave without really drilling down again on the work of the Foundation since April with the COVID Relief Fund. His staff has really taken the time, the energy to evaluate hundreds of grant requests and made recommendations to the Committee for consideration and he is right, the grant applications really touch every sector of this community and they were very intentional and thoughtful about how the dollars were to be spent, not only the million dollars that we invested but the \$18 million or so from the private community as well. I just wanted to kind of give him and his organization the proper congratulations for a job well done. And Charles, I do have a headshot in a bio.

Mr. Wright said I believe all of you are going to end up and believe me I will be calling you.

Mr. Graham said thank you, Michael, I really appreciate that.

Mayor Lyles said thank you both for coming. Enjoy the rest of the day; what is the address of the house where the set is, I just need to know that section.

Mr. Wright said you can go to the studio, we are on Raleigh Street [inaudible] warehouse and we created our own studio there.

Mayor Lyles said I can't really tell you, we haven't had the ability to have a production like this in a long time and I understand Season 1 and Season 2 are banked, so that in itself is something that we can be very proud of and grateful for Charles bringing in, focusing on it. It is just a coincidence of location because we didn't do any gifts or anything, this is their choice.

**Dave Phillips, Facilitator** said we are going to break for lunch briefly, so grab your lunch, come back in, we are going to have our conversation and discussion about these things.

Mayor Lyles said what I was saying is I think that we definitely need to say preliminary what we are approving and then let put it on the agenda on October 12. That will allow people to comment on it as well and be able to speak to it if they choose to. I also think the head nod, and I was asking the Manager if we gave the majority vote or preliminary vote today would that help us particularly in the issues, I think that Ms. Ajmera and Mr. Egleston raised about the Excelsior being placed under contract.

The meeting was recessed at 12:18 p.m. The recess ended to move to the regular Strategy Session at 12:38 p.m.

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## **ITEM NO. 7: CITY COUNCIL GOVERNANCE COMMISSION**

### **Update on work of Commission; Working Lunch**

**Mayor Lyles** said we are going to shift the agenda a little to have the report by the Governance Committee come up. Julie, if you will recall last year at our Retreat, Council



talked mobility and we talked governance and I committed that we would have two committees and many of you have seen Taiwo's of had the opportunity to see the work of Charlotte Moves. The Governance Committee was also appointed, and Julie took the lead with it, but I also wanted to mention to you we had a Democrat and a Republican Chair; Amy Peacock is the Republican Co-Chair of that. Cyndee Patterson's husband, who passed away I think about ago, was at the same time the Co-Chair representing the Democrats. She said she could not handle caring for my family and this so now we have Amy and Julie has taken more of an active role in working with the Committee on governance. So, she is going to do the Governance Report so I will turn it over to Julie.

**Councilmember Eiselt** said I will give you all a preview of what the Committee has done, and this was prepared by Amy Peacock. I jumped on some of the calls, tried to stay quiet, but I was asked to be on it pretty much just to be able to answer questions that came up and the Committee was unsure of why it wasn't questioned, what was behind it, that sort of thing to give people perspective. I know Mr. Driggs listened to a few calls so, I'm just going to read to you what Amy has sent to me.

The Citizen's Advisory Committee on Governance was charged by Mayor Lyles to do the following: to have a look at City Council terms of office including the length of terms if they wanted to go to longer terms, and if so, should they be staggered and that sort of thing. Look at whether or not, or just to sort of understand the full-time versus part-time nature of our position and compensation and to update policy guidelines and principles for City Council redistricting after the census data comes out. So, they are not making recommendations on how to draw lines, it is just that they have a huge amount of data on the different Districts. They all agreed that Ms. Watlington has a really small District, there is no problem there. They sent some data on the growth in the City, where the growth has been. Ms. Watlington's District and Mr. Egleston's District has had the most growth and probably will continue to so, they are sort of deliberating and in their last meeting on September 15th on whether or not there should be more Council Districts. They began that conversation in last week's meeting, whether or not there should be more Districts and how you could accomplish those seats.

By State Law the City Council could have 12 seats plus the Mayor, so by law, we could add one more District Seat and we shed a little bit of light on how that works in practice by having an even number of seats. In the last meeting, they talked about that and the upside and downside of then saying then the Mayor should vote regularly to break ties and that kind of thing, so they are still kind of digesting a lot of that information. Then the other part of that conversation was whether or not you would say let's take away an At-Large seat in order to get another District seat. So, there are still some options as they look at certainly the need for some tweaks to our Districts and the number of people that District Representatives have in their Districts. The data that they were given, which was interesting, is that our City Council District Representatives represent more individuals per capita than almost any other of our peer cities. That has something to do with Nashville, I think their number is something like each District Representative only has 16,000 people and that is because they have 42 Councilmembers. They have a lot of information to kind of digest, but I will tell you what they have taken straw votes on so far. In their meetings, they took a straw vote with regards to terms of office, including the length of terms as well as the method of implementation. They took a straw vote which passed eight to three to move to four-year terms. Two-term limits contingent upon four-year terms which they do understand would have to have General Assembly approval; that passed 10 to one. They would like to see a referendum on four-year terms and that was seven to four. A move to a non-partisan election method was passed six to five and a move to staggered terms contingent upon four-year terms passing was 10 to 1. With regards to paying and full-term or part-time positions, they had the conversation that the Council is doing the work of a full-time job, for the most part, a lot of Councilmembers are, but they do understand that moving to a full-time job is a whole different ball of wax. That is not something that they are considering making a recommendation to move to a full-time Mayor structure which would be a strong Mayor form of government. But they do acknowledge the workload of Councilmembers and they do believe, it passed 11 to 1 that the City Council should have an increase in compensation. For everything, they discussed I have to say Lauren in Patrick Baker's Office did a phenomenal job of supplying data and

peer information to this Committee. I have a lot of that, or Lauren can forward it if Council would like to see all of that. They did feel strongly that the City Council should have an increase in salary, which at least matches that of which the Board of County Commissioners received. I think they are at about \$10,000 higher than we are. That was sort of an arbitrary number frankly because they looked at that and said we are in the same City here and City Council should at least be getting that much money, but yet they understood, Patrick explained to them that that is just a number that the County Commission voted on themselves. There is nothing magical about that number.

The last meeting will be on October 15<sup>th</sup>. I wonder if they going to have to go more than an hour and a half because (a) they will take a straw vote on the District issue, but they will also get back the survey that was sent out and I hope you guys all saw it and were able to send it to your constituents. There was a survey that went out around all of these questions and so they understand, although they took straw votes, some of them may change their mind based on what comes back in that survey. I think as of Friday when the survey closed there were over 600 responses with about 150 or so separate comments. Personally, I think after the Council discusses this information that maybe we should have the option to reopen that survey if there is more of a will for people to participate in it and talk about it. That is essentially what was discussed, and I just sent you guys an e-mail that Lauren had sent to us last week that looks at the demographics of the City and it is very interesting. It shows where the growth has been, it talks about the 2040 Comprehensive Plan and how we anticipate another 20% growth by 2040, where that growth is going to go, and the demographic information.

Please let me know if you would like other information that was shared with the Committee. It was extensive but I don't think I have forwarded you everything, but it really points to the fact that we as a City, since our form of government was formed back in the 70's I think we have tripped in growth, and we are still using this form of government from back in the cities and we only have different ideas about how you could fix it, but I think we all agree it is a struggle sometimes to be able to truly represent hundreds of thousands of people appropriately. In your case roughly 100,000 people per District and to do it effectively on a "part-time" basis and still be able to hold a job or whatnot.

**Councilmember Egleston** said if there were to be four-year terms, they would be staggered which I think they should be if we have four-year terms. It would also stand to reason that we would align ourselves with the way that CMS does, all of the Districts in one two-year cycle, and all of the citywide, in our case would be At-Large and Mayor in the next cycle. Was there discussion around when that referendum will occur, would that referendum occur in the 2021 Primary, the 2021 General, or sometime thereafter, and when that would take effect?

Ms. Eiselt said no, they didn't talk about that because they are also mindful that these are just recommendations made to Council and that we might do something totally different, but these are going to be recommendations that they make to all of us once they have finished their work by the end of this month. They didn't really get into the legalities of that. Patrick, do you have anything else?

**Patrick Baker, City Attorney** said really focused on the substance in terms of if you are going to do it and when you are going to do it, that would come to the Council for a decision.

**Councilmember Driggs** said do we know we are going to get a final report and recommendation from them?

Ms. Eiselt said I think by the end of the month. Their last meeting is October 15<sup>th</sup> and they might decide to add another one if they don't have enough time on this meeting, but I will mention to Lauren and Amy that they might want to build in a little extra time on October 15<sup>th</sup> and then the Mayor might have a conversation with Amy as to how she presents it to Council. That hasn't been decided yet.

Mr. Driggs said I would suggest that they think about how some of these issues that they have considered are inter-related. For example; four-year terms I think in most people's

mind that is accompanied by staggered. If you have four-year terms you take advantage of the opportunity to stagger them so is their recommendation that we have four-year terms staggered or is it four-year terms and then a separate subject staggered. I would like some sort of guidance like that.

Ms. Eiselt said they did talk about it separately and they had one person who said she didn't want it staggered, but after the discussion amongst the group she said it is not staggered now, you don't need it to be. But the group determined that they would like to see it staggered if it moves to four-year terms.

Mr. Driggs said I would just remind you because we both heard this, back when we talked about this before we got briefed by the then City Attorney about the events leading up to a referendum and a public hearing and therefore a calendar timeline. If they don't talk about timing when we do, we are going to have to think of it in the context of several months of kind of run-up to the referendum.

**Councilmember Graham** said just picking up on Ed's last comment, or the Council can make the decision themselves. We don't have to have a referendum.

Ms. Eiselt said which they understand.

Mr. Driggs said then there is the petition issue, if the Council did try to proceed without a referendum a petition with 5,000 signatures could trigger a referendum requirement.

Mr. Graham said I just think we need to keep all our options on the table even if there was a petition to do just that because it is just recommendations. Again, I will think big picture; if we are going to really talk about our form of government and four-year, staggered, partisan, non-partisan, strong Mayor, weak Mayor and I really applaud the work of the Committee. My condolence goes to Cyndee, I did not know her husband had passed, I knew he was sick, so my heart is broken right now a little bit, a great lady. You have to look at the big picture and for me, it is the whole of government throughout the County. It is not just the City, it is the County and if I had a magic wand and I could consolidate tomorrow I would because of so many of the issues that we are dealing with it; I know this goes beyond the scope of the Committee that they were given, but I think it is just like baking a cake half-way. All of the issues that we are dealing with in terms of the Corridors of Opportunities has an element of collaboration with the County. The County is doing affordable housing, we are doing affordable housing. The County is doing economic development, we are doing economic development. The County is doing a number of wrap-a-round services that we desperately need to advance our corridors, we don't have any of those services. We talked today about the investment the City is making in terms of our homelessness population, the County is doing that as well and so I applaud the work of the Committee, I view these as only recommendations based on what I've heard. I've got mixed emotions about some of the recommendations, but I hope we can have a larger community conversation as we kind of talk about governance. I know it is a very complicated issue dealing with not only with Mecklenburg County but the small towns and municipalities as well. But if we truly really want to restructure what we do and how we do and what we get paid and whether it is full-time or part-time or how do we grow this community moving forward, the Community with a big C, not a small one, which includes the County and the towns and the City, I think it requires us to really ask some tough questions about who do we want to be as a Community and how are we going to get there and what is the best form of government that will take us there? Just food for thought and again, like I said I might e-mail, but just my thoughts. I just think there is a larger question that needs to be answered that a number of people in this community are afraid to ask.

**Councilmember Watlington** said just to follow-up on what Mr. Graham said, I definitely think that it is a much larger discussion and we would do ourselves a disservice if we didn't consider the whole pie if you will. My question was more procedural about how the data was pulled and that kind of thing. The reason I bring this up is that I happen to be in a conversation last week with a UNC-Charlotte Professor who worked on consolidation in particular with Mayor Anthony Foxx 10-years ago and I'm just curious as to how we are

partnering with the University on some of this work because there are definitely some experts out there that have looked at this specific to the Charlotte Community?

Ms. Eiselt said I'm going to let Patrick answer that because his team was the ones for all the resources for all of that information. Just to be clear, we didn't talk about consolidation, and I do personally don't feel this would have been the right group for that.

Ms. Watlington said my questions weren't so much about consolidation, it just made me think of it because of what Mr. Graham said. The question is really more about how we've partnered with the University to get the data that might be available.

Mr. Baker said I don't know that we've partnered specifically with the University; I know that Lauren is actually a UNCC MPA student right now, so I assume that she was pulled from open data resources, but I didn't ask. Most of the data that we are talking about is the size of our peer cities, the structure, whether or not there was support staff for the Councilmembers, how much they were paid, how much Councilmembers were paid, so most of this was just sort of open-source information that she was able to grasp. Again, she is a UNC-Charlotte student, so I don't know if the data came from anything out of the work that she is already doing.

Ms. Watlington said I would just encourage us to reach out to the Public Policy Department.

Mr. Baker said sure.

**Councilmember Johnson** said Ms. Eiselt, I didn't hear you present information on the non-partisanship. Can you give us some information, and if I missed it, I'm sorry, but can you give some information on what the straw vote determined?

Ms. Eiselt said I wasn't in the first conversation that they talked about it, but it came up because the conversation led from the fact that in most cities in North Carolina, their municipal races are non-partisan. I think only Charlotte and one other city Patrick.

Mr. Baker said that is correct.

Ms. Eiselt said Matthews [inaudible] are partisan races and with regard to the non-partisan nature of it with only eight percent of people voting at the primary level, that was one reason to look at it as well. It came about when they were looking at data from across the state. We have to compare ourselves to other cities, but we also have to compare ourselves with how things are done in North Carolina and for the most part municipal races are non-partisan and 99% of what we do is non-partisan. I suppose, for some cities, that is why that works.

Ms. Johnson said two questions; did you get the straw vote on that issue and two, was that one of the initial charges from the Mayor or was that just something that kind of came about in the discussion?

Mayor Lyles said it wasn't a charge in the charge, but I think the idea was if you are going to have terms what would that mean and how to do it. I don't think it was stated, in fact, it was not stated I remember that because I think in our materials somewhere, I was trying to find the charge of it. Can I just say one other thing while I'm talking? This was something that was brought up because the Council had this discussion two-years ago was it, of it was term before Malcolm, Renee and Victoria came on, a year and a half before that and there were two issues on the table, how long should the terms be and whether or not the pay was sufficient? So, the full-time and part-time, I want to make sure we are clear on, it was around gauging the pay, not necessarily that you were full-time because if you say you have to be full-time, people that work every day wouldn't be able to actually run for office. I don't think that is what we were envisioning, but I think the question the Council really wanted asked was the term, how long should they be? The Council defeated going to four-year terms on a Council vote, but there is a way to do it by referendum, and then

the pay which we know; I think the School Board gets minimally and the County Commission gets paid more than we do.

Then the final thing I wanted to say is that when the census is done, we are going to have to have some criteria for making those decisions about the size of our Districts and where the boundaries are. A lot of the boundary issues are very political. In the past we've had three Democrats, three Republicans, the parties are involved. Now, I guess we would have green, the Libertarians, who else? They are involved, but I really think that this is probably the most demanding effort that we would have to have if there is a nod on either pay or years of the term, I think those are prescriptive. We can do the budget the way we want to and there is a legal process to do parties. On the agreement of how you do Districting after the census, that is pretty much up to us and I think what we were trying to do was get some parameters for that and they haven't gotten to that part of it. I think we are still going to need to have a Council Committee made up for the redistricting after the census that may be two-tiered, Council and then political of political and then Council, we've got a lot of work to do in that area.

**Councilmember Ajmera** said how was the redistricting done in the past? Mr. Attorney do you have a background on that?

Mr. Baker said I was involved in another jurisdiction in 2010?

Mayor Lyles said it was done by a Committee of three Democrats and three Councilmembers and three Republicans and there was a decision made that the Districts would have no more than a 10% differentiation on population. That is what the criteria were, but now because of our growth that would make our Districts the size, as Julie said, of most cities in this state if we do that, so is that the right, but that is how it was done and then lines were drawn and agreed upon by the two parties. I don't know how they did it in other places, but that was Charlotte.

Ms. Ajmera said I didn't get that; you said three Democrats, three Republicans, and was the 10%?

Mayor Lyles said you had 10,000 people in your District the next District couldn't have more than 10,100, it is by voter population.

Ms. Ajmera said okay, so the Districts have to be about the same size in terms of the population?

Mr. Baker said right.

[inaudible]

Mr. Baker said ultimately you get the information back from the Census and it is heavily GIS at this stage where they've got all the precincts there and then you populate it with your new population in your precincts and I recall literally there was a screen and you could flip precincts to make the numbers work. There is a requirement that the precincts all have to be contiguous so you can't grab a precinct in the middle of another District and count it over to the next District, but literally, you are working on the edges to make that balance if you will. Also, a Council will decide what that process looks like, but also what the final product looks like. So, at this stage, the Committee is simply making recommendations on the guidelines for what you should really focus on as you're going about it and I've seen it done a couple of different ways, but often times it is going to be that no more than 10% difference between the Districts, not dividing up established neighborhoods to achieve that. I've seen geographic issues where geography comes into play in some communities and things like that are the typical guidelines.

Mayor Lyles said Councilmember Mitchell has probably through at least one of these.

**Councilmember Mitchell** said I've been through two of them and so the only thing I would add is we also make sure incumbents don't run against incumbents. That was one

criterion we kind of looked at and the challenges where we had growth in District 3 and District 2 and small growth in District 1 and District 4. You are right Patrick; we have kind of put precinct and precinct. Back in the day, Malcolm had Lincoln Heights and Druid Hills and now we had to give that to Larken. I do have a question; when is the Governance Report due back to us?

Mayor Lyles said what we had talked about was by the end of this year so there would be lots of time for Council because I don't really know what the focus should be. I wasn't pushing anything that had a deadline, but then they also got interrupted by COVID and I was fine with them going into 2021 but I think the Committee has decided that they are ready to be complete and so that will be by the end of this year.

Mr. Mitchell said to me then Council; we've got to steps, one is to receive the report, but more importantly, have the maps confirmed by the time we file in July and so we then do have a window Mayor to your point of getting another Committee in place and make sure we get this ironed out at least by March before we all file for office in July.

Ms. Johnson said I definitely think it is two-steps regardless. The sooner they get done with this first round the better.

Mr. Egleston said I do think Council when the time comes should provide guidance to a lot of the points Patrick just said about not putting precincts or neighborhoods; we actually do have some neighborhoods that are split into our Districts now, and contiguous and all of that, but I for one for whatever it is worth, don't think Councilmembers should be on the Committee that initially recommends the new Districts. I don't see how that is not problematic. I don't know if it is up to us at the end to approve the Districts that are recommended as a full Council, but as far as us being the ones who are in any way involved in drawing them, I wouldn't be in favor of that.

Mr. Driggs said I just want to point out to everybody that this whole redistricting subject has been the subject of a lot of discussion in North Carolina and court cases, there is a political overlay on top of some of the practical considerations; double-bunking, incumbents and what happened in 2012 was the General Assembly looked at what the Board of County Commissioners were doing and just took it away from them. Because redistricting was actually imposed by the Legislature, so we have time to discuss all of this, but I just caution everybody, when you start redrawing those lines all kinds of stuff bubbles up. Packing this and such and such that and do you end up with a reasonable expectation of balance on your governing body or at least a proportionality in relation to the mix of the population? So, we have work to do on this.

Mayor Lyles said a lot of work to do, I agree. I will tell you that the three and three were based upon the idea that there were three Republican Districts, three Democratic Districts, and one toss-up. That is how you got to that three and three. Now, that is no longer the case; we are a different City and where the growth is and all of that so what I think we are looking at is the principle was to try to have fairness, but I definitely know that we cannot use the model that we had before.

Ms. Ajmera said redistricting is a hot topic in our state. I know there are Legislators that are pushing for independent redistricting. I think we ought to consider that option as well, that Council is not nominating any members or even involved in approving it at the end of the day. It is an independent Board that is doing that option, and I just want to make sure that option is on the table.

Mr. Graham said I don't disagree with Larken very often, but I think we ought to keep all our options on the table right now in terms of how we do it and what the authority the Council is willing to yield to others I've done this at the state as well as the local level. I think we ought to keep all our options on the table.

Ms. Eiselt said I would say the only other issue that I felt a little bit out of my lane on was the idea; I think they definitely feel, and we'd all agree we need better coverage and we should be thinking about adding at least one seat. We can't add more than one

Councilmember, but they said what do you think about taking one of the At-Large seats? I only have my perspective and as I said to them there are three other At-Large members, they might have very different perspectives, District Representatives, we all kind of joke about who works harder At Large or Districts, but the bottom line is everybody has a different perspective and I do think it is really important that as a Council we lend our experience, all of us, as to what that would do if you went – you will see in the data that I sent you a lot of our peer cities don't have any At-Large Representatives, it is all District. Five of the eight are all Districts. We had a reason that we went to having At-Large Representatives.

Mayor Lyles said it used to be seven At-Large and all the members of the Council lived in the same zip code and went to the same church and a lot of similarities. At the time it was considered by the group that did the workaround restructuring which included Ron Leeper who was the primary person in this effort, that Districts were to represent and be able to hear the voice of the people, that Districts were necessary. But once that you were elected you were supposed to vote based on what is best for the entire City. What the thought was at one time, nobody brought the black perspective, nobody brought the Hispanic perspective to the table and that is why Districts were created, to bring those perspectives but the idea was that you put all of that together and do what is best for the City overall. They decided to have the At-Large folks be a part of that to bring that together, that is basically the history around it. That was in 1970 something.

Ms. Eiselt said I will just close with my piece of this, but I think that is an important conversation to have. I also see the reason for having At-Large representation because if you look at the issues that we in Charlotte are dealing with now, namely the Comprehensive Vision Plan, if we had all District Representatives it is very likely everybody is just going to vote on that plan that best suits their District and I do think there is value in having a weight of votes that are saying let's look at the whole City. Ideally, we would all think that way, but that is just not how it is. The conversation came up with how we vote so, Ms. Johnson to your point, the conversation went in different directions that didn't have to necessarily to do with the original charge just because of the discussion and it was brought up a couple of times that some cities vote on just District Representatives, the whole city votes, so if you are running to represent District 4, but the whole City is going to vote for you and that usually happens in a non-partisan election. I don't think they are going down the road on that, but those things were discussed. I think what is going to have to happen is that if we move to another District Seat we've going to have to decide or maybe I don't know who else, does that mean you are adding another seat at the dais or two seats for Districts so that we stay at or take one from At-Large or whatever, but that is a conversation to have.

Mayor Lyles said I think we've probably [inaudible] everybody's attention and get it. It is going to come up pretty soon but begin to start thinking about that.

Mr. Driggs said I just wanted to mention the At-Large structure given the majority of one political party in Charlotte has contributed to a situation where the combined 20 elected officials on the Board of County Commissioners and the City Council two right here, are Republican and that is not reflective of the mix of the population. I'm not being political here, I'm just saying a situation where the composition of your public and the composition of your elected bodies is so disconnected is not a good thing.

Mayor Lyles said those are the kind of thoughts that you expect to hear and then someone is going to push this into something that is really workable for the City and I think it is going to be a little bit tougher because as I said before, it was easy when it was three/three and one. That was a whole easier than, what do we have, seven and two.

With that just keep it ready and I think the discussion around the Manager's recommendations is next. Mr. Jones.

**Marcus Jones, City Manager** said that is correct Mayor, so I'm welcoming feedback from the Council.

Mayor Lyles said can I say something? The Manager reminded me that we can vote on this because it is a straw vote, but once we move it, it doesn't come back on the agenda. That is the way the CARES money has been spent with having a sense of emergency and urgency to do. Whatever we do today will be by a hand raising of a vote and then the Manager will go ahead with implementation.

Mr. Driggs said I just wanted to under this subject to make the general observation that several months ago \$155 million descended on Charlotte, I think unexpectedly at the time. I remember you called me up and said Ed, we've got all this money, and I think the way in which we have found uses for the money that protects City finances and addressed the greatest needs of COVID has really been exemplary so I wanted to commend you for that Manager, and furthermore I think the proposals that we have in front of us on the housing funds and the other recommendations you made for the \$15.5 million are responsive to the most acute needs and reflect the outcome of a very thorough process. I just want to advocate in favor, and I think there is probably a pretty good consensus here, of supporting your recommendation and I hope that we can move forward with them because I think the time is of the essence. It is always of the essence.

Mr. Mitchell said Ed, I'm going to echo, I think the City Manager has done a great job. I would like to though with the remaining \$2 million if he could look at partnering with the YMCA. When we think about the Y and the situation they are in and the partnership that has worked for us during the summer, I think we can pivot in relation to adult programming or youth programming and so how do we feel about the remaining \$2 million to look at supporting the YMCA?

Mayor Lyles said I really think that the toughest part of this pandemic has been our kids and having someone virtually learning and not having that person to person contact, that if we can do anything that would – long story short, I don't know the downside to that. I think that is an excellent idea because our kids are losing it. I think that is a great idea, but I'm sure that there are other ideas out there and I just want to make sure we've got them on the table. Thinking about these kids is why we did the digital stuff more importantly.

Mr. Newton said I would generally agree that I am satisfied with these recommendations and I hear you Mr. Mitchell there as well. I did want to just pinpoint the appropriation for the digital divide. I think that was originally a million dollars, it has been scaled back. I believe that Mr. Mitchell made the point earlier about the hot spots and how just critical they've been particularly in underserved marginalized communities. It has come to my attention that there are still students that don't have hot spots. Now there are these general kinds of larger hot spots where multiple can either come to a single location or alternatively they are already at that location. So multiple students can use one hot spot at one given time. I think the hot spot appropriation we made before was for individual residences. I'm seeing here that we are looking at 10 locations in partnership with United Way, I'm wondering where those are and I'm speaking so I did have a number of good conversations with Mr. Heath about this. My frame of reference is the Latin American Coalition and the challenges that have been faced by the young folks there.

They haven't had the ability so there has been a true lack of wrap-a-round services for the hot spot that exists there. The hot spots are going to be provided and I know that has been provided through a partnership with CMS, but the hot spots are going to be provided I think we want to make sure that the children that are using them can actually use them for their intended purpose, can get the full benefit, maximize the effect of those hot spots. I guess a couple of questions here, do we know the locations of the United Way hot spots or these labs? When we look at the digital navigator program, that is something that has been specifically brought to my attention that is lacking in some of these more generalized hot spot areas. Is that something that we are talking about that is going to be specifically geared to the United Way or is that a program that can provide support for some of these more kind of broader general hot spots that are available to multiple students and then again too, what other consideration could be given to supporting maybe some more of these broader hot spots where we are kind of maximizing our efforts rather than just the



individual ones where maybe we helping 10, 20, 30 or even 50 students all at once through one location?

Mr. Jones said I will start off with Mr. Newton and Shawn and Kelly will stop me if I go too far. I don't know what the address of the 10 spots is, so I do want to clarify something. We thought we could do one more project with Inlivan which fell through and that is why I said we were trying to do a million and it went down to a half million, but if there is some willingness of this Council to sharpen our pencils and find ways to deploy more resources related to the digital divide, I could take a portion of that \$2 million and put it in that safe. We just need to make sure that we could deploy it in the way that these funds are intended.

Mr. Newton said I don't think you would take much either, so I just want to say that as well. I think a little bit could go an awfully long way. I can't recall the overall number of hot spots that are being provided but from the standpoint of maybe identifying some locations with partners that we've worked within the past for kind of a general hot spot, but then that wrap-a-round service. These young folks are coming out so once again, just for purposes of illustration and example here; these young folks are coming out to the parking lot at the Latin American Coalition, they are sitting on a curb to use the service. There is no protection from the elements whatsoever and they are left on their own. Oftentimes their parents work so they can't leave them there throughout the day so, they are not getting the full benefit of instruction from their schooling because they are only there for a temporary period of time and what we know is, it is going to be winter soon. So that ability for these young folks to have a hot spot to have that connection to get an education, that window is closing even further. So, to the extent that we can provide that opportunity, once again, it probably won't cost very much, but can maximize the true benefit and make a real difference in their lives.

Mayor Lyles said I'm really curious about this because can't remember but the materials and they are a little bit different and I thought when we talked to CMS that they had actually said they were going to put hot spots inside people's homes. Why we would have anybody sitting on the curb when the private sector, was over \$4 million so, I'm a little bit like what happened in the implementation of something? Help me understand, Shawn if you know the status of this digital work that was supposed to be done with the \$4 million? If this is the stuff that is going on Matt, it is difficult.

Mr. Newton said it is a bus and this was rolled out in different locations throughout our City and it is just a bus that is just parked there, and anyone can come and use it, but once again there is no protection from the elements.

Mayor Lyles said there was \$4 million; have we spent the \$4 million?

Mr. Newton said I'm really intrigued by the navigator program because what they are saying is there is no one to facilitate this or even look after the kids if the parents have to leave.

Mayor Lyles said let's find out the status of this.

Ms. Eiselt said I just have a question and maybe Shawn can answer this. Matt; when you mentioned it to me, I think it is worthy, but I'm confused if you are saying that the problem is the kids don't have anywhere to go when the parents are working because that is a different issue than the hot spots. My understanding was CMS has the hot spots, we were helping pay for the service and so I agree with you that having kids sit outside on a stoop is really not good, but the question is where would they be? If they had internet connectivity, where would they be? They can't be on the bus, they can't be in the Latin American Coalition if their parents are at work. That seems to be a bigger issue if there is a problem there that needs to be highlighted too.

Mr. Heath said there is a bright line between these; the hot spots of course was the 16,000 devices that CMS had funding for hardware. Ms. Eiselt is correct, we then provided some supplemental funding to provide internet access through the end of this calendar

year. Then separately, there is a CMS school bus that is going to the Latin American Coalition site on a daily basis. The school bus is Wi-Fi enabled, I'm not sure if CMS would characterize it as a pilot program, but at one point there were a couple of buses including that one. Now it is my understanding it is just that one particular bus, so if there is a way to connect that to another programming it could be an opportunity. I think initially, we were looking for where are those things that we can plug and play on really quickly and so something programmatic, not necessarily at scale, but recognizing where we are on the calendar, what is achievable by the end of the year was really how we were going about identifying these new opportunities that are on the slide today.

Mr. Newton said and so I guess what I'm requesting and what I would envision and certainly I would defer to the Coalition and other experts on this but envision some sort of sheltered space within close proximity to that hot spot. What they had mentioned was extremely or especially lacking was someone there that could facilitate this, possibly can speak the same language as the children and at the same time be there to kind of oversee the implementation of that technology and the connection if there are any questions and maybe even oversee the children if there was no one else available to watch them. I don't know if that what we are talking about official navigators and so as part of my question, is that space we are filling with that and if it is would that be the type of program that those navigators would be provided for?

Mr. Heath said real quickly on the digital divide recommendations that are here, it is two separate recommendations that would be split down the middle, each would be \$250,000. The first one is really focused on access to technology, the second one is really focused on digital literacy. On the potential United Way partnership, they have not selected the 10 or more locations for this particular program. We didn't want to get ahead of the headlights. It is something that they could move on very quickly if the Council were to decide they wanted to go in that direction. Likely, what would happen is, you may recall the United Way established the United Neighborhoods Program in 2017; there are about seven neighborhoods that were identified across the City to focus Neighborhood Revitalization efforts so I think the logical first step for us if this sort of opportunity were funded, would be to see how that marries up with some of our opportunity corridor work and evaluate if there are logical community centers where we could put our investment. The whole idea is to provide those community centers with hardware so computers and other preferable devices and internet access, so they have access to the internet essentially.

That is the first one and the second one on the digital navigator, that is really an extension of the sort of things that we are already investing in as part of the public Wi-Fi project that you funded. So, here the idea is essentially recruiting volunteers, establishing a hotline so individuals have a resource to go to if they have questions about how do I find affordable hardware, how do I find affordable internet access? Once I have access to these sorts of things, how do I use them? It is the sort of things that digital natives would take for granted, but there are a lot of members of our community that has not just the barrier to access to the technology, but also a barrier associated with using the technology itself. This would be a hotline sort of service where we would target particular communities that are part of our public Wi-Fi effort already.

Mr. Newton said just to wrap up my thoughts here; I am compelled to support the recommendations. I would ask my colleagues to consider, we are talking \$2 million and I love Mr. Mitchell's recommendation as well by the way, but just consider just a small, small portion of that potentially being set aside for the opportunity to provide some sort of wrap-a-round service for hot spots, including the more general hot spots being provided by CMS now and I suppose until December. I don't know what number to put on that, I really don't think it would need to be much, \$50,000 tops.

Mayor Lyles said Matt; you said some things that are really compelling so I'm a little bit concerned. You say they have no shelter, it is winter coming. We don't have any data around if CMS is putting the hot spot on a bus. Obviously, buses can be shelters, but Mr. Jones, I don't know what the School System has done and it worries me a little bit because if you say watch the children, I don't think there is any strategy for watching over kids

across the entire public system and we would need some data around how often is this occurring that kids are in hot spots? What is the school system doing?

Mr. Jones said I think I can be helpful, and this is the logic around it and then we will confirm that this is what has occurred. Before the 16,000 hot spots, I do know that the school system was having buses go to certain places so that people could have internet access. Now, what they are doing now I can't tell you. I don't know if all the 16,000 are deployed but it goes back to what this body has said, what would best is to have internet access for everybody, not necessarily these hot spots. But we are building something because to have internet access for everybody, I don't know it is \$10 million or \$50 million or what have you. So, in the interim, it is taking care of the children so they can have access and that is the hot spots. Maybe there is still a need for the bus, I don't know. I agree with you, the concept of having kids outside in the cold bothers me.

Mayor Lyles said there are lots of kids; I think we need to get some information.

Ms. Ajmera said the reason this discussion had come up was [inaudible] we saw her over the weekend at one of the events and she expressed concerns around families not getting those hot spot devices. There were a lot of families that her organization serves did not get those devices and that is why they were using the bus, however, when they go to the bus, they need someone to take them to the bus and if they had to use the restroom they had to go back. I guess I'm with you Mayor on we need to understand how there is the implementation that is being done because there is certainly a gap between what we've been told and what the real situation is. We really need to get an understanding because if you need to figure out a way to get the students those devices, we need to look at that approach then directly. But from what it looks like from what we were told by this non-profit organization a lot of families did not get even a single device. We were told some of the families were going to get one or two depending on the number of students per household, but that is not the case. We need to get to the bottom of this and figure out how the money was implemented.

Mayor Lyles said as much as I would like to, the County got CARES money as well and these services are supposed to support that kind of effort, and not to say that we are all in this together, I get that part, but honestly, the \$4 million we were told something very different than what you have said was told to you over the weekend. We need to find that out because if we do \$50,000 next week it might be \$5 million just because we don't know the breadth of what they are doing, and I actually think that the system needs to help us understand better. That is what I would ask; let's find out the information and get something that we understand how this works and follow up specifically with the Latin American Coalition.

Mr. Driggs said I just wanted to comment in general that if we fund a program or we have a known environment that we subsidize and then we know what we are getting into. The issue I have with this concern, which is a very valid concern, on Mr. Newton's part is there is no mechanism through which any money we provide kind of addresses the problem. On the other hand, Mr. Mitchell's proposal I like because we know about the Y and we know of their work and they have an established framework for putting this money to work so, I'm kind of with you on that. If we can use the \$2 million and we also have latitude in smaller amounts to kind of support in response to a specific ask and knowing what the money will be used for, I don't think we are closing any doors, but I think right now, the most certain and productive thing we could probably do is support the Y.

Mayor Lyles said Matt; we need to get to the bottom of your issue.

Ms. Ajmera said I have a question on a separate line item here that is for the hotels, which is \$3 million. Could someone tell us the formula that is being used for the hotel funding? Is it based on the occupancy, it is based on the losses or revenues compared to 2019, or what is the formula?

Mr. Heath said the way the program has been contemplated, in order for a hotel to be eligible there needs to be a demonstration of at least 25% of revenue loss as a direct

result of COVID. The way the money would be dispersed be it the initial \$3 million allocations and/or anything incremental to that, would be based on the number of hotel rooms associated with the eligible hotels that apply for that fund.

Mayor Lyles said and the notes say that it is expected to serve approximately 150 hotels.

Mr. Heath said yeah, and it would ultimately boil down to the number of rooms so there are at least 6,000 rooms in Center City Charlotte that probably north of 20,000 hotel rooms if you look at the entire City of Charlotte footprint.

Ms. Ajmera said so it is based on the revenue and you are using 2019 as the baseline.

Mr. Heath said there would have to be a demonstration of 25% or greater revenue impact as a direct result of COVID.

Ms. Ajmera said the reason I'm asking I know we have had several requests that have come in from HTA where there were several hotel and motel owners that had the occupancy because they were providing lodging for those that were homeless or one of the most vulnerable populations of our community, however, they weren't getting paid. I just want to make sure that it is not based on – because they would have had full occupancy, but no revenue so it is based on the 2019 baseline.

Mr. Heath said based on adverse revenue, correct; not the number of guests.

**Councilmember Bokhari** said I just one question for sure, is that flex funding bucket inclusive of a hard-set expenditure that we've been talking about for live music venues, or is that something else? It is. Is there a reason why that doesn't kind of has its own set bucket versus kind of being in this?

Mr. Jones said I will give it the first shot. When we were dealing with the F and B there was a question of whether or not some of the music venues would qualify under that. Under this \$5 million there is a half million set aside just for the venues and we think that covers it.

Mr. Bokhari said okay, I just want to make sure that is not something that can be not done later on if we are approving this, we are approving that, right. I guess commentary that I throw out I like the increase for the hotel staff; I like the extra bucket there for more small business and workforce support which I know we are going to need. I think my biggest concern is probably that I don't know that is enough given the need for hotels right now that they have. We had three and these three would then bring that to six, which is a good number, but if you look at, I will use the estimate of \$100 million in revenue they've lost. I think my biggest concern if you look at all the things we could be doing and then you look at a post-COVID world where theoretically we go back to some of the things we used to do, our hotel room count is a major economic development tool in our toolbox when we go after these big events and the things that certainly one day we will be back to. I just hope that we aren't in some insurmountable hole with how we've lost with how much that industry has just been cremated this year that we take another decade to try to rebuild back to that point. Again, I just mention that because I just think it is probably important for us to keep on our radar how substantial the dollar amount of that industry getting decimated as it is right now and how much we rely on that in our economic development toolbox.

Mr. Jones said I think I'm going to be helpful [inaudible] so I believe that \$1.75 million will more than cover whatever the ask of the YMCA is. I'm recommending that you move a quarter of a million dollars from that remaining contingency and move it to the digital divide so that as some of these issues pop up, we could be flexible enough to address them.

Mayor Lyles said that makes sense. So, the Y gets \$1.75 million and I am assuming that would include all of the Y's and a lot of them are on our corridors as well, so that does get, I don't know how much, but at least we know we have shelter in those spaces and I'm hoping that they are helping out with homework.

Motion was made by Councilmember Mitchell, seconded by Councilmember Graham, and carried unanimously to approve the allocation of \$1.75 million to the YMCA to address the digital divide

Mayor Lyles said Ed this first, that when you look around at other communities this is pretty amazing work, so thank you to the team. Really, you guys have done a terrific job and it is really good.

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## **ITEM NO. 8: SETTING THE STRATEGY FOR VIOLENCE PREVENTION**

### **Committee report out and recommendations on Safe Charlotte referrals**

**Councilmember Egleston** said I know we allotted plenty of time, even though we are a little behind, to discuss this and since most of you have been so kind as to join our Committee meetings, I think everybody is probably more up to speed on what has been going on there than almost any other Committee. I think part of what we will today, and I know the Manager is going to take part in this, but we have had charges to each of the other Council Committees as it relates to building safe communities and tackling the violent crime issue in our community. At some point, we will have each of the Committee Chairs maybe discuss a little bit of that. I know we are going to talk about the efforts around the Violence Interruption Programs and how we are moving forward with that. I think one of the big things and we will touch on this some with Mr. Driggs when he is discussing the Budget Committee because I know they have been taking a look at this. I hope the Manager will take a few minutes or maybe the Chief can to outline; I don't think there has been a lot of attention really paid to the amount of changes that have been made as it relates to Policing and Reimaging Police and Safe Communities in our City over the last four months, but the list is pretty long and I think it is pretty significant. I think because of the feedback and the push from the community and the feedback and the push from the Council many of the things that I think we as a Council would have likely taken action on based on all the conversations, we've had in the last four months and before that were things the Chief started to look at on his own I think partly due to the conversations we were having and the feedback we were giving him. The decisions he was able to make on his own without it coming to a Council vote that mandated that change, but simply because we were having the conversation, he was a part of that conversation with us and I think he understood the value in making some of those changes. As I have said to him before I'm greatly appreciative of his partnership in this as opposed to there being some sort of an adversary or relationship. I think he has been a great partner in this since he was sworn in and for that I'm grateful.

One of the things I hope we will spend a decent amount of time talking about today, if it is the will of the body, is what I really think the crux of Reimaging the Police is, and again, I know in the Budget and Effectiveness Committee, I think they have dug into this data a little bit and much of it is in the books that we've got in front of us. But looking at the call volumes, the call type, the call priority levels that CMPD historically has answered and trying to make determinations about which of those call types and call priorities really are not best suited to be routed to the Police Department, at least not as the first line of response. I think there is an opportunity there to take a lot of the burden that we have put on our Police Officers off of our Police Officers and redeploy a lot of those calls to people who are more specially trained to handle those type of situations while allowing our Police Officers to focus more specifically on the things that they are most highly trained to deal with. I hope we will talk a lot about that.

I also think one of the things that I think hopefully will have the support of the Council we've talked a lot about and I think the entire Council is very excited about all of the investments and efforts that are being put behind our Opportunity Corridors. We've also I think many of us have discussed at length the value in having our Police Officers be able to live in the communities that they serve. Not necessarily requiring it but incentivizing it in a way that helps them afford the undoubtedly higher cost of living in our city compared

to living in some of the surrounding counties, but I think it allows those Officers to get to know better the people that they are serving. I think it increases the humanity that our community sees in our Officers and that our Officers see in our community. I would really like to see us prioritize and maybe additionally incentivize our Officers to live in these Corridors of Opportunity because I have heard Malcolm speak to this on several occasions. We have heard from folks in those communities that while I think most of the City agrees that we want to see reforms in Police policies and accountability and things like that, Malcolm speaks frequently and I've heard constituents in my District that many of them feel like their neighborhoods might not be even getting the attention from the Police Department that they need or want. I think a big part of that is that we have spread our Department very thin. It is hard for them to cover the areas where they are most needed as effectively and frequently as they would otherwise do. I think by having Officers who are not only in those communities to serve in their professional role but are also there as residents in their personal lives. I think it could benefit the relationships that we have between our communities, our Officers and it can help us see some significant changes in those corridors. I hope we can spend some time talking about those things today. Mr. Manager, if you want to have the Report Out to each individual Committee first or whatever order you want to do it suits me just fine.

**Marcus Jones, City Manager** said we were intentional this morning with the ACMs (Assistant City Managers) giving you reports from the January Annual Strategy Meeting and this afternoon the ACMs have worked with the Chair of their particular Committee to discuss the work that has occurred as it relates to what I'm calling Safe Charlotte, and it depends on the relationship between the ACM and the Chair as to who is providing the report. My understanding is that we are going to kick it off with Budget and Effectiveness and the Chair of the Committee will do the report. I was going to come with the Safe Communities Committee after that, but I think it is better if we end with that, so I will go last. One thing I will say is that we call it the blue/green/black sheet and the green represents everything that was referred to Committee as it relates to Safe Charlotte. And then the blues are the things that are new items in Committees and the black are the things that were already in Committee. I will say there were 12 different referrals to the Committees, a lot of great work. As Councilmember Mitchell mentioned earlier, we had to double up in the month of September in order to bring this across the finish line, but with that said I'd like to turn it over to the Chair of Budget and Effectiveness.

Mayor Lyles said Chief Jennings has joined us; I know that probably everybody has probably seen him, but this is really a dialogue between all of us so feel free as you need to, to comment.

### **Budget and Effectiveness Committee**

**Councilmember Driggs** said I just want to describe in [inaudible] terms what the work of the Committee was. In the first phase we received a description of CMPD's budget in buckets so major components and I think the take-away from that was that 86% of the spending in CMPD is actually personnel-related. Then we looked at the non-personnel expenses and we found that a component of that was funded by grants and things so therefore we had no control over the use of those funds, but then there was a final component which was discretionary. We looked at that, we got data about purchases and about how those funds are used and a great deal of data. Anybody who wants to dig into that can have 40-pages of categories of items that were purchased, how the money spent.

That was Part 1, just to kind of put a context. Part 2 was we looked at the calls for service and how the Police Department actually defines its requirement for Officers and what the size is, to explain why the Police Department is the size that it is. Essentially, in a nutshell, there were 370,000 calls for service by citizens and there is a hierarchy of response times that we target for those calls. So, we want to respond to priority one calls in seven minutes, then we have lower priority calls where we allow ourselves longer response times. In order to have the manpower to respond in those timeframes to those calls you need [inaudible] of many Officers available. In order to have that many Officers available you need to have a total of 1.9 times that many Officers considering that many of them

are off-duty, etc. So that explains the size of the Police Department, why it is the size it is. It also highlighted the fact that we are actually 190 Officers below our budget and 500 hundred Officers below the compliment that would be indicated by the analysis we did. That is a subject we will have to consider.

We proceeded from there to look at a breakdown for the calls for service and considered which ones of those could be responded to by somebody other than a sworn officer. We focused initially on the Category Five and we found that there was a total of 67,000 hours of the time of Officers devoted to Category Five calls which could conceivably be handled by others, by less expensive, less well-trained people who are qualified in the particular areas of those calls. I think the take-away from that was that we can consider diverting some of the funding for Police or some of the activities of the Police outside of the Police Department and civilianize some of their activities and I think that is something we want to consider further. We are just receiving now more detailed information about all of the priorities and how they break down to consider whether there might be other priority levels in which there is an activity that could be done by others and that process is not complete, but that is kind of the essence of what we did.

**Johnny Jennings, Chief of Police, Charlotte Mecklenburg Police Department** said if I could add to that just a little bit as well. Some of these calls for service that Mr. Driggs was speaking of doesn't necessarily mean that Police will not have to go out at all. Some of it could be that the long-term, whatever takes longer after the initial response to that call for service, would allow Police to free-up a lot quicker than what we would have had we been handling the call totally by ourselves.

Mr. Driggs said we got excellent cooperation from CMPD, really appreciate the input and the responsiveness of your team on the issues that were considered in my Committee. It was a very helpful Chief, thank you.

**Councilmember Watlington** said I see here where it says the further assessment is recommended; what is the timing for the priority five calls?

Mr. Jones said I will cover that with the Safe Communities Committee report.

Ms. Watlington said maybe I can see to answer the question on the scorecard by the budget, but can you help me connects the dots between the Violence Prevention and what we are seeing on the scorecard? I would like to understand a little bit more about what the intent was behind that one. I get a scorecard in regard to maybe some of the Police matrix but I'm trying to connect the dots between how that relates to Violent Prevention.

Mr. Driggs said I think that discussion came out of the dashboard that we have and all the data work that is being done and the idea of the scorecard was to kind of capitalize on that data to evaluate the effectiveness of different measures and inform any change that we want to make in service delivery from the data. A lot of work is going into creating that data; it is a website you can see, it is a matrix and we have a lot of information about crimes that can serve as a basis for the Cure Violence process and for any other revisions we might make to how the Police operate. Mr. Manager, I don't know if you want to add anything.

Mr. Jones said that is correct. That is, Councilmember Watlington, years in the making to get the data from all the different entities and we finally for the first time, I think that is when Rebecca said Halleluiah. So, now we are finally are able to be a bit more data-driven in our analytics as it relates to this.

Ms. Watlington said do we already have this somewhere?

Mr. Jones said yes, she showed a glimpse of it a couple of weeks ago, yes.

Ms. Watlington said with a link.

Mr. Jones said I'll make sure you get it before we leave today, yes.

### **Workforce and Business Development Committee**

**Councilmember Mitchell** said I'm just making a brief comment and then I'm going to turn it over to Tracy who has kind of led the charge and make sure we can meet twice in the month of September, but Mayor, you kind of challenged us with four big items; Workforce Plan for Corridors of Opportunity, Workforce Development Plan to reduce high unemployment, Strengthening Workforce Development with our Diversion Program. I will tell you Council and Mayor, staff provided so much data about zip code, about unemployment, by the ethnic make-up and we really appreciate it. Tracy, I'm going to turn it over to you as you walk through and share the work of the Committee.

**Tracy Dodson, Assistant City Manager** said as Mr. Mitchell said we had two meetings and I will never admit this, but we should have had four for the amount of work that we were doing. There is still a lot of work to do, but I'm really excited about where we are. As we look into those four referrals, we ask three guiding questions; (1) Who is unemployed, and what are the barriers they face? (2) Are the right jobs available for the people who are unemployed? (3) What can the City do from a policy perspective to address barriers for people in high unemployment zip codes? Essentially, where we went to is that we condensed the four referrals down to two. The Reduce Unemployment, Diversion Programs, Corridors of Opportunity kind of became one. And essentially it is what do we do to reduce high unemployment and then the Policy for guiding City investment was its own separate thing.

So, setting the stage for the critical work, we really wanted to take a dive into the corridors and I will show you on the next slide some of the extensive research that we did, but one of the things that we identified was that barriers come in all shapes and sizes and I will hit on that in just a minute. The second thing is we wanted to understand our workforce system and the ecosystem. What we found is that we do have a robust system with Charlotte Works at the center of it, but we need to better connect this ecosystem with the employers to make sure that those gaps are filled. Then the last area was job creation. This was better connect bringing the jobs to where they are located and to where the talent is located and provide new opportunities to connect the talent and the jobs and new strategies to connect talent and jobs.

This is an example of what Mr. Mitchell was talking about, and I will send this out, so everybody doesn't have to try to digest it. We went through the corridors and we looked at each one of the corridors. The 28216 is Beatties Ford, 28208 is West Boulevard, 28206 is Sugar Creek, 28212 is the Eastland area and 28213 is North Tryon area, and what you will see up here that I really want to highlight is these barriers are different. They are different for different corridors. If you look at the unemployment rates, if you look at the character even for Beatties Ford, as we all know it is mostly residential, but then West Boulevard is seen more like an employment center. The barriers that they face are different. If you look down at the bottom 28206 a barrier is recognized as transportation that you don't see come up in some of the other corridors. So, really what this did for us was to again reiterate what we've said all along is the corridors are all different.

**Councilmember Watlington** said I was in this conversation so I can appreciate the work that you all did and this question, I promise just came to me, otherwise, I would have asked it in the Committee. I see here for 28208 top barriers being a crime and single-parent households. I wanted to make sure that I understand what the connection is here. I am assuming anecdotally we are saying that the people are working, they have less of an incentive to commit a crime.

Ms. Dodson said it is really what we were looking at and what are the factors about this corridor that stand out versus other corridors. The crime popped up for us in 28208 too, also the single-parent household obviously came up as this one and a barrier which you see in other ones as well.

Ms. Watlington said sure, but I'm still trying to connect the dot between violent crime and employment. I'll anticipate that what we want to say is that people will have less of an



incentive to commit a violent crime if they were employed, but I don't see that necessarily here. When I think about the crime that is the top [inaudible] item in 28208 it seems to be things like larceny so, not necessarily violent crime. I just want to make sure that as we are doing this work that we can expect to see a reduction in violent crime based on what we are actually doing here. Maybe the question is more for the Chief to understand when we look at people who are committing a violent crime in this area, are they employed or underemployed? How are we making that connection between violent crime versus crimes of opportunity?

**Mayor Lyles** said I think that Mr. Driggs had the same question about that. So, kind of like this is great for employment, but what we are trying to do is connect the dots and I'm assuming between people that can't get work because they have records or people that make a little that they commit the larcenies of the world. I can't have anything to eat so I will go steal it.

Mr. Jones said this is exactly what we are trying to do today. When we started off with the hot spots and now, we call priority areas, we were talking about the characteristics that were more on the negative side. Now, this is a market analysis, it is going to pull in some of the pluses, some of the minuses and when we put this all together through all of these different Committee reports we were going to be able to go back to the Violence Prevention Strategy with more tools than we started off back in January.

Mayor Lyles said so this will be used for like Cure Violence Strategies and Assessment; they would have this to build their database from and for us to use.

**Councilmember Driggs** said I just wanted to say, it is probably good to frame this segment in the context of the correlation between violent crime and unemployment. So, by creating opportunity you have an environment in which there is going to be less crime and there is plenty of data looking at recessions and historically to make that connection. I think it is worth emphasizing upfront that this is one of the approaches we are taking at the time we adopted the Community Action Plan after the Keith Lamont Scott unrest we identified job creation as one of the key ways in which we could address social tension and those social tensions, in turn, are a factor in our crime statistics. So, that is just the broader environment.

Chief Jennings said I think one of the things we can look at within the Department and one of the things I'm tasking with our Officers is when you get somebody in that cycle it is very difficult for them to get out of so, once you make that arrest, it might start as a misdemeanor offense and then that person gets in that cycle, they can't get a job, they can't support their families or themselves and so what are some alternatives, what are we trying to accomplish when we get that misdemeanor non-violent offense and how can we get that person on the right track? Those are some of the things we look at internally to how we can start it from the very beginning of it?

Ms. Watlington said I think as we go back to the conversations we had earlier in the year where we basically laid out a profile if you will, of offenders who need some of the demographics of who tends to be violent crime offenders, if it is possible to relate their employment status or their household income or something from an economic standpoint to the commission of the violent crime, I think would really connect those dots. For me I'd like us to be a little crisper here because this is great work, we've got to do this work regardless, but I just want to make sure that we are going to get the violent crime reduction associated with it. Does that make sense?

Chief Jennings said yes it does.

**Councilmember Bokhari** said I think one of the things that I've learned over the last three years has been that the short and mid-term of violent crime reduction is almost better measured with near misses in bullets than the reality that we've done something to actually impact that. I think it is the long-term that we have the biggest possibility which is why two-and-a-half years ago when we started on this initiative of stop making our City government and everything, we do all vertical where like I do affordable housing and I do

transportation and start thinking about it horizontally that these all connect for outcomes like upward mobility is definitely the long-term strategy. When Tracy and the team presented this to us it is just what came into my mind as all these tools in this horizontal approach of the bricks that build this future long-term house we are going for and the strategic job plan is the mortar. That is what is going to seal all of that together and make it real, and not saying hey, come train with us and we'll get you transported there, and you could live somewhere affordable and we don't give them the ultimate piece that makes it self-sustaining. I think not figuring out wrong and that is not the measure we want, but over that time I think as we were struggling with the numbers of violent crime, I just came to a conclusion that there is a limited impact we can make on that in the short-term thinking of that in a silo.

Ms. Dodson said Mr. Bokhari hit the nail on the head and I probably jumped in a little bit too fast because I'd go jobs, jobs jobs, but it is all interconnected and I will show you at the end one of our kind of ha has as we got into this but it does connect back to so many things, violence prevention being one of them.

**Councilmember Johnson** said one of the questions I have regarding the slide and I asked you during the meeting how the data was captured because for 28213 specifically looking at the median income and I wanted to ensure that we were capturing those who were no longer eligible for unemployment so you know that is not counted in the unemployment statistics. I also because of the volume or the number of hotels and motels in our District that median income just surprises me. I just really wanted to make sure that we are capturing in this information; we know that if a person has been displaced or unemployed for a long time, they are not counted in the unemployment statistics, so I really want to get down into the weeds for these statistics because in order to resolve this we need true numbers. I wanted to have that verified.

Ms. Dodson said we heard you last week; it is not as easy as just kind of pulling some other numbers, we are still churning through the data to try to sift down into what you were asking last week. That is still in progress, but we heard you.

Ms. Johnson said okay, I just wanted to make sure. So, we are presenting information half the picture.

Ms. Dodson said we are presenting as much as we were able to do in two Committee meetings in September. We are still, and you will see what we are proposing is a much deeper dive into this data and we are not proposing to stop now. I think where we are trying to go is to tee up something that is a more comprehensive research analysis on all of these corridors as well as efforts that are citywide.

What we've learned and you've heard me say a couple of times that there is all different kind of barriers and we are going to be able to solve this through looking strategically at public/private partnerships, what was looked at peer cities and how this is getting solved in peer cities. These are barriers like single-parent households, transportation, incarceration, or any combination of them. The other piece that we learned was metrics are essential and innovation is necessary. You guys have been great with us in letting us try pilots of different initiatives around economic development, but we want to go further, and we want to look at metrics that include people placed in jobs as number one and the duration of jobs, the wage correlation, the barriers are addressed and the impact on the community. This gets to the violence prevention, what is that ROI (Return on Investment) in the work that we are doing, not that it just put a person in a job, what is the bigger impact on our community? We also want to incentivize participation. Incentivize instead of requiring. We feel like we reward companies who partner with us and we are building I think a great model of that in terms of working and forming partnerships with the right companies that positively impact our community. We've got to continue that and look at innovative ways to incentivize companies in these connections with jobs in our community.

Lastly, building connections with the existing industry. It is not just about the companies that are new to town or growing, it is about the ones that are here and better understand what their labor needs are. We have a lot of these partnerships that have really started to

come to the forefront in recent years so we can't stop with a couple. We can't stop at just who we think our major employers are; we've got to continue to canvas across our community and our existing partnership opportunities.

So, the big takeaway; this is the big ah-ha for me; I'll say this much which is we have mobility plans, we have land-use plans. We have all different kinds of plans in our City that organize the work that we do. We do not have a Comprehensive Job Plan. We don't have something that either organizes the jobs we go after and how that correlates in our community, how it leads to violence reduction, or how it leads to our mobility plan. It is very fragmented, and we end up in a reactionary space. So, we talk about what about jobs on corridors or what about jobs here employment here? To Mr. Bokhari's point what we are not doing is looking at this in a horizontal and that is really the big takeaway. We need to do extensive research on defining what jobs is in our community, how do we work with businesses, what are the talent initiatives. One of the great things in my time back at the City has been this ability to combine business recruitment and talent development. That is just the start of it, now combine it into corridors and mobility and our land use plans, and then put that also with partnerships. I think we have something that we are in great need of in terms of the Comprehensive Jobs Plan to do [inaudible] so many things across our City and also look at that horizontal as you were talking about.

Mayor Lyles said Tracy; this is one of those things that I think I'm following a thread here. Yes, we do need to have that horizontal, but in the Comprehensive Jobs Plan for the safety part of it, what I wonder how do we create jobs for people that are felons returning? I think it is five or six digits that are coming back, felons that are being released into Charlotte every year. A felon can't work in a bank building so things like that I'm wondering how do we do that and I wanted to ask about how do you take the Chief's point of looking at our data from high schools and juvenile records and saying how do we have a Comprehensive Plan for that, but it is not just jobs, this is where it comes to housing, this is where it comes to mental health treatment, all of those things need to be in a way that comprehensive program. Do you get what I'm saying?

Ms. Dodson said yeah, and this is a plan that we build in chapters too. One of the things we already started to look at for example is our corridors. People say time and time again when we have a big announcement well, why didn't I go into a corridor. Well, sometimes the opportunity land, the site itself, is not there. The other thing we need to understand is like with corridors is what talent is in the corridors today, and then speaking about the future and so that is just how we would approach corridor, for example, is one chapter. To your point Mayor; convicted felons, how we handle that from a job, all of that needs to come together, but I think in order to do this we have to build the chapters of the book, some of them concurrently. I would hate for the City to spend three-years on a plan to come up with it, I think we have to start to build these chapters out and we've already started to launch into some of them. Again, I mention on Corridors, we've already started some of that work.

Mayor Lyles said I agree with you.

Mr. Bokhari said I was just going to say, the devil is in the details and when you get into planning and execution of this, but the way I like to think of it is in today's world there is the jobs we can get, and we go after them. Usually, it used to be we would go after whatever in rough areas and now we are trying to hone in on certain specific categories and areas. I think the difference between that world and this world, with a strategic job plan, is it starts to overlay the chicken or egg problem of the jobs we need versus the jobs we can get. It enables us to go after those, but it also then informs a transportation and mobility plan. It informs a broader infrastructure plan and a CIP Plan, and we are not just making those because we know the demand is out there. We are looking and paring them up and say if we invest in this here it is going to enable us to go for those jobs and we tie strings to some of those jobs with some of the creative pilot work that we've done to say we will incentivize you to hire from this pool. While I've had personal experiences with the convicted felon's challenge with banks over the last couple of years, they are so much closer to being able to address that now than they were five and 10-years ago, and I think that is because of the shift in mentality that we have put around that and understanding that we have to have controls in place to make sure that they are still safe from the areas

they are concerned about. So, I think that to me is the crux of what a comprehensive strategy, and it is a playbook. We talked about this in the last Committee meeting, it is not a plan where we have steps one through 50, it is a whole bunch of plays that are three-dimensionally overlaid into our City, into our corridors and it helps us inform what plays to call.

Mayor Lyles said that is a great way of saying it, Tariq.

Ms. Johnson said on the contrary that information about formerly incarcerated was also something I asked for last week and I was able to pull that information up from the DPS website very easily. I think we as Council, when we start to look at that is a different world or that is the next chapter, it further widens the gap between the have and the have-nots in the City. I think at some point we have to pump the brakes or stop and really take a deep look at those hardest to employ. This is a great job, it is a great plan, but again, looking at those who aren't counted in those numbers and looking at the ones who have been forgotten. So, I think these numbers are important because in order to solve the problem you have to know what the numbers are and those statistics. So, we know that there are 55,000 formerly incarcerated folks in the City, we know there is a housing issue, we know that there are jobs issues, even with the housing and the re-entry ordinance and the source of income, that is another thing that we are talking about sending to the Intergovernmental Relations Committee and sending to the State for a decision. I think we as Council do have to step back and address some of these issues if we are going to address the hard problems in the City. When you ask about these felonies and the formerly incarcerated, that is information that I think should be included in the Comprehensive Job Plan because we do want to solve our hardest problems in the City.

**Councilmember Eiselt** said I have a question about the jobs and Mr. Bokhari touched on it a little bit, but I think about cities that have had tremendous wage growth on the high end like San Francisco and what has happened to San Francisco. So, we might not tie directly what kind of jobs are available right now to crime, although we could, you sure can do it when there comes a day that your average income in the City is \$250,000 and your homeless population is going through the roof. When you see what has gone on in San Francisco, people are leaving because of it and so before we start talking about wow what happened here, I wonder if we could have as part of the Comprehensive Job Plan a metric and a dashboard or whatever, a live data chart that shows us our job growth broken down by income levels. I think this gets back to the Amazon question while some of us felt like that was a huge miss, others thought Thank God, that was a huge miss. We bring this up a lot, how come we can't make sure when this new company comes here, they hire a certain amount of local people or a certain amount at this level and you can't have a conversation while it is happening if you don't have a policy in place. I don't even know if this can lead to a policy, but having it always on our radar, what has been the job growth in 2020 or 2021 or whatever, and how are we doing on growing jobs at certain levels of income. Because ultimately, those are going to be the people that if we don't find them jobs are going to be the ones that have no choice but to live an unproductive life.

Ms. Dodson said I think where we've changed over the past two years is that we have started to do this and just in the job recruitment, the business recruitment piece of it, we look at the kind of across the board, what are the wages. You heard me say earlier the average wage of the 6,300 jobs that we announced was \$81,000. So, that gives me a good feeling that we have a pretty good spread in it. Now, that is just the job we've recruited. We need to go back now and layer the information about the jobs that have grown organically here and what does that look like as well. But now we are starting to add into layers as we talk to companies and we look for the right heads of companies to recruit, how do we make sure they are following the same values, how are we working with them to hire locally and things like that and better understand. So, we are slowly building this as we are learning and as we are going with it, but again, that is just on the business recruitment side, so we need to be able to take a more comprehensive look across the board, across the entire community. Are they growing in the right way to your point, so we stay ahead of the San Francisco issues?

Mayor Lyles said I think you hear the message, Mr. Jones.

**Marcus Jones, City Manager** said this reminds me a little bit of our one-stop-shop, the Charlotte Development Center when we realized that you couldn't go into one place in the building to get all of your needs addressed, you would go to multiple buildings and things of that nature. This reminds me because we had identified a problem and you said faster which is great, so we've identified a problem that the 15<sup>th</sup> largest city in the country does have a job plan. So, we are going to fix that, and this is where we get the input about how to do it, but the realization is we don't have it and we've got to figure that out.

Mayor Lyles said I know that we've got to hear from four other Committees so, Tracy, you heard the comments.

Mr. Driggs said I just want to say quickly I'm on the Board of Goodwill Industries of Southern Piedmont and they address a lot of what we are talking about here, education, a wrap of services, they employ people so they can establish a track record. I just think we should get kind of close to them, take advantage of the data they have. They are part of a national organization that has the same focus and it is precisely in the area we are talking about, how to help people who are in the system, or other barriers to employment get into the mainstream.

### **Transportation, Planning and Environment Committee**

**Councilmember Eiselt** said this one will be fairly quick really because when it comes to Transportation, Planning, and Environment there is I guess two ways to look at it; one there are industry best practices called Crime Prevention through environmental design that informs a lot of what we should be doing in our design for new development. That could also include lighting, it could include landscaping. Some Councilmembers might recall we had a rezoning I think in your District Ed, on a storage facility and we asked CMPD to give us their impressions of how safe that was because residents feared various activity that could be going on there so, I think more input from CMPD is always helpful when we have a new building that could have neighborhood concerns. I'm not going to read through everything because you have it in your package, but design standards are very important as our innovative ideas such as smart lighting and other things that we should be addressed in the Comprehensive Plan.

The other piece that needs to be addressed that isn't in this document is that I did call neighborhood leaders and they will tell you honestly, it is what is on the ground now that from an operational standpoint, not a capital investment standpoint, but the other side of the coin is operational. We need to make sure that sidewalks have been trimmed back, that lighting that is out, I know a lot of it we keep saying that is not our problem, it is Duke Energy's but we've got to figure out a way in high crime areas to make sure that we can constantly replace lighting that goes out or gets shot out, and that makes a neighborhood a little be scarier to be in because you don't want to walk down the street when it is dark. The idea of landscaping and sidewalks is important because if a neighborhood is attractive and you want to walk on those streets, and you want to walk on those sidewalks and the kids want to be able to play safely without falling into the street because the sidewalk is up against a busy street. That in itself is just a huge security component that I don't know how we do that Mr. Manager, operationally, but if there is a way to prioritize what residents are telling us are dangerous areas because of our existing infrastructure design then if we are really serious about it, we have to talk about how we bump that in the list to address.

**Mayor Lyles** said I have a question on the safety lighting on our housing proposals when they come in, do we actually review the lighting plans? I know that we often get the sidewalk plans, but do we look at this from the perspective of safety? It is just a question that I think, just like we ought to be doing broadband in our affordable housing efforts, I think we ought to be looking at the safety issue of lighting as well. I don't know how to do that Mr. Jones, but especially when we are doing the NOAH's and investing. It is like we are investing so much in them, if we are investing \$16,000 then invest \$18,000 to make sure that they are safe.

**Councilmember Watlington** said I've had this conversation with a couple of different people, I just want to put it on the record. I think from a planning specifically standpoint when it relates to violent crime, we've got preliminary data specifically Charlotte and it is well known in research that density of alcohol outlets and violent crime is very intrinsically related and so from a planning standpoint there are some things that other cities have done like Baltimore with their Transform Baltimore Initiative, but I think we need to take a look at it. I know Taiwo's team is doing that right not, but I think that is something specific to violent crime reduction is we have to understand, but the Data Analytics Team provided me some information that shows very clearly violent crime incidents overlaid with permitting for ABC on-premise and off-premise and you can see the correlation very easily. I think that one is something we definitely need to prioritize from a tactical standpoint specific to our Zoning Ordinances. I don't know if Intergovernmental has a separate piece here, but there is obviously some regulation conversation that would need to be had as it relates to ABC permitting. I've also engaged CMPD and Dana and Councilmember Winston, but I want to make sure that a particular piece is captured because it squarely fits here and is directly related to violence reduction.

Ms. Eiselt said is that like an establishment that has an ABC license, you don't mean an ABC Store?

Ms. Watlington said I actually don't mean ABC Spirits store, I mean an establishment that has an ABC license specifically off-premise license, and there are some nuisances with it because there is a bunch of different types of permits, but when you look at the data you can see which types of establishments specifically, and obviously there are some control variables associated with neighborhood characteristics and those kinds of things. When we get to the Housing and Neighborhood, we can talk about some of that, but essentially there is a very clear correlation between particular types of stores that sell alcohol for off-premise consumption and violent crime.

Mayor Lyles said I would add to that that there are places sometimes within the neighborhood where there are still liquor houses and I understood that was a big focus when the pandemic first hit, that we are beginning to see more and more of those. So, I know that is a strategy that ABC and CMPD work on, but again we have to be willing to acknowledge these are things that happen when you build a huge apartment complex. Somebody is bound to become an entrepreneur.

Ms. Watlington said to your point that, you hit one of the nails on the head that the Transform Baltimore Initiative wanted to target, and it was basically liquor houses. They were in residential areas, but they were operating as businesses and so as we think about mixed-use development, that is also a crime deterrent because obviously, you've got more people coming through that aren't necessarily coming to patron the liquor store so they are able to act as guardians, but that is another tool in the planning toolbox that we can use for violence reduction.

### **Great Neighborhoods Committee**

**Marcus Jones, City Manager** said I'm getting some information that the CMS issue; I think Shawn is getting some information from Sonya Gantt, it may have been resolved, so we will be able to give you some feedback before we adjourn today.

**Mayor Lyles** said oh, good; talk about supplies efforts being real-time; you've got real-time timing efforts.

**Councilmember Graham** said I just want to thank everyone again, the Great Neighborhoods Committee, Councilmembers Winston, Bokhari, Eiselt, and Wellington. Basically, our charge was to (one) the nuisance abatement and the residential impact. What we wanted to do was the broken window syndrome i.e. if you are going to make a community safe and secure part of it is making sure that it is clean and inviting. So, we wanted to do that, study those options without any unintended consequences relating to the residents and residential impact. We reviewed the code enforcement housing nuisance abatement ordinance and you can see the information right in front of you in

your packets. I won't read it verbatim, but it will talk about two highlights; one was again addressing the code enforcement nuisance abatement related to the structure of residential and commercial properties. Also, again, the consequences of enforcement versus non-enforcement, we went through those areas as well. One of the things that we did hone on was the non-residential building code. Again, we talked a little bit about this morning in reference to those commercial properties that are on our Corridors of Opportunity that seems to be a hybrid for crime and crime-related activities, being able to provide the type of nuisance abatement necessary to reduce crime. As you know that particular ordinance has not been updated in many years so that is something that we would like to again refer to Council within the Committee to do additional work to bring back something that is reflective of the times that we are in right now. So, as you can see on that first referral was basically looking at all those things that we have within our tool chest, the Enhanced Multifamily Spectrum program, In Rem Actions, Code Enforcement and Processes, Emergency Relocation Program as well as the non-residential building code confirming all of the other things that we have done on that particular referral. Again, trying to address the problem of crime by making sure that we have a community that is open and inviting, that it is safe, and is clean.

The second one was referral number two was the review of the Vision Plan, and I see that we have our Assistant City Manager with us today, so Taiwo is going to help us walk through that. I think that is what we are going to do, but basically, this is the second referral for the review of the vision plan for the Corridor of Opportunities. Basically, I call it being very intentional in terms of planning and using the playbook model as a means to moving this initiative forward and I will pause and allow Taiwo to kind of walk through the second referral.

**Taiwo Jaiyeoba, Assistant City Manager** said on the recent plans for Opportunity Corridors, one of the things that we quickly discovered obviously, which wasn't a shock is that we don't have Vision Plans for those corridors that are current. Some of these vision plans, a classic example, is the West Boulevard one which was in 1999 the last time it was done. A number of recommendations from 1999 plans are not even implemented and so we had to go into a playbook format. While a playbook really, the whole idea is the community engages and kind of like you have a coloring book, I'm trying to really shape what a corridor would look like. That was really not necessary if we had a plan in place and so what we did with the West Boulevard Playbook was to transfer some of those recommendations that had been outstanding since 1999, but were still relevant today, took another look at them in the playbook, refined them to be able to reflect what today's trends look like. Another alternative where you have vision plans that are non-existent or old is the design sprint. In the case of I-85 and West Sugar Creek Road, that is the approach because there is not even any plan for that corridor or for that area. So, again, a design sprint, a great idea, a way to engage the community but where you have a community plan or a corridor plan, you do not need to necessarily go into all of those things because then they are really more tactical than strategic. When you are strategic your plan focuses but when you are tactical it means you've got to implement those things within a quick space in time. These corridors also evolve quickly over time so whether there are people who have been living there for a long time or new people moving in there, there is implication and gentrification or potential displacement. How we make sure that we address those are very important, so one of the things that came out of the Great Neighborhoods Committee was talking about this part of playbook and design sprints on updated plans regarding the corridor to guide corridor investments, otherwise what you end up doing is choosing winners and losers if you don't have a plan that has the lens of the community on it.

Again, we are working on the Comprehensive Plan right now, but after the plan is adopted, the goal is to graduate it to the community plan level, which is really more granular, and we will be able to address some of these corridors as we go forward.

**Councilmember Watlington** said I just want to say it is kind of baked into this playbook idea, but I think it is worth lifting up specifically is this idea of getting community engagement, you've got to have the community leaders organized in a way that will enable it. So, again, as we think back to violence reduction we understand, and Mr.

Manager, I would love for you to speak a little bit about some of the stuff you talked about from your previous retirement in Virginia, how really strengthening those neighborhood leaders and investing specifically in organizing those associations can help violence reduction. I don't know if you've got a little bit to speak on that, but I know it is baked in here, but I think it should be explicitly stated and something that we specifically go out and do. I will give an example of the Springfield Community; in District 3 right now, we are currently working on helping them get organized because that is one of the things that they are seeing in their neighborhood is a good bit of crime and one of the things honestly, that we would be able to access grants to go to neighborhoods, border treats, those kinds of things. They've got to have some level of organization and so I think that is a key enabler to this work.

**Marcus Jones, City Manager** said I do agree with the concept of neighbors building neighborhoods, in other words, there have been many times when we've gone into a community and we've asked what is the neighborhood association and sometimes a neighborhood association is something that is very loose and not necessarily something that has training and capabilities that we believe we can do. As we start to think about these Corridors of Opportunity, are there some opportunities for us to help engage residents so that they can also have their own, whether you want to call it a Civil League, or their own neighborhood group where it is someplace that we can go to share information?

Mr. Graham said one other thing Madam Mayor, one is again, we talked about the commercial ordinance and that is something that we are really going to push hard on after we get a wink and a nod from the Council to continue to do work, but I also just wanted to bring up that we got an e-mail earlier from one of our colleagues, Mr. Winston regarding the source of income so I just want to take two seconds if I can just to make sure that everyone is on the same page. If Ms. Wideman can come out and help me out, make sure I don't trip over myself with this. That issue is still in the Committee; we have not taken any action on it as of yet other than doing our due diligence internally, seeking advice and counsel from the Attorney's Office in terms of what we can do by way of a local ordinance or not as well as we have not really fully begun discussing that as an agenda item. It is our intention to do so, but we are doing some internal homework as a Committee. Once the Committee recommends that recommendation would then go to the full Council and then the Council will decide whether or not it is referred to the Intergovernmental Relations Committee. I just wanted to make sure that I am right on those steps Ms. Wideman so we can make sure that everyone, including the public, is aware of where we are.

**Pam Wideman, Director of Housing and Neighborhood Services** said Mr. Graham, for the most part, you did get that right sir. I would just remind us that we did have some discussion around that when you discussed your items that came out of the Task Force for consideration for your upcoming Legislative Agenda. It is still in Committee to talk about.

Mr. Graham said yes, and once the Committee makes a recommendation and I don't want to speak for the Committee, but in talking to members I think folks want to do something, whatever that something is. Then the Council would then make an additional referral to the Intergovernmental Relations Committee to place on our Legislative Agenda. I just wanted to make sure that the public knows (1) that we are doing our due diligence internally in terms of asking the appropriate questions from our legal counsel. It will be a discussion at our Committee meeting and then the Committee will make a decision in terms of how they want to deal with the issue.

**Councilmember Johnson** said thank you Mr. Graham; I just wanted to clarify because I watched the meeting and I know I was on the Task Force and then it went to Committee so, it appeared that the Housing Committee voted to send the source of income and the re-entry ordinance to the Intergovernmental Relations Committee. Is that what happened, or can you clarify?



Mr. Graham said at the Committee, there is not [inaudible] so we can't send something from our Committee to another Committee, it would be the full Council would have to do it. I think it is the desire of our Committee for that to happen once it gets out of our Committee.

Ms. Johnson said so it is being referred to the full Council?

Mr. Graham said once our Committee takes an action on them.

Ms. Johnson said okay, and that is the source of income and the re-entry ordinance, just for clarification?

Mr. Graham said yes.

Ms. Watlington said do we know what the timing is on that? I know there are some deadlines when it comes to the Legislative Agenda for next year that we've got to be thinking about. I just want to make sure that is top of mind.

Mr. Graham said duly noted.

**Councilmember Bokhari** said we will hit that when we have Dana walks up.

Mayor Lyles said before we leave Great Neighborhoods and this discussion around the safe community, I wanted to ask either Pam or Patrick or whoever knows this, I've been told that when you have a multifamily apartment complex, felons are not allowed to rent. I had a conversation, I don't remember, I think Ed was in the room when we were talking with the Charlotte Apartment Owners Association, is that law or practice? Does anybody know? Well, let me ask the question, can someone find out for me whether or not it is law or practice?

**Patrick Baker, City Attorney** said I have not heard of that, but I will find out for you.

Mayor Lyles said to find out if it is law or practice, and then again, I want to say this because we are working on our corridors and the lack of felony housing ability means that when I get on Beatties Ford Road I see single-family homes that have been converted into one-room boarding slots with a communal bathroom and a kitchen and it is an impact. If we can't have felons live in an area that is not concentrated, they become concentrated in our corridors and I would like us to figure something out. I don't know anything about it, I have no expertise in this area except what I've heard and when I drive by often in our corridors, and I think that hinders our ability to do the things that we are talking about in our Opportunity Corridors if we are going to concentrate felony residences along a corridor. I don't know whether that is the re-entry, the new CEO group or if it is the County, but I would like to get some information about how other communities deal with, as I said there are five-figure people with felonies in this community and if they are all going to live on Beatties Ford Road or West Boulevard, it is just not right. We've got to figure this out, so that is my question for Great Neighborhoods. I may get information that you may not want to even have in Committee, but I think we've got to touch it.

Ms. Johnson said you know that is kind of my passion; it is definitely practiced, I don't know that there is a law that says if it is multifamily and you have a felony you can't live there. I don't know that it would be that black and white, but it is definitely a practice. The Re-entry Housing Alliance has presented some great recommendations to the Task Force Committee and is stilling in the Housing Committee right now. One of the suggestions would be that if an organization or a developer takes money from the City through the TIG or through tax credits or anything that they would not be allowed to discriminate. So, there is some great language on the table that we can as a Council take a look at.

Mayor Lyles said I think it is even worse; I don't think that they can do it with Section 8 so, here we are in a situation where most of our housing subsidies are through a federal fund and they don't allow felons to use Section 8 vouchers. So, when we are talking about this, this is a big deal and I just feel like somewhere, I don't know if it is the re-entry right

now, but it needs to be figured out, and I say this in an accessory sense, the new laws have changed and many of the people that got arrested for cocaine in 1970 are coming home and they are 60-years old and where are they going to live and where are they going to work. So, those are the things that the federal government isn't doing much less, us trying to solve it. That is the best way to get a house which is to have a federal voucher, I'm not sure what they are called anymore, but if the federal government doesn't it for felons, who is going to be there?

**Councilmember Ajmera** said I served on the Housing Authority Board before I started serving on Council where Section 8 Vouchers if you have a record you are not able to get Section 8 Vouchers, but the bigger issue we have is there is a long waiting period for even getting Section 8 Vouchers I remember after a couple of years they opened it up and there were like only 200 new families were able to get the Vouchers. The wait line for 30,000 families is now waiting for getting a Voucher. I don't know, what would that waiting line be if there were suddenly a larger pool of folks? I think HUD has to address the bigger issue of how do they get more Vouchers out there.

Mayor Lyles said I could tell you about built back better or better back build about that because they are talking about more vouchers in some respect, but right now I feel like our corridors are hurting because, like poverty, we are concentrating people that have been incarcerated.

Ms. Eiselt said quick question; have we looked at in the past or as part of this master leases and scattered-site housing for folks that have these high barriers to getting housing. Master leases where an organization take the risk, I guess of housing someone.

Ms. Wideman said Ms. Eiselt; we have not looked extensively at master leases per se in terms of how we deal with Section 8 or how do we get more housing choice vouchers accepted. I think this is a conversation obviously, we need to continue to have and so there are two things that I would remind us of, and again, we have gone further, there is a great need out there. When you all do Housing Trust Fund allocations, whether that be new construction of NOAH, those landlords do accept housing choice vouchers, right. We just know that those units are leased up at the grant opening most of the time so those developers, whether it be NOAH or whether it be new construction, do accept housing choice vouchers. We talked also in Committee about this notion of re-entry. I think it was in 2016 HUD did pass some legislation around re-entry housing and so basically what that legislation said, and I'm not an expert on it, basically said what that legislation does is two things, right. It says that a property owner or property management company can't just stop; if I've had a prior criminal issue right on my record, they have to look at my credit, if I meet the credit screen they can't just stop there because I had a criminal issue. Now, I will admit I don't fully know what all the classification of all of those issues are, there are probably more so just around misdemeanors and I need to get smarter at that. But they have to look at what the issue is and over what period of time that occurred. So, more conversation to come on that, but I did want to just acknowledge, there was some recent legislation in 2016 and that your developers accepting your Trust Fund that they do accept housing choice vouchers. The thinking around how do we incent the private sector and I emphasize incentives, I think that is what we have to work on is what might we do as a City to incent the private sector to accept more housing choice vouchers. I don't have an answer for you today on that, but that is work that we have to do over the next several weeks and months.

Mr. Graham said one of the things Madam Mayor and Council that I challenge Ms. Wideman to do is, what are the best practices throughout the country and some of the questions that have been asked today. Even when I call some of my colleagues, all colleagues around the country, Dallas, Atlanta, the DC area they always refer me back to Charlotte. So, we are really kind of answering these questions ourselves for the country, so I just wanted to acknowledge the work that is coming out of Housing and Neighborhood Development and these are some tough questions that you are asking, and I wish we were getting a lot more support from HUD in answering some of these questions.

Mayor Lyles said would you like to be Secretary of that Committee?

Mr. Graham said no ma'am, I love Charlotte.

Ms. Wideman said one more thing that I'm probably in remise if I don't share with you; to Mr. Graham's point, we did two things; we talked to our colleagues around the state to see what they were doing about this issue and they were not tackling it at this point from a legislative perspective because they didn't want to jeopardize some of the other things that they have going on around housing from a legislative perspective, and I understand their perspective on that. Also, our colleagues in Atlanta, some of you all have read that they do have a housing choice ordinance if you will, but when I talked to my counterpart in Atlanta, she literally puts a hand in her head and she says they have that, but they cannot enforce it and they are trying to wrestle with that as well. I just wanted to share that with you all.

Mayor Lyles said I've heard a lot of ordinances can get passed without enforcing.

Ms. Ajmera said I wanted to add to Ms. Eiselt's point, there are master leases that various non-profits actually does. I was at Round Table a couple of years ago where several housing providers had raised an issue where there was a master lease concept that was actually used as a solution where if there are housing providers who were concerned about damages that were done to the property if it is a master lease agreement, non-profits were actually taking that risk and liability so that was addressing it, but I do agree where we had incentivized that behavior, I think even with Section 8 Voucher the challenge becomes where there is a very stringent inspection requirement which many housing providers will tell you when there was a Round Table a couple of years ago that I had attended where it is just so stringent that a lot of housing providers do not want to do through that process. That is part of the problem so there is just a lot of challenges we can address where incentivizing certain behavior, like Ms. Eiselt said, that master lease agreement also addresses some of this inspection where Section 8 is really HUD so we can't really address that. But at least we can address some of the challenges that are being raised by various non-profits, whether it is shelter, whether it is Urban Ministry and so many other non-profits that are doing the work, so we are looking at it from both sides demand and supply and how do we really bridge that gap.

**Councilmember Driggs** said this is a longer discussion; I just want to point out that we should not approach it with the attitude that landlords need to be coerced to change their behavior. Their choices are business decisions, they don't have a hostile attitude, but they will tell you stories about crime, about property damage, about addictions, and the burden of an addiction process. I think as I believe Ms. Wideman alluded, if we want to promote this, we have to work with them to find ways to indemnify them against some of those risks and induce them to be more welcoming. I think just to sort of try to impose the requirement on them is unfair.

Ms. Lyles said right, and I think you were in the meeting when we talked about this.

### **Intergovernmental Relations Committee**

**Councilmember Bokhari** said there is really not much content at this point in our process to relay. Dana, in a second, will tell you some important dates. All I will say is that we are compiling a list of potential Legislative Agenda items that span Aviation, digital Divide, governance, housing, mobility, public safety, unemployment, and the list goes on that has come from a mixture of committees, they have come from a mixture of individual Councilmembers and staff members and the community-at-large as I'm seeing this. This is kind of an initial list that will get a little bit bigger and then we will go into our meetings to then figure out what we bring back to the broader Council as a recommendation. I would mention also that my colleague who isn't with us right now, Mr. Winston said two items that are on his radar, one you've already heard, source of income, discrimination from Mr. Graham. Another one is the correlation of CJAG with the Chief and the Manager in our overall strategy as a body here and what they do. So, I will mention those for him. The only thing I would mention from a procedural standpoint, and Mr. Graham, this goes back to something you said a second ago, is that while we don't have any problems with

full Council being sent a recommendation from Committee and then that being weighed in on and sent back to Intergovernmental, it is really what we have been tasked with in Intergovernmental is to compile the list of Intergovernmental and Legislative Agenda items. So, while we gather that from various places it is a process that is most important that we don't try to duplicate the work of all of your Committees; we try to stack all of those things together side by side and see strategically what makes the most sense to combine, to put on, to put in a parking lot, to do various things for with the ultimate measure of looking at it in its entirety and seeing how much can we accomplish and what does one thing do to another. I only mention that it doesn't bother us at all, especially if the big-ticket item for Council to get that, weigh it and then send it there. I just don't want to give anyone the impression that means that the committee is not hamstrung and must put it on there. We have to go through our process, but then bring it back, and then the broader Council of course can decide to overrule that, but the point is as part of that process I don't want to waste extra time unless there is some valuable conversation that everyone feels needs to be happening there if that makes sense.

**Dana Fenton, Intergovernmental Relations Manager** said I'm pleased to be here with you today. I just want to go back and take a 30,000-foot view of what is going on with the Intergovernmental Relations Committee. We are going to be entering the 2021 General Assembly and the next US Congress; we've got an election coming up. It is the long session in Raleigh, it will be the long session in Washington, DC too. In preparation for that, the Committee started meeting last month on September 16<sup>th</sup> where they heard approximately a dozen different legislative state and federal requests from Committees and from staff. The Committee will meet again next Wednesday, October 14<sup>th</sup> to hear the second batch of state and federal legislative requests. I think overall, we are probably up to about 30 different requests, accumulatively state and federal and what we've been doing is watching the Committees. We've been of course collecting things from staff, etc. and you've been very active this year in the legislative arena. I'll give you all a lot of credit for that, but on the 14<sup>th</sup> you will hear the second batch. Some of you haven't presented yet, you will be receiving calls from me this week on that. Then on two-weeks from today on October 19<sup>th</sup>, the Committee is going to meet to propose state and federal Legislative Agendas to present to the City Council. Those agendas will be presented in November. There are three dates to keep in mind, Monday, November 2<sup>nd</sup>, Strategy Session, Monday, November 9<sup>th</sup> Action Review, and Monday, November 23<sup>rd</sup> Council adoption. We are trying to meet with the State Delegation in early December on the State Agenda and then of course with the Congressional Delegation in March while the NLC Conference in DC is occurring. Probably both of those meetings, we think at this point will be virtual, but we will have to see what happens then.

I would also like to address briefly Mayor, the three Council referrals to the Committee; let me share with you where they are. This coming Wednesday, Mr. Baker, your City Attorney will be presenting on the nuisance abatement and that was an issue that a lot of you have brought up. You've heard things that maybe the nuisance abatement process takes too long, and you all want to take a look at that, and Mr. Baker is going to be talking about that and things that he did in Durham during his tenure there to help that process along. There is basically a strategic partnership between their Police Department and the City Attorney's Office to get those cases moving faster and to bring about a better outcome.

The second issue was the recommending legislative strategy to get subpoena power for the Citizens Review Board. We will be taking that upon October 19<sup>th</sup> when the proposed agendas are made by the Committee and just a couple of weeks ago Mr. Egleston did present the case for subpoena power to the Committee. The final one has to do with the Criminal Justice Advisory Group. We tentatively plan to bring that up in December at the December 21<sup>st</sup> meeting. We wanted to wait until after the Legislative Agendas were presented to Council, especially, we didn't want to take up the November meeting for that because we may need to take up some questions from Council about the agendas at the November meeting. Madam Mayor, that is where everything stands right now, I'll be glad to take any questions if there are any.

**Councilmember Johnson** said we discussed House Bill 880 as a change to the eviction process. Can you tell me if the Intergovernmental Committee had a chance to talk about that or what happened with that?

Mr. Fenton said this coming Wednesday, the 14<sup>th</sup> a couple of issues from the Great Neighborhoods Committee still have to be referred to the Intergovernmental Relations Committee [inaudible] the eviction post relief judgments and also the re-entry issue. There were two sections of that Bill that dealt with those issues. That Bill was filed last year in the General Assembly, it passed the House of Representatives but immediately got bogged down in the Senate where those provisions were removed along with some other provisions that had been requested by a group of shelter industry advocacy organizations, the Apartment Association of North Carolina and the Realtors Association of North Carolina. Ultimately, the Bill didn't pass, it sat in the Senate. This year, I think especially because of COVID-19 and the focus of the General Assembly on COVID Relief might have helped it not be considered.

Ms. Johnson said might have helped it not be considered.

Mr. Fenton said yeah, with the focus they had on COVID relief this year it took things off the table to discuss.

**Councilmember Watlington** said two things; firstly, I'll just let you know that I will be speaking about this at the next Intergovernmental Relations Committee, but I wanted to lift up because I think the focus of this is Violence Reduction and how Intergovernmental relates to that. Like I mentioned before ABC or stores with ABC permits, I'll say it that way, there is a place for increased or improved regulation for stores with ABC permits for off-premise consumption. In conversations that some of us have had with ALE, the ABC Commission, the ABC Board what we found is that there is really no ongoing management or regulation process once you receive your permit unless the local law enforcement agency sends some information to the state to say there is a problem. No news is good news and we all understand that is not necessarily the case and Chief, definitely jump in if I've misspoken on anything. I want to make sure that as we are talking about Violence Reduction, this is another piece that can be a key enabler for us to wrap our arms around what is going on at some of these stores. So, more to come on that one in our next Intergovernmental meeting, but I wanted to make sure that was lifted up.

Then finally, even though I see we are not talking about the CJAG until December 21<sup>st</sup> I did want to confirm that we are participating in it currently.

Mr. Fenton said yes, we are.

Ms. Watlington said who is going?

Mr. Fenton said the Police Chief and the City Manager.

The meeting was recessed at 3:11 p.m. and reconvened at 3:20 p.m.

**Councilmember Egleston** said I gave my summary overview there at the beginning of this segment of the meeting, and I'm not going to repeat that, but I am going to go back to; I mentioned all of the changes that this conversation and this work has yielded already and if you are on Page 71, I'll mention those again. Since this specific work began in June the changes that have come from these conversations in this Committee and in the community, including the Community Input Group, there have been changes in policy language of CMPD to address the duty to intervene. We have gone from on June 1<sup>st</sup>, being in alignment with three of the 8 Can't-Wait initiatives to all 8 and that is not CMPD's assessment that we were in alignment with all 8, but it is actually Campaign Zero who put forward the 8 Can't-Wait Campaign, the national organization saying we are now in alignment with all 8 policies.

The full rollout of the signal side arm monitors that ensure anytime an Officer draws their weapon that their body camera automatically activates; new Civil Emergency Unit Uniforms that allow for the mounting of body-worn cameras. We had issues in the past

with certain turnout gear for our Officers not allowing for the use of body-worn cameras, that is no longer an issue. Policy changes to eliminate any use of “no-knock” warrants and to cease the use of CS Agents which we have been commonly referring to as tear gas. So, those changes have already been made and again I think a lot of our discussion, and I’m going to throw it to the Manager for his presentation, now focuses on analyzation of the calls that CMPD is receiving and responding to and which ones they are the best fit for, which ones others might be the best fit for as well as it seems like a million years ago, but pre-COVID we were really starting to get some traction on the discussion around violent crime and violence as a public health crisis and everything we are doing around addressing how we will interrupt violence in our community I think is going to once again come to the forefront with a lot of the discussions we’ve been having around Police Policy and Police Accountability.

**Marcus Jones, City Manager** said what I will attempt to do is just go pretty quickly through a series of slides that I believe captures the discussions over the last four months. I believe it was Councilmember Mitchell that reminded me last week that I think on a Friday we got together and tried to make sure that we could talk through how we could have success. So, beginning with the end in mind one of the things that we would like to walk away from today with is your recommendations as it relates to what we call Safe Charlotte, so safety and accountability for everyone. One of the things that are important is that we will discuss this next Monday at the full Council, we will discuss it the next day at the Committee meeting and then two weeks later there is an opportunity for you to present this to the public and the public to discuss it before you vote on whatever this framework or the strategy would be. We were intentional today to start with the other Committees because that is really where we started from the beginning so, we go back in time we said at the core of our work is people and safety, and if you see each one of the Committees and their charges you will see how this all works within the framework of our discussion today, culminating with Safe Communities that make neighborhoods safe, healthy and inclusive, including Policing, Fire protection, and the environment.

So, what did we do? We had a discussion about reimaging Policing, we had a discussion about the events of June 2<sup>nd</sup>, we had a discussion about how we as a City could be more comprehensive in this area of Safe Communities. So, it is a violence prevention and reduction strategies, policy changes, and potential budget adjustments. All in approach this is what we’ve been doing the last couple of hours and as I’ve talked about the referrals; these were the only referrals that were related to public safety or Safe Charlotte. There is so much more work that is being done in the various Committees, but this just shows where we are at this point.

I used this timeline, I think it was the second Committee meeting that we had with the Safe Communities Committee and we wanted to make sure that everybody was on the same page in terms of what we were attempting to do so, there was the Council Committee direction to inform a plan; you may recall, I call it 8 Can't-Wait direction that we received from the Council, as well as Councilmember Winston directive as well as Councilmember Graham directive and we put those altogether and said here, is the plan. Initially, we said this is how we would tackle this in July which included a Council update as well as a review of Police Community Engagement and Youth Programs. I was somewhat surprised at that meeting because we actually had a program that had the outcomes that Council decided to allocate another \$17,000 towards so, in other words, we started to get this momentum around those things that are working [inaudible] funding those things that may not be working, maybe it is time to rethink it.

In August we were reviewing the role of Police and recruitment and training, rules and conduct, the CRB, CSB, 8 Can't-Wait and we actually moved some things up from September to August. I call this the Councilmember Watlington, I don’t know the rightward, it was not an aggressive plan, but we were going to get everything done in an assertive plan that we were going to get everything done in 12-weeks and I will tell you the team really scratched our heads about whether we could do it, but we are always up to a challenge and you saw a lot of that good work today. The good news is that not only were we able to get the timeline, even some issues that were potentially going to fall outside the September timeframe, but we also pulled them back into the September

timeframe and we were able to address each topic. One of the things that are important is I'm going to do this at the beginning and I'm also going to do it at the end and I'm going to try to get Julia back. One of the most important things is the framework to address violence. That is the core of what we've been doing since last summer. So, we had this collaboration with the City and the County and partners with the DA's involved, the Sheriff is involved, and we have been looking at this violence as a public health crisis. So, as we look at Intergovernmental collaboration, community collaboration in our priority areas, how we can interrupt violence and invest in community-led efforts as well as use data, we've always used it as the foundation because we want to be able to look back and see that we did some things that have actually moved the needle.

What I think is very different from other cities across the county that are trying to tackle this problem, are the way we utilize the community input group and I start off by saying, begin with the end in mind, one of the reasons I'm going back in time is for those individuals who have been a part of the last three months. It is important to know that Council just didn't come together today and said well let's just throw some things against the wall, it is because of the input that we've gotten from the community as well as the Council Committees and we have some recommended changes. Now, I wish we had 25 pages for this because I think this is the core of why we are here today, and I think at a point where we should have a successful meeting is because the way that the community was able to lean into this. Federico Rios and his hard work and all of the community input groups work have allowed us to merely have a lens that is a part of what we do. The last chapter in your book is every recommendation from the community input group. So, while some of those won't be a part of what I'm presenting to you today, there is nothing that we change the word or we've revised, it is that last section are all of the recommendations from the group. We think that at a high level we have captured those that we believe can lead us to come successful outcomes.

Mayor Lyles said I read all of those comments and it really did influence things that I thought were just easy to do, ought to be done. The Community Input Group deserve a lot of credit for bringing reality to what we often think of might be a policy that might work, I want to commend the group for the work that they've done, and I really appreciated the depth that they went to and the work in their report outs. They were very thoughtful; I know it was a little bit scary sometimes. We thought at the beginning what in the world is going to happen, but it was very informative and not only that, influential.

Mr. Jones said I totally agree with Mayor; and they made us think in different ways, which I believe is going to help us have a wonderful product. Councilmember Egleston started off with 8 Can't-Wait and I think some cities across the country would call that success just to be able to address the 8 Can't-Wait initiative. It is interesting and we can have hindsight now whether we achieve two of the eight or three of the eight or seven of the eight. The reality was those who decide whether or not you achieve them basically gave us credit for maybe three of them. So, over the course of this process we were able to be in compliance with all eight, which I think the Chief mentioned that out of all the top 100 cities in the country, we are in rare air with having them certify that we have achieved all of these 8 Can't-Wait initiatives. So, in order to do that some policy changes needed to occur. What I didn't say at the beginning, I have to apologize, it is just great working with Chief Jennings; the way that he has approached this, the way that his team has approached this, the way that he has been open to all types of feedback I think has allowed us to be in the place that we are in today. With that feedback, we were able to achieve the five [inaudible] we did not have and now we are all the way there.

As the Chair mentioned earlier, we would be remised if we didn't talk about the collaborative changes that have already occurred. So, whether there are two, or three or four recommendations from today, the 8 Can't-Wait and everything that has happened up to this point is such a monumental shift and where we were back in early June, late May. I won't rehash what the Committee Chair has already said, but if you just start to look at that board, it just shows how much has happened, and much of it was because CMPD and the Chief said this is the right thing today.

So, now additional recommendations for consideration, so much like the \$15.5 million we talked about beforehand, I was charged with bringing something back today that would allow Council to begin their discussions. I do believe this capture again, some of the more critical recommendations that have been provided, not only from the citizen's Community Input Group but also from Councilmembers and members of the team.

**Councilmember Watlington** said I know we started out a while ago with kind of a one-pager, I know Councilmember Egleston had brought it months ago, like a bill of rights if you will for protesting. I'm just wondering if we can get these changes in some kind of way, like a one-pager?

Mr. Jones said oh yes, I'm sorry, yes. After today Jason Snider and his team are going to start working on a document that will be world-class in terms of capturing what has occurred so that it could be something like the Mayor said last time, it is easy to talk about something, but there is a discipline to putting something in writing so it goes past time. That is what we will do once we get feedback from you today and we will expand on all of those, yes.

So, additional recommendations for consideration; this one has two pieces and I really want to thank the hard work from the Budget and Effectiveness Committee, the Chair Mr. Driggs, and all the folks in the Budget Office. It interesting, Patrick, you stole one of Ryan's Budget people today and he wanted me to make sure that he got credit for her as opposed to the Legal team, but just a lot of hard work, a lot of data that allowed us to come up with this recommendation, which is not an easy one, but we think it is the right thing to do.

With that said we believe that looking at calls for service, there are some calls that may be a sworn Officer should not take, and we believe that that is something that not, only data came from the Budget and Effectiveness Committee, but also from our Community Input Group and also from the Chief and also from the Council. So, if we couldn't align on this one something would have been wrong. We want to do this in a couple of ways, so the recommendation is to expand the crisis response team; we do have success with that, this is a Chief recommendation and I fully support to deal with some of the higher risk mental health calls. So, something that we already have some traction, let's double down and go into that area a bit more, but then those lower risk mental health, homeless, welfare checks. Can we pair a clinician and a social worker with maybe an EMT trained civilian to address those calls? We didn't want too much specificity here, but you could even say are there retired Firefighters that could do this? Are these individuals from emergency services that could be a part of this team? We want to be able to do this in such a way that allows for success, so the recommendation is to expand again, the Crisis Response Team plus develop a non-sworn Officer to respond to the model for mental and homeless calls.

The next recommendation kind of goes in the same way and that is dealing with some of those priorities five calls. So, focus Officers work on the core roles and there appears to be an opportunity to develop avenues for civilian technicians to respond to lower risks calls, those priorities five calls, and these are just examples. This doesn't mean that this is the universe and that is why we want to make sure that in this recommendation that CMPD with some outside accessor develops this comprehensive recommendation to convert these low-risk sworn duties to non-uniform units.

Ms. Watlington said I just want to make sure I understand or I'm thinking about it right. I think you've got illegal parking here, the people that are parking ticket enforcement say down here and uptown is that the kind of thing you are talking about here where they still can write a ticket of that kind of things, but I'm assuming they are not sworn Officers, correct.

Mr. Jones said they are not, and this is one of the things when you start to make a list, I would ask that we don't pick apart this other than look at those Priority 5 calls, and that is why I'm in this recommendation, having somebody else help us decided which ones would be right for this. If the Chief has written me a memo on Thursday, he would have had one recommendation, but because he wrote me a memo on Friday, the



recommendation is a little bit different. The more we learn there could be implications as it relates to could we even do it without approval from Raleigh? Is that correct Chief?

**Johnny Jennings, Chief Charlotte Mecklenburg Police Department** said that is correct. Some of the recommendations are simply that, that would require legislation and other things that we can't just decide within our own circle to say that we are going to stop doing them. There are some things that take a lot of steps to get to that point.

Mr. Egleston said just one thing to add to the conversation about what those calls might be. I mentioned this, I don't know if it was the last Safe Communities Committee Meeting or amongst the entire Council, but Councilmember Eiselt and I were on a call two or three weeks ago and was it Columbus, Ohio that had sent out something, and I think there is an opportunity to engage the community in a sort of just an online survey opportunity as well and this could be done quickly, but they had sent out a whole list of things that the Police are asked to respond to and they had gotten feedback from the community. I think there were five or six that really rose to the top that there was an overwhelming consensus among the public that certain activities were ones that they would be comfortable with being handled by someone who is not a sworn officer. I think it is an analysis for us to do internally, but I think it is one we can do with the community, so the community understands the changes that we are implementing, and it is in a way signing off on them and saying yeah, that does make sense that graffiti would not be a call that a sworn Officer might need to respond to, at least not the initial response.

**Councilmember Eiselt** said to add to that I was on a call this past Friday with Police Chief from Eugene, Oregon, and head of the mental health component of their Co-hoots Program and in your conversations in your Committee, you have talked about modeling this after Co-hoots a little bit. One of the things they said was so important in the other cities that have put programs in places like this is the importance of, especially in the mental health component of not having Officers show up with guns and with Police uniforms on because of the trauma that can trigger. So, the visibility part of it is so important. They have Co-hoots vans and just the van itself when it enters the community now, they've had this program in place I think 30-years; people know that van, they know they are there for mental health assistance and that is really an important part of separating those two without any particular implications.

Mayor Lyles said the comment that I wanted to make was on the focusing on the core roles that certain parts of our community as we do this work, they may very seldom call the Police, but they might call that one time for that noise complaint or that party next door or any one of these things and I think it is two things. If we are going in this direction the education of the community for violence as an overall condition we need to actually work really hard on saying we need to solve another pandemic in our community and we are going to work and put our priorities there, but I want to say, we have to respond to these and I don't know how we get that done or who does it, But Chief I know that you know noise calls and graffiti and illegal parking, maybe the only time someone has contact with an Officer, and that interaction needs to be positive as well. I just trust that this is going to be considered.

Chief Jennings said yes, we've had that discussion about things that don't necessarily mean that we won't be out there or be able to assist, but particularly like you look at CPCRT, that is not just responding to the call for service, that is long-term dealing with the issue so that we don't have those calls for service. So, when we start talking about things that we can stop doing it means that there will be a group or an entity that can handle it long-term so that we don't have the same issues recurring. So, they would have the time to do that because if you look at Officer response for a call for service, they are done with the call for service, they may not ever be the Officer that goes back there, it may be another Officer. That is part of the thought process in this too.

Mayor Lyles said I'm looking forward to the public education that says we've got a pandemic, we've got a crisis, we need to do something, but also balancing that with what people that very seldom are going to call you, but when they call, they need you.

Mr. Jones said the next recommendation is an external analysis of contacts and calls. One of the things we talked about, we used the word audit and I believe the last time we had a conversation at the Committee meeting I said I'm fine with an examination and we are not really talking about an audit of the books or how many bullets there are or how many vehicles there are, but this concept of being able to have an examination of Police civilian contacts, Police calls, and responses makes a lot of sense. I think it helps us and some other cities have done things like that, but I just wanted to make sure that I put in this package today this concept of this external analysis. One thing I will say is that I have spent some time with Jake who was recommended by Robert Dawkins, that I give him a call and Jake was very impressed with the data that we already have. The same thing with Cure Violence; they are very impressed with the data that we already have and how we can slice and dice that data. But there are some opportunities I believe for an external examination of some of our Police-civilian contacts and Police calls and responses. Again, I don't use this as an exhaustive list, but just some examples that are out there.

Then, I wanted to make sure that Ms. Watlington is very clear that she looks at this as something that is separate, and I believe we talked about this at the last Committee meeting. An evaluation of Youth Programs; there are 34 programs and we've given you data on it, and one of the questions is whether or not the programs and the outcomes that we have can be validated. So, we started off from the beginning, and I think the Mayor will remember this, last July when we were working with [inaudible] at John Hopkins University, one of the things is to make sure that you have evidence-based programs or at least evidence in these programs. The concept here is how can we partner with the University or independent organization to evaluate these Youth Programs on an annual basis to make sure that we are getting the outcomes that we would desire as a City.

The next one, Training, Recruitment, and Residency; we've been emphasizing Officer training for a long time and the Council has approved funding in the budget to do this. One of the things and I've talked to the Chief about this, we've talked about CIT training, and nothing is going to surprise the Chief in what I'm saying today. We've talked about CIT training, we talked about recruiting Officers that reflect the demographics of the City and so, what I'm proposing to you today is to enhance our recruitment efforts and I do believe that CMPD is doing a great job. As we go back over summer and we looked at our recruitment efforts versus some other cities across the country, and we were doing much better than some other cities. We also want to be intentional to make sure that we have Officers that fit the City and so whatever we need to do to make sure we are getting the best and to get those who reflect the demographics of the City I believe is important.

One of the things that were discussed is whether or not we can expand our residency incentives for Officers, especially if they live in some of the Council identified priority areas. What are some of the tools in our toolbox that we could use around housing that would be an incentive for Officers to live in the priority areas or even just the City in general? Some of the things we do are the take-home cars and the residency incentive which the Chief can talk about in more detail. Here are the three that didn't fit neatly into a recommendation from me, but it doesn't mean that it is not important. One is requesting subpoena power for the Citizens Review Board. Everybody agrees with that, that is something that needs Legislative authority and so I look at that as something that comes from a recommendation from the Council, which I believe the Committee is already recommended.

Expanding the role of the Civil Service Board to handle appeals; I think the Chief did a good job the last time we were together about why that is problematic and so that is something I'm leaving in this room to try to figure how that can be handled, but my understanding from what I know about this process is that would be problematic. Then eliminating the cash bail process; that came up last time. One of the things that I think could happen immediately is CJAG. That could be something that is discussed in the CJAG, but maybe not necessarily something that this body can do. I leave that and I'm convinced we will come back to it, but then I want to go back to where we've been.

So, this framework to address violence; nothing that I've said up to this point negatively impacts this, if anything it helps us. So, let's move forward with some of the things that

are happening as we start to think about putting this book together about what this playbook will be. We do have the violent crime dashboard I believe Marie Harris has already sent you the link about how you can use the data to help gain a better understanding of what is going on in some of our priority areas. Next Cure Violence Street Outreach Model; we continue to work through the assessment. The assessment will be completed in October and recommendations due in November and we do believe if we think again about this violence framework, this has always been a part of it, not specifically Cure Violence, but a Violence Interrupter. As we keep going the Hospital-Based Violence Intervention, a Program led by Atrium. We are moments away from signing a contract with that. I think it is going to work very well with the Violence Interrupter Model which is in one area and the Hospital-Based Violence Intervention Program is throughout the entire City. So, I think that is important.

Then, one of the things that were discussed at length at the last Committee meeting is that grassroots organizations also be able to help in this Violence Interruption process. So, when Ryan, earlier today talked about having \$3 million that would be available for the public safety area, my recommendation is to provide \$1 million from the City's current budget to help the Charlotte-based non-profits address violence in the community. I know that is a big number, if you start to think about it, we have our Jump Start Grants at \$500,000, I could have made a recommendation out of the CARES funds, but I just don't that would have been successful at all with the short period of time that is left. But this gives us an opportunity to let the community know that we are listening and let's find ways to build capacity for those organizations that are having outcomes that are consistent with what we are trying to achieve. By doing it this way gives us again, not this time limit on the end, but it also gives us an opportunity to build a program. I think that is it and I will take any questions.

Mr. Egleston said I think this will be important as we get into the questions for the Manager to clarify what from a process standpoint with the recommendations that we've got here of additional proposals beyond what has already been done and we've already discussed that there would be a public forum component to this for people to provide feedback prior to a Council vote. If, for instance, and I'll just take the last one that you said, as one specific example, provide \$1 million from our current budget to help Charlotte-based non-profits address violence in the community. If we take any or all of these recommendations today and a majority of Council wants to move them forward is your anticipation is that staff could, obviously these all have to be fleshed out into more specific policy language for the public to comment on and for Council to vote on, is that something that you anticipate could be done by a week from today and probably by the end of this work-week so that it could be on the agenda for the public to comment on the specific policy language on Monday?

Mr. Jones said yes.

Mr. Egleston said but any of these could be adopted kind of preliminarily today by Council and within this week the language would be fleshed out and ready for showtime on Monday.

Mr. Jones said really three-steps; Monday whatever is discussed here, and this is one of the things, and I think David gets frustrated with it, closure right. So, we would make sure that whatever happens today that we document it correctly and we discuss it in the Business Action Briefing on Monday. Then you have the Safe Communities Committee meeting Tuesday that you can get feedback, but the vote would be two weeks later.

Mr. Egleston said so you would have the public forum on the same night as the vote?

Mr. Jones said yes.

Mr. Egleston said we can certainly discuss it again in the Safe Communities Meeting, but at this point, I think if it is the Council's will to move forward with these, then it is a Council discussion. To me, we would be taking a step back to take back to Committee if the full Council or a majority of the full Council wants to move forward with it. If you are saying,

we would have the public forum on the same day as the vote on the 26<sup>th</sup> that is fine so long as we to the vote this month which was always kind of the plan.

Mr. Jones said again, this is the Council's now. My thought process was the Community Input Group, should they on next Tuesday have their own opportunity to provide feedback to this because they've spent so much time on it, but the public sign-up would be I guess the 26<sup>th</sup>.

Mr. Egleston said so Community Input Group feedback on whatever recommendations might be put forward today?

Mr. Jones said yes.

Ms. Watlington said [inaudible] we will find recommendations that just didn't flow into this or have you addressed all of the main ones here?

Mr. Jones said no, I definitely have not addressed them all; some of them were like comments, some of them were like questions, but I think we've addressed the main ones and the three that I put on the slide that isn't in here I think are the ones that if they aren't addressed at some level, I think we would get some concern from the Community Input Group.

Ms. Watlington said I'm hopeful that we will have a little time before we made a decision on something today because at the least the community's back piece and make sure that there is nothing else remaining. Then I just want to understand the \$1 million that you've got here. So, there is Cure Violence and I know initially they are just doing kind of assessment, but I thought the next step was then for them to work with the grassroots organizations. If that is the case, then help me understand if this \$1 million is basically stepped two in that processor this is something separate.

Mr. Jones said the thinking is that this is something separate so, let's work through Cure Violence. So, let's take Cure Violence does the assessment and let's say there is a non-profit and maybe four entities got together and said we can do this and that non-profit, let's call it ABC non-profit, then implement the Cure Violence strategy and the money is to that ABC non-profit.

Ms. Watling said this \$1 million?

Mr. Jones said no, no, the money that is set aside for Cure Violence, but then that is going to leave many, many organizations that don't receive anything unless they apply for a Jump Start Grant. So, what I tried to do, it is much like we started with Jump Start with \$50,000 and now we are up to \$500,000. Is there something that we are missing with all of these grassroots organizations? We have our financial partners, are they the right financial partners? Is there something that we should start thinking about in a different way with our financial partners and this is really trying to find a way, can we build capacity? I like what one of the members of the Community Input Group said, if you don't have an organization structure you are not really an organization and so it is how can we do a little bit more of a deep dive to see if there are some opportunities that we've been missing.

Mayor Lyles said can I follow-up on that Victoria? If you want to go ahead, I just want to follow-up.

Ms. Watlington said I just want to make sure I understand so far what I've heard, so there is Cure Violence and then is going to be some subset of folks that are going to have access to that money, and then is \$500,000 in Jump Start Grants, which I think I'm understanding that is maxed out if you will. We've got our partners and they are doing their work ongoing and then there is this \$1 million for everybody else and that is focused, not so much unlike ongoing projects if you will, but could build capacity so these groups can go from individuals to organizations?

Mr. Jones said yes, in part or a group that has been doing something, but because for the lack of resources, let's say a group has been doing something and has great outcomes, can we help them scale out?

Mayor Lyles said I wanted to follow-up because I think this is good, but it is recurring revenue, so it is not one-time \$1 million. This will be \$1 million one, \$1 million two, \$1 million five?

Mr. Jones said this would be one-time however, if this indeed shows that it works, we could then in a future budget set aside funds because we may find out that, let's say there are 10 organizations, don't do math Marcus, there are 30 organizations and the \$1 million is spread between them, but we only find two that have the outcomes that we think work. Those two could become a part of our financial partners and the cost of that maybe \$35,000 each.

Mayor Lyles said okay, that is what I wasn't sure about because when we started Jump State it was \$50,000, and then we verified and it is now \$500,000, so this is an idea of let's test what we can do. It is not can your neighborhood association be organized and work, this is just to test the crime prevention of Violence Prevention and then based upon a data set that everybody has agreed upon in the beginning, that is how you decide whether there is renewal.

Mr. Jones said that is right and then the outcomes or the outcomes again are consistent with what we think are important and are really helping us reduce crime, then it is a good investment. It is not that different from JumpStart; Jump Start has its own, let's say, application process and things of that nature, and this gives us an opportunity to approach some folks who may have Jump Start and maybe it's gotten \$5,000. But, for \$50,000 they may be able to do something that is extraordinary, but the competition for that Jump Start bucket is intense.

Mayor Lyles said I've got to figure this out because I know the buckets of need and community organizing are important and so how do we do that is going to be really important. So, we need to manage expectations around this.

**Councilmember Graham** said I'm seeing this \$1 million is like a companion piece, right. For example, if we were trying, and I'll use Beatties Ford Road as an example, to reduce the violence on the corridor that a non-profit can work alongside Cure Violence as an example, to maybe help provide wrap-around service in terms of mental health counseling or substance abuse. If they focus on counseling or if a business organization wanted to help resolve some issues on Catherine Simmons Avenue they can apply for a grant and hypothetically hire off-duty Officers to work and patrol similar as the major corporations hire off-duty Officers to patrol uptown. I see this as a companion piece where non-profit organizations could work alongside CMPD, Cure Violence to do those other things necessary to help reduce crime and violence and provide additional resources throughout the City that is very focused and intentional in terms of purpose.

Mayor Lyles said I agree; I think that is what I'm trying to get; we need to manage expectations and let people know if it is that, just making sure and knowing that it may not recur, or it only recurs if.

**Councilmember Ajmera** said I like this recommendation because there are organizations that are doing the work to help us tackle violence in our community. A Jump Start Grant is not sufficient, and we hear that often; \$500,000, 5,000 so this really gives those organizations an opportunity to scale it, however, I remember having a conversation about Jump Start last year or the year before where many organizations that get Jump Start Grants are not non-profit. They are just organizations that are just starting out so are we limiting this to just non-profits or are we really focused on the results that they produce and whether those results are aligning with our criteria and our performance?

Mr. Jones said it is the latter and so Julia if you can just go back to the framework; we said to invest in community-led efforts, so this is a part of reducing violence. So, instead,

w of waiting until next July or trying to figure this out through a budget process, Ryan the Great, found \$3 million that we can start to deploy, and I think that this would go a long way.

Ms. Ajmera said so in that case if we can go back to that recommendation where I think we should focus on not just non-profits but the organizations that produce the results regardless of whether they are non-profits or for profit. Whatever it is, they just have to produce the results that help us tackle violence in our communities because at the end of the day we are focused on the results regardless of the status of their organization or 5013C or not. It could be an advocacy organization, there are all sorts of status based.

Mayor Lyles said I wonder about a for-profit organization if they are doing this under the community based because in some ways it is sort of like Cure Violence. You are paying a consultant for a fee and then that would mean that we would actually have to have some qualifications and whatever. I thought this was more around when you talk about local non-profits that these would be people that live here, committed here, and know that, whereas not for profit we would actually be in a consulting role, or they would be consultants for us, and we would have to bid.

Ms. Ajmera said we've got a lot of advocacy groups, a grassroots level that is doing the work. They may not have 5013C status because in order to even get 5013C status I think it takes five or six months, a year or two so I just want that barrier for folks to apply for this program. I understand the concern that the Mayor had raised about there could be organizations that are for-profit that may not be grassroots organizations, but if you are really focused on the results, I'm pretty sure grassroots organizations would produce the results that we want to see. If they are eliminating the barriers to 5013C status, I don't know if that would in any way limit anyone.

Mayor Lyles said I think we have to make sure that they are able to take governmental funds and track them. It is not the status of what they are, it is just the 5013C that puts certain requirements out there that you have a treasurer for example. You have to have certain requirements so again like I'm talking about, managing expectations, don't let someone walk in and think okay, this is a great idea, I'm going to go do it and we give them the money and then they come back to say well you know it is even a better idea and you say well where is your data, and they say oh you didn't tell me I have to collect that. We've got to be very specific on managing expectations. I think this is a good idea, I think it shows that we are listening, and hearing and people should be able to come back and say this is what they want to have done. I think we ought to try it. Is there anyone that thinks differently about this?

**Councilmember Egleston** said at some point whenever it is appropriate unless somebody wants to split these out into a bunch of recommendations and I'm not saying this would necessarily be all that we would do, but when the time is right, I would like to move forward on all of these and we can do that all at once unless somebody wants to have more of a line item vote on them.

Ms. Watlington said I will say there are a couple of pieces here; are we going to address these policy decisions that require Legislative authority? I think those have to be handled separately.

Mr. Egleston said I think the Council could refer to the Intergovernmental Committee if it [inaudible]

Ms. Watlington said exactly, I'm just saying that right now it feels like there are two items here rather than just one, or you just suggesting the recommendation and then we deal with that?

Mayor Lyles said in the past the Council has always voted to request subpoena power; it has been unanimous for at least three times we've voted on it. I think that I don't know as much about extended the role of the Civil Service Board to handle appeals and eliminating the cash bail thing. I thought that Mecklenburg County actually has an active grant to do that right now that they are working on through the Criminal Justice Advisory Committee. That is what they got that first pot of McArthur money for because they found a racial

disparity was great on the cash bail on the bail process. I would just assume that we'd have these as resolutions, and they would move forward probably. I don't know how to do the eliminating cash bails since we really have no authority to do that. That we could just say if it was requesting the subpoena. We would support eliminating cash bail. We could put them all in a resolution.

Mr. Egleston said as a reminder, the second item in that three-item list is one that probably would require more discussion because as the Chief has pointed out it creates kind of a jumbled process because the CSB (Civil Service Board) is obviously where the Officer would subsequently go to potentially appealing their termination. He has pointed out how systemically that would create some challenges so again, I think any or all of these could be further discussed in the Intergovernmental Committee.

**Councilmember Bokhari** said I think just a point of the process, I don't think we need to belabor the point of voting this today because right now as it stands, those three are on our expected list to review and whether they pass or not out of Committee, all of Council thereafter will have an opportunity to discuss it and vote up or down on that recommendation.

Mayor Lyles said is everybody good with that?

Mr. Bokhari said that will give us more time to dig into the details, for example, cash bail that came to us from the District Attorney Spencer Merriweather, so I assume he is going to give us more details on that.

Mayor Lyles said the last DA and the Head District Court Judge came and talked about with me and I can understand their support for it, but I just don't know what we would be able to do.

Mr. Bokhari said he was highly versed, and we were just more providing a pulpit by which to support something in the broader Criminal Justice System that was problematic, according to him.

**Councilmember Driggs** said I just wanted to say as a footnote to this whole process, I think the work that has gone into this is impressive and I think the tone of the conversation with credit to us. I appreciate your leadership Mr. Egleston and Chief, your willingness to respond and engage. I do have a concern though and that is that in the context of the national conversation and the issues related to the relationship between Police and the community, I believe many of our Officers must still feel, in spite of our restraint here, that they have been under scrutiny, and I don't think that this Council does a good job of emphasizing the underlying support that we have for their work. And Chief, I just hope that you can take back to your Officers, again I hope from all of us, an affirmation of our appreciation of the difficulty and the importance of their service because my impression from talking to some Officers is, they don't really feel appreciated by us. I can tell you that when it comes to recruiting, morale, and a whole bunch of other issues if the Officers don't feel that we really understand the situation they are in and that we understand the importance of their work when we go to address violent crime, that is a failure on our part. We should never stop looking for ways to improve relations between the Police and the community. We should condemn any instance of bad conduct by an Officer, but if it starts to generalize and if we aren't clear about our underlying relationship and our commitment to our Police, I think it takes away from the impact of all of the things we are trying to do here. Chief, I don't know that it is general, but as far as I'm concerned at least, and I know Councilmember Bokhari has been very outspoken on this as well, we need to try to get that message back to your people.

**Johnny Jennings, Chief, Charlotte Mecklenburg Police Department** said thank you for that Mr. Driggs, and it is a difficult balance. What I can tell you is that we did survey our Officers earlier and we had an overwhelming response to the surveys, but the majority of our Officers are looking forward to what that change is going to be. Their acceptance of that change, they know it is coming, and they are embracing it. So, what I have to do at the same time is make sure that they are aware that the changes that are made and

the decisions that I make, and our Command makes is to make our Department better and to help improve their jobs as well. We have to be able to balance that and everybody is not going to be happy with all the decisions, but I think for the most part we've prepared our Officers well to know that there are going to be some changes that are made.

Mr. Egleston said I think it is a fair point from Mr. Driggs and I do think we've had a measured tone in this conversation, but my hope is that we've also emphasized and been clear about the fact that a couple of things we are discussing I think actually are as beneficial for the Officers as they are for the community. I don't think we should feel like to have to apologize for scrutinizing the Police Department because we should be scrutinizing every Department of this City, including ourselves. So, scrutiny I don't think is necessarily passing judgment, it is just making sure that we are the best that we can be in each Department and I hope that and have anecdotally heard some Officers say that they agree that they have been tasked, not just CMPD, but Police Officers across the country, have been asked to fill roles that frankly they should have never been asked to fill and that they never wanted to fill. So, I hope that a lot of what we are talking about here actually helps them focus on the core roles that they should be playing in our community and that helps their job satisfaction level, it helps them feel better about what they have taken on as their calling in life. I think too, trying to make sure that we are finding ways to incentivize things like them being more ingrained in our community through living in our community and in certain corridors as opposed to being just day-time residents of our community at work will show them a level of appreciation and that we are looking to take care of them for all the good hard work that they do. I think it is a fair point and I can imagine that with everything going on that many Officers might feel that way. I hope that they don't feel like we have been piling on just because we are trying to take a look at ways that we think we can improve.

Ms. Watlington said I went through the remaining CIG comments quickly and one stuck out; I just wanted to ask the City Attorney about it because it was marked blue as needing some more legal investigation. It is this idea of civil lawsuits to the pension of the Officer instead of suing the City. I just wanted to know if there was any additional information or findings from this?

**Patrick Baker, City Attorney** said I know that has come up and the answer to that question that there is nothing in the State of North Carolina Law right now that allows the pension of an Officer to be forfeited as a result of civil litigation but I know that has come up and I think that was just highlighted as a placeholder, but I don't think there is anything moving, at least from my end on that issue.

Ms. Ajmera said I just want to echo what Mr. Egleston said about working with our Police Department. Not only Chief, you have been very open to some of the conversations and there were times where it was difficult conversations to have, so we certainly appreciate your leadership and we are grateful for that. Certainly, even our Chair for managing the expectations and also really being a great facilitator. Everyone had questions and concerns and you really did a great job of okay, we've got to get this done in a timely manner, you were really good at controlling the traffic so Larken, thank you for that. Certainly, Victoria for road mapping the expectations in 12-weeks, that was a good plan. Great job to the Committee.

Mayor Lyles said I think what Mr. Egleston was asking is there any exception to any of the material that has been presented for going forward with the idea that the staff would do the write-up and that we would have this on October 26<sup>th</sup> for comment by the community as well as a vote by the Council.

Mr. Egleston said on the Consent Agenda and somebody can pull it if they want.

Mr. Bokhari said I've got three areas that I would say classify in that bucket, and I would appreciate if you guys could look into before the vote and I'll start from super tactical to more strategic. On the Community Input Group, I think that was a good idea to have them give us their feedback, they've put in a lot of effort. So, Manager, Mr. Chair over there or whatever, I would really like since that is a diverse group by design, if like a Zoning



Committee package if we could kind of see summaries of descending view thought as well because I have gotten a sense from that group as the people we appointed there to give us backchannel update of what is happening and the things we've seen directly presented to us, I think at best a majority kind of sentiment that has been given to us and I think given everyone's time they have committed to that, at least having a descending view and a discussion would be meaningful.

Mr. Egleston said descending review, means specific recommendations?

Mr. Bokhari said obviously, that is the end goal where the rubber meets the road, but if there is anything else in material conversations, I wouldn't just limit to that, but clearly, that is the thing that matters most.

Mayor Lyles said I think that is an important aspect. I read through it and there are descending views. As I said I learned a lot, I thought giving people money to move to the corridors was a great idea and they said no. People in the group were like no, there are some reasons for that. I also saw the section on recruitment and I thought there are some things there that I would like to know more about as well as the ideal of how do we make sure that if we have this, what is called where you report an Officer, there was a lot about how you implement that. What is called the Chief?

Chief Jennings said duty to report.

Mayor Lyles said duty to report and how do we you treat the reporter, what protections do they have, how they live in a culture that perhaps that is not exactly, so I think there is a lot of material that should be in our – I thought the Manager said that everyone verbatim would be in the document that we would adopt. I think that is very important, not to lose that content, but I think your question is how do you make sure that as people read the document that they see it at the time it is related to the recommendation? I think that is a valid question.

Mr. Egleston said one way I think we could do it, and the Manager had said one way to use our Safe Communities Committee Meeting eight days from now could be to get feedback from the Community Input Group on these recommendations before they come before the Council and a public forum on the 26<sup>th</sup>. To your point, and I will say one specific that comes to mind was Pastor Weary, last week in our Committee meeting said the other side of this idea was it presented as a counterpoint. I think we could potentially say here are the recommendations, we could go to the Community Input Group and ask for someone to present the pro and someone to present the con on each of these ideas so that we've got both sides of that story as we consider it and as the public considers coming to speak on it.

Mr. Bokhari said as well as perhaps a brief list of the items that didn't make it. Again, you don't have to write a novel, but I think for the hard work that everyone put in there, just for the record's sake as well as our ability to quickly glance through it, I think that would be really helpful.

Mayor Lyles said I'm not sure about the quick glance through its part, but definitely for the record.

Mr. Bokhari said Chapter two, Mr. Jones, the \$1 million budget for the non-profits, is this something that is outcome-driven, it is something that is similar to what we experience each budget cycle of our financial partners by which they sign up to do certain things, we track the measurers and then at the end we ultimately see was the measure achieved or not?

Mr. Jones said yes, that is the goal, but Mr. Bokhari, one thing that has to put out there is that if we start off by saying you have to have it all together to participate, we may miss some folks. It has got to be just a little bit of trying to understand what they are doing and if what they are doing is evidenced-based or evidence induced, there should be an opportunity to see if they can do it.

Mr. Bokhari said I would agree that this scenario calls for more flexibility than we are used to. I would just say the scenario I would like to avoid is we find out we used taxpayer dollars to fund groups to protest. That is fine, but that can't be something that ultimately happens as an outcome. Then three, and this goes back to what Mr. Driggs was saying a minute ago; and I think Mr. Egleston, you've done a good job with the group kind of coming up, and I somewhat like the concepts of incentives for where people live to get them towards those communities. I worry a little bit about does that take half of the organization and almost detrimentally hurt them. I got a little bit of feedback and I think maybe also considering the ETJ (Extraterritorial Jurisdiction) as part of that possibly might be an opportunity, but I think there is a lot of Officers out there who see that this is the right thing, who see what the Chief has done and it is happy about that, that we've all come to the table and we are starting to make progress, but I think they saw the piece of frustration inside their hearts like well, these are all items that are kind of to us. These are more training that we have to have, this is the stuff that we have to go do and figure out and solve and do differently.

I think there is an opportunity to add a couple of things in there quickly that I think to fall cleanly under a bucket of something we all agree on, no matter if it is because we come from a point of view of, we think these folks by in large do an amazing job and are underpaid and underappreciated or on the other side of that coin that we need better people in there and that is being an employer of choice. I would just say that whether it is bonus incentives and stiffens and things like that for little things like milestones and work anniversaries, promotions, birthdays, weddings, birth, stiffens for gym memberships, bonuses for those with excellent ratings on their PRDs for three-years in a row as well as longer-term challenges and bigger items like stiffens to help with medical insurance, post-retirement, those are things that not only send a message, they send a message of we to care about you and we view this as an employer of choice. We want you to work here because you choose to work here. I feel like with everything that is going on and rightly so, it has been a pretty intense six-months, we haven't even talked about that even once since the last budget cycle and the one before that, and I really think even if it is a small scale, we could infuse a few things in there that are cleanly about being an employee of choice only and really do a good job with the morale impacts that we need to make.

Mr. Jones said I appreciate what Mr. Bokhari just put in the room as well as Mr. Driggs and if you go back to January, in that Annual Strategy Meeting it was about paying Police Officers and making sure they have the facilities. Many of you were here a couple of years ago when the Chamber was packed and you voted to provide incentives and pay increases were my understanding that I heard from the Chief that some of our Officers looked at other Officers across the country and said man, what they did here was important. I do agree with you; I think there is an opportunity to enhance incentives to live in the City and maybe enhance incentives a bit more to live in some of the corridors. What you said is not lost.

Mr. Bokhari said I don't discount what you've said and in fact, I look back on our last three budget years of work and I don't want anyone to think we all work super hard on that and achieve some extraordinary results. What I'm saying is we can't mistake the difference between conversations we had in January through May that we've had June through August and into October. It is almost more of a message if we care to be an employee of choice because no-one is remembering what we said in January.

Mayor Lyles said I think the question is, is there anything that you would like to see separate from this group of recommendations to go forward. Is there anyone that opposes or objects?

Motion was made by Councilmember Egleston, seconded by Councilmember Ajmera, and carried unanimously, barring something being pulled that we move forward with all the recommendations we have herein front of us.
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The vote was taken on the motion and recorded as unanimous.

Mayor Lyles said alright so, we're ready to move forward with that and the plan for the write-up, the community discussion group, the Committee meeting, and then preparation for October 26<sup>th</sup>. That is a mouth load of work and we've done a lot of it.

Mr. Jones said I just wanted to clarify one thing before you go into executive session, Shawn had an answer about this hot spot issue.

Mr. Heath said yes, back to the hot spots, so there are over 8,000 hot spots that CMS has already deployed, and I think it is important to remember that the schools are really a key part of the equation. So, to the extent there are still members of the community that have a need for a hot spot, the best approach for them is to make their neighborhood school aware of that. CMS does not currently have a waitlist associated with the hot spots, but you recall that the initial initiative focused on a total of up to 16,000, so there is an ability to deploy more.

They've already deployed the 8,000 and there is not a waitlist as we stand here today. I would also mention that on the Wi-Fi enabled buses, there were two buses that were introduced as a pilot program, that was eventually narrowed down to one bus and as of this week, they have phased that out completely. That was never intended to be a long-term solution, that was just a stop-gap measure until they started to achieve some scale with the separate hot spot devices which are now being deployed at scale.

Ms. Ajmera said when we approved this, we were told there were 16,000 households, so what happened to the remaining 8,000 as part of the original request?

Mr. Heath said I believe the 16,000 was always an estimate. I believe it was based on census data and you may recall that the \$1 million that the City Council agreed to invest in support of that program was really an up to \$1 million amount, based on the number of devices that were deployed and the internet service because out piece was to make a contribution towards the internet service. There is still the ability to put more devices in homes but really it requires that relationship between the family and the school to ensure the communication is happening associated with the need. But, to the extent, additional needs are identified CMS has the capacity to continue to fill those needs.

Ms. Ajmera said okay, so if families reach out to us, we can ask them to reach out to their school and request a hot spot device.

Mr. Heath said yes, the school is really intended to be the hub for those communications. Ms. Ajmera said yes, I think that is the message we need to send to our [inaudible] who had raised the issue. If they have a language barrier then maybe work through their department because I think is what our [inaudible] non-profit was doing, right.

**Councilmember Newton** said it is challenging because Mr. Heath is exactly right looking into this. The bus has been removed, having said that, the children utilizing that bus as far as we know right now don't have that access and apparently, there are other children too that just aren't going to school at this point. It is really hard to pinpoint who they are. I think working with our partners is important and to your point Ms. Ajmera, directing parents in the right direction and the organizations as well. So, yes, our bridge and Latin American Coalition is who I will follow up with.

Mr. Bokhari said just to be clear, there is no such thing as buses correlated into the \$4 million hot spot \$16,000 problem?

Mr. Heath said correctly.

Mr. Bokhari said just so there is no confusion in the community.

Mayor Lyles said thank you very much for the quick follow-up, it helps a lot to be able to handle something while it is fresh in our minds.

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**ITEM NO. 9: CLOSED SESSION**

Motion was made by Councilmember Driggs, seconded by Councilmember Johnson, and carried unanimously to go into closed session to discuss matters relating to the location or expansion of industries or the businesses in the areas serviced by the public body, pursuant to NCGS 143-318.11(a)(4) and to consult with the City Attorney to preserve the Attorney client privilege and in the matter of Daedallus LLC et al v. City of Charlotte pursuant to NCGS 143-318.11(a)(3).

The meeting was recessed at 4:36 p.m. for a closed session.

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**ADJOURNMENT**

The meeting adjourned at 7:18 p.m. at the conclusion of the closed session.



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Stephanie C. Kelly, City Clerk, MMC, NCCMC

Length of Meeting: 7 hours, 9 Minutes  
Minutes Completed: October 27, 2020